

## High-level delivery plans

<b>Key to owners</b>	Colette Black – CB	Natalie Quickenden – NQ	Jenny Smith – JS	Nikki Hudson - NH
	Assistant Chief Executive Officer – People, Culture and Values	Assistant Director of Human Resources	Business Partner – People, Culture and Values	Business Partner – Inclusion and Diversity

## BRAG status key

<b>Blue</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Covid -Deferred</b>
Deliverable complete	Deliverable seriously in jeopardy of meeting critical milestones	Potential issues – attention need to meet critical milestones	Deliverable on track (timescales, costs, quality)	Rescoping due to Covid-19 constraints

Work stream	Where do we want to get to?	Timeframe	Actions, enablers and nudges that support our change	Owner
Values and Behaviours	Our values are at the heart of what we do and how we do it	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>• 'We are one team' HQ Day for our employees</li> <li>• On-Call new joiners event to recognise "we are one team"</li> <li>• Relaunch and expand on 'a day in the life of'</li> <li>• Cross-team group to review our Values</li> </ul>	JS JS NH JS
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>• Relaunch our values and build behaviours that underpin these – linked to the national leadership framework</li> <li>• Complete embedding Values in all policies and processes</li> <li>• Embed Service wide event to celebrate "We are one team"</li> </ul>	JS JS JS
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>• Values and Behaviours fully embedded in our practices, our language and our recognition of "what good looks like here"</li> </ul> <p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Clear underpinning Behaviours to support the Service Values have been delivered by the Your Voice action and engagement group, and now have commenced formal consultation.</li> </ul>	JS

<b>Recognition</b>	<p><b>We recognise our colleagues who make our Service better – whether that’s through service delivery or living our values</b></p> <p><b>I am able to speak up on things that matter to me – and I’m listened to when I do.</b></p>	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>Reward and Recognition ‘Celebrating our People’ event – revise to include more operationally focused awards and utilising ‘everyone matters’ programme feedback</li> <li>Thank you Thursdays</li> <li>Cross-team group to review our recognition approach</li> <li>Ongoing comms and actions around ‘Everyone Matters’</li> <li>Launch of next phase of Dignity at Work training</li> <li>1:1 Appraisal conversations developed to cover wellbeing and recognition better</li> <li>Introduce a range of staff networks, channels, forums and opportunities</li> <li>Introduce a suggestion scheme</li> <li>Visibility and clarity on the role of the Dignity at Work Champions and how to access them</li> </ul>	<p>HP</p> <p>EC HP/JS</p> <p>JS</p> <p>NH</p> <p>NQ</p> <p>NH JS</p> <p>NH</p>
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>Continue to re-align Reward and Recognition to our values and priorities</li> <li>Develop e-Thank you process for peer to peer feedback, aligned to Values and behaviours</li> <li>Engagement survey revamped and revitalised</li> <li>Encouragement for active participation in a range of forums contributing to organisational development</li> <li>Process developed to support improved completion of People impact assessments</li> </ul>	<p>NQ</p> <p>JS</p> <p>JS</p> <p>NH</p> <p>NH</p>

		<p>for all new policies, policy updates and projects, and ensuring these are informed by Staff Networks as well as Representative Bodies.</p> <p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Engagement Survey dates have been re-planned to accommodate the HMI survey and SLT confirmed can now go live on 16 November to 3 December.</li> <li>✓ Work on planning the Annual awards has been paused to allow feedback via the Continuous Improvement Group, however other ideas have been worked on and incorporated into the recognition process this quarter including: <ul style="list-style-type: none"> <li>✓ Developing a 'Hall of Fame' to showcase previous winners.</li> <li>✓ Creating clearer guidance on the CFO Commendation award (to be published).</li> <li>✓ Benefits Leaflet revamped to include testimonials.</li> <li>✓ Blue Light Benefits – SLT paper submitted for decision re including as a benefit for all employees.</li> </ul> </li> </ul>	
	1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>• Roll out and embedding of e-Thank you process for peer to peer feedback, aligned to Values and behaviours – feed into the formal recognition awards</li> </ul>	JS/NQ

			<ul style="list-style-type: none"> <li>Continue to drive for increased Staff survey engagement, satisfaction and participation levels through “You said, We did” and other feedback opportunities</li> <li>Provide Reverse mentoring opportunities within the Service, in particular for senior managers to influence cultural change projects and decisions</li> </ul>	JS
				JS
	<b>Communication</b>	<b>Our communication is swift, open and trusted and has multiple ways to engage with people</b>	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>Form Cross-team group to review how we communicate</li> <li>Feedback from ‘everyone matters’ programme to inform group discussion</li> </ul>
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>Explore social media channels for internal and external engagement – linked to Service digital strategy</li> <li>Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams</li> </ul> <p>✓</p> <p><b>Actions since last update</b> “You Said, We Did”, communications and engagement plan agreed with Communications team to support pre-launch of the annual engagement survey.</p>	CB/EC CB/EC
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>To develop further in line with Service digital strategy</li> </ul>	CB/EC

