



Employee  
Engagement  
Strategy  
Action Plan

Theme	Issue	Actions	Owner/Project	Timescale	Deliverables
Leadership	Perceived lack of evidence of Strategic Management Board adhering to Service values	Explore further with staff what examples they have – what they expect to see from SMB  Develop a clear Leadership Charter – aligned/underpinned by Essex County Fire and Rescue Service values and the leadership competencies within the Competency Framework	Strategic Management Board lead - Lindsey Stafford- Scott  Tracy Muir	30 May 2015	Leadership Charter clearly sets out how senior managers will demonstrate the Service values as expected by staff  All leaders sign the Charter  Leadership Charter is widely communicated with staff.
	Staff not satisfied with the visibility of Strategic Management Board/Senior Management	Consult with staff to identify expectations of Strategic Management Board visibility/access  Develop Employee Engagement Strategy underpinned with a Communications/Access Plan for Strategic Management Board	Strategic Management Board lead – Lindsey Stafford- Scott  Strategic Delivery Board lead – Jon Doherty/Christine Connor	30 May 2015	Pulse survey delivered online and via managers to identify expectations.  Employee Engagement Strategy approved including Communications/Access Plan for Strategic Management Board
	Staff not satisfied that Essex Fire Authority Members engage well with staff at Essex County Fire and Rescue Service	Consult with staff to identify expectations of Member visibility/access  Discuss with Chairman/Lead Members their views on Member Engagement  Develop Employee Engagement Strategy underpinned with a Communications/Access Plan for Essex Fire Authority Members  Build engagement plan into new Member Induction process	Strategic Management Board lead – Roy Carter    Strategic Delivery Board lead – Jon Doherty/Christine Connor	30 May 2015	Pulse survey delivered online and via managers to identify expectations.  Employee Engagement Strategy approved including engagement plan for Essex Fire Authority Members.  Essex Fire Authority Member Induction updated.

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Leadership	Lack of trust in Strategic Management Board/Strategic Delivery Board	Consider use of Benevolent Leadership Model to underpin leadership development for Strategic Management Board/Strategic Delivery Board as means to support the development of trust  Leadership Charter  Engagement Strategy  Clear vision developed and communicated  Cultural Review delivered and findings shared	Strategic Management Board lead – Lindsey Stafford- Scott  Strategic Delivery Board lead – Greg Keys/Danny Fearn  Claire Budgen	30 September 2015	Leadership Development sessions delivered.  Leadership Charter clearly sets out how senior managers will demonstrate the service values.  All Leaders sign the Charter  Leadership Charter is widely communicated with staff  Vision developed and circulated.  Cultural Review completed and reported
	Lack of clear vision set by Senior Management	Develop strategic vision further through Programme 2020  Change Management Strategy – including working with employees to rewrite the Strategic Narrative	Strategic Management Board lead – A/CFO Adam Eckley  Programme 2020 Team  Strategic Delivery Board - Business Change Managers	31 March 2016	2020 Programme vision and plan widely communicated.  Change Management Strategy developed and implemented.  Strategic Narrative rewritten and widely communicated.  Strategic Vision and Corporate Strategy developed
	Senior managers do not do what they say they are going to do	Expectations clarified via work undertaken to develop Leadership Charter  Employee Engagement Strategy enables opportunities for improved feedback loops  Mandatory competency assessment against leadership competencies for all managers via Achievement First  Use 360 feedback as regular tool for Strategic Management Board/ Strategic Delivery Board	Strategic Management Board lead – Lindsey Stafford- Scott       HR/Learning & Development   Strategic Delivery Board lead – Greg Keys/Danny Fearn	31 October 2015    31 March 2016  31 March 2016	Leadership Charter embedded.  Engagement Strategy and initiative delivered/ongoing.   Appraisals completed with competency assessment  360 degree feedback process in place.

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Leadership	People can't communicate openly regardless of level	Employee Engagement Strategy enables opportunities for improved feedback loops including anonymous routes.	Strategic Management Board lead – Lindsey Stafford- Scott	31 October 2015	Engagement Strategy
		Develop Wellbeing Strategy	Strategic Delivery Board Lead - Danny Bruin	30 April 2015	Wellbeing Strategy
		Review and reinvigorate the Whistleblowing Policy	HR Casework and Projects Manager	31 July 2015	Revised Whistleblowing Policy
		Re-launch public concern phone line	Wellbeing Project Group	31 July 2015	Public concern phone line re-launched
		Repeat Staff Survey			Staff Survey repeated
	People do not feel able to make decisions for fear of being blamed if things go wrong	Leadership Charter	Strategic Management Board lead – Lindsey Stafford- Scott	31 October 2015	Leadership Charter
		Introduce Competency Framework into Appraisal		31 March 2016	Change Management Strategy
		Create safe environments for creative options development – build creative challenge champions across the Service	Programme 2020 Team		Creative workshops delivered and outcomes reported
					Creative challenge champions identified and developed/supported
		Provide mentoring support for managers	HR/Learning & Development		Coaching and Mentoring Scheme embedded

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Change Management/ Decision Making	People do not feel that Service managers consider the impact on staff when making decisions	<p>Review lessons learned from Workforce Transformation Programme</p> <p>Develop a clear Change Management Strategy for Programme 2020</p> <p>Include opportunities for stakeholder feedback and clear communication of response to feedback</p> <p>Consider building 'impact on staff/ others' into options assessment criteria</p> <p>Ensure Engagement Strategy provides opportunity for manager/ staff interaction to explain how the impacts of change have/are being considered.</p> <p>Ensure full response provided to all consultation feedback</p>	<p>Strategic Management Board lead – Lindsey Stafford- Scott</p> <p>Strategic Delivery Board Lead – Lindsay Shankland</p> <p>Programme 2020 Team</p>	31 October 2015	<p>Lessons learned gathered and shared</p> <p>Programme 2020 Change Management Strategy developed and delivered</p> <p>Options criteria developed</p> <p>Employee Engagement Strategy developed and implemented</p>
	Not enough is done to help staff to prepare for and cope with change	<p>Review and share lessons from Workforce Transformation Programme</p> <p>Adopt Change Management model and framework</p> <p>Change Management Strategy and plan developed in accordance with framework</p> <p>Change Management Training needs analysis</p> <p>Change Management Training for middle to senior managers</p> <p>Change Management support for staff</p>	<p>Strategic Delivery Board Lead – Lindsay Shankland</p> <p>Programme 2020 Team</p> <p>Programme 2020 Team</p> <p>Claire Budgen</p>	31 March 2016	<p>Lessons learned gathered and published</p> <p>Kotter Change model adopted</p> <p>2020 Change Management Strategy developed and delivered</p> <p>Options criteria developed</p> <p>Employee Change</p> <p>Management Training needs analysis complete</p> <p>Change Management interventions rolled out</p>
	People do not believe change is well managed overall	As above	Programme 2020 Team Claire Budgen	31 March 2016	As above

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Change Management/ Decision Making	People are dissatisfied with the communication of change	Change Management Strategy and Plan  Options Development Workshops held with staff  Facilitated staff workshops to redefine the strategic narrative  2020 Communications Plan	Programme 2020 Team  Christine Connor  Claire Budgen	31 March 2016	Change Management Strategy developed and implemented to include co-development and strategic narrative workshops  Stakeholder Communications Plan complete and delivered against
Feeling Valued/ Recognition	47% of survey respondents do not feel valued	Identify expectations of staff  Develop a Reward and Recognition Strategy supported by a range of reward and recognition mechanisms  Managing Today Leading Tomorrow – Giving feedback content  Develop feedback skills through Appraisal Training  Employee Engagement Strategy to develop greater employee involvement	Reward & Recognition Project – Mark Dyer  HR Team  Learning & Development  Strategic Delivery Board Lead – Lindsay Shankland  Corporate Communications	30 April 2015	Reward & Recognition Project consultation with staff  Reward & Recognition Project Strategy  Reward & Recognition Project Interventions developed, planned and communicated  Appraisal Training delivered  Appraisals completed  Engagement Strategy and supporting activity developed and implemented
	50% of survey respondents do not feel valued or recognised by Senior Management for the work that they do	As above	As above	As above	As above

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Feeling Valued/ Recognition	23% of survey respondents report that they have been subject to bullying in the last 12 months	Further analysis of survey data to identify those staff groups who have experienced bullying	Wellbeing Project Group	30 September 2015	Clear picture of profile of Bullying & Harassment in Essex County Fire and Rescue Service
		Targeted communication to those groups to offer support/opportunity to discuss	HR & Occupational Health Programme 2020 Team		Revised Dignity at Work Policy implemented
		Creation of safe spaces for people to talk about their experiences	Strategic Delivery Board Lead – Jenny Dines		Safe Groups developed and meeting regularly
		Review Dignity at Work Policy	Jane Corsham	31 July 2015	Whistleblowing (as above)
		Review and re-launch Whistleblowing Policy/public concern	HR Projects and Casework Manager	31 July 2015	Culture workshops completed
		Work with staff to develop and deliver Bullying & Harassment awareness raising sessions	Wellbeing Group		Revised Service Values document produced and circulated
		Culture workshops with staff to discuss current culture and design desired future culture	Programme 2020 Team		Bullying & Harassment training/awareness raising delivered
		Reframe Service values (revisit Firefighter Values document)			Cultural Review outcome publicised
		Publicise outcome of Cultural Review			

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Team Work/ Collaboration	People do not believe that different parts of the Service work well together	Engagement Strategy to Include opportunities for greater collaboration within teams – e.g. coffee mornings/evenings	Strategic Management Board lead – Lindsey Stafford- Scott  Strategic Delivery Board Lead – Tracy King/Danny Bruin	30 September 2015	Engagement Strategy and Plan developed and implemented
		Reward and Recognition Strategy to consider cross Service team work related rewards	Reward & Recognition Project		Reward & Recognition Strategy developed and implemented
		Communications Plan to include section on cross team communication- develop department sections to provide more information on what departments do	Corporate Communications		Communications Strategy and Plan developed and implemented  Intranet updated
		Monthly department focus and Q&A process			
		Develop more Learning & Development interventions which are mixed groups based on positive feedback from Managing Today, Leading Tomorrow	Learning and Development		Mixed group Learning & Development sessions delivered
		Communicate the ability to job shadow via the Appraisal process	Learning and Development		
		Develop 'Spotlight on or ' A day in the life of' articles in Parade News	Corporate Communications		
		2020 Change Management Strategy to support cross department workshops and engagement	Programme 2020 Team		
		Where possible avoid meetings for single groups that re-inforce this view.	Corporate Communications		



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Team Work/ Collaboration	Morale in immediate teams is reported as low	Analyse survey data to identify key areas  Local managers to be encouraged to work with staff to identify root causes and possible solutions	Strategic Delivery Board Lead  Local Managers	30 September 2015	Root cause analysis completed and fed back to Strategic Management Board/ Programme 2020 for assessment against current and planned activity  Local action taken by managers to address issues
	26% of survey respondents did not believe that we are good at sharing ideas to make things work better	Encourage an approach of cross departmental 'co-development' of ideas  Co-development approach to options development for 2020  Consider rewards for teams who can demonstrate they share best practice to make things work better  Consider an employee suggestions scheme	Strategic Delivery Board Lead  All Managers  Reward & Recognition Project  Programme 2020 Team	31 October 2015	Co-development of options in Programme 2020  Reward & Recognition Strategy and Scheme implemented
Job Satisfaction	The Survey identified that Job Satisfaction was an area of strength which we should celebrate and maintain	Consult with staff to understand how employees contribute to the organisation's success and ask them what they think this might look like in the future.  Build job design – meaningful and rewarding work' into options criteria  Seek opportunities to align individual employees' values with that of the organisation's so that they can evolve together.  Define and sell the vision of what a modern Fire and Rescue Service values, attitude, pride and job satisfaction looks and feels like (bring it to life through engagement campaign).	Programme 2020 Team  Strategic Delivery Board Lead – Matt Furber	31 March 2016	Pulse survey carried out with all staff and via direct discussion groups.  Feedback used to support development and assessment of new options and roles.  Engagement campaign delivered.