Continuous improvement	<p><b>Our culture is to continually improve our services and underpinning processes</b></p> <p><b>It is easy to get things done here</b></p>	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>• Share the vision – managers briefing session</li> <li>• Create success stories to share</li> <li>• Recognise good examples of CI in our recognition approaches</li> <li>• Start to use the language of CI in our communications</li> <li>• Investigate and test Suggestion “box” approaches</li> <li>• Map employee lifecycle and identify key touchpoints of frustration for employee or manager</li> <li>• Initial ‘threshold moments’ have been identified as induction and recruitment: <ul style="list-style-type: none"> <li>○ Improve quality of Pre-employment and materials – and make values based</li> <li>○ Review of recruitment processes to improve experience (speed and quality)</li> <li>○ Reframe our induction – more SLT involvement, punchier and using more push/pull information approach, and welcoming new people to a service we’re proud of.</li> </ul> </li> </ul>	<p>CB</p> <p>JS/EC</p> <p>JS/NQ</p> <p>CB/EC</p> <p>JS</p> <p>JS</p> <p>JS/NQ</p> <p>JS/NQ</p> <p>JS</p>
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>• Fully implement Suggestions “box” approach</li> <li>• Recognise good examples of CI in our recognition approaches</li> <li>• Highlighting CI as a key ask in our recruitment and development testing</li> </ul>	<p>JS</p> <p>JS/NQ</p> <p>JS/NQ</p> <p>JS</p>

			<ul style="list-style-type: none"> <li>Review and process re-engineer the remaining lifecycle 'points of frustration' to embed slick processes</li> </ul> <p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Filming has been completed for the 'digital first' Welcome booklets and the completion and the draft digital booklets have been passed to the Communications Team to complete and publish.</li> <li>✓ The Continuous Improvement action and engagement group has formally launched the 'Suggestion Box' approach using Workplace as a primary mechanism and was communicated on the Managers Brief 28 September.</li> </ul>	
		1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>Agile and lean methodologies used in our project management approaches</li> <li>Continue to promote behaviours e.g.: <ul style="list-style-type: none"> <li>Keep promises – do what you say you will</li> <li>Be punctual</li> <li>Be outcomes focussed</li> <li>Take accountability</li> </ul> </li> </ul>	<p>JS</p> <p>CB</p>
<b>Developing Manager Self Awareness</b>	<b>Our managers are individually accountable for the motivation, management</b>	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>Encourage self-reflection as part of 1:1</li> <li>Offer 360 feedback for talent pipeline as part of development conversations</li> <li>Range of self-assessment tools made available</li> </ul>	<p>CB</p> <p>CB</p> <p>CB</p>

	and performance of our people		<ul style="list-style-type: none"> <li>• 1:1 toolkit and communications</li> <li>• Appraisal toolkit updated ready for annual appraisal meetings</li> </ul>	CB
				NQ
	1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>• Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework</li> <li>• Drive high-performing teams by developing tools and methodologies to enable performance conversations</li> <li>• Develop and implement tools to identify high performing individuals and nurture for talent pool</li> </ul>	<p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Take up of coaching sessions has increased this month from 9 to 21 coaching partnerships.</li> <li>✓ The ILM development programmes for levels 3 and 5 are now underway.</li> <li>✓ A comprehensive Leadership development programme tender has now out to tender, with a view to go-live in December 2020.</li> </ul>	CB
				CB
				CB
	1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>• Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection and development</li> <li>• Identify and implement development pathways to managers, focussing on improved teamwork and performance.</li> </ul>		CB
CB				



<b>Recognising the benefits of reflecting the diversity of the communities we serve</b>	<b>We have an inclusive workplace that utilises the diverse talents of our workforce to provide a better service</b>	1 July 2019-30 June 2020	<ul style="list-style-type: none"> <li>• Encourage self-declaration of diversity data on our people systems</li> <li>• Manager awareness sessions on getting the best from people including concepts of fairness and equality</li> <li>• Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity</li> <li>• Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people</li> <li>• Re-promote and continuously develop our Dignity at Work Champions</li> <li>• Equality review of our recruitment and progression approaches</li> <li>• Inclusion &amp; Diversity delivery group to share and highlight information, utilise Thank you Thursdays and Charity Tuesdays</li> </ul>	NH
		1 July 2020-30 June 2021	<ul style="list-style-type: none"> <li>• Consult employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and opinions to maximise opportunities.</li> <li>• Implement a programme of holistic community engagement in order to maximise the benefits to the Community and the Service. (e.g. consistently sharing Prevention, protection and recruitment messages when engaging with minority communities)</li> <li>• Work alongside station management to ensure station Open Days are able to attract a</li> </ul>	NH NH NH

		<p>diverse range of people from the surrounding community</p> <p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Positive action engagement activity has commenced to support recruitment campaign, initial focus has been on fitness and sports providers.</li> <li>✓ Staff Networks are actively engaged in the development of the recruitment campaign and have created a range of videos and photos to be used. They continue to suggest ways to engage people in our target groups and geographical areas.</li> <li>✓ Monthly meetings with the operational women's subgroup and the Ethnic Minority Forum ensure that individuals remain actively engaged.</li> <li>✓ A Community Safety Officer and a Community Builder have been identified to ensure opportunities are maximised and engagement is holistic during positive action activity.</li> <li>✓ Open Days are on hold due to Covid 19.</li> </ul>	
	1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>• Recruitment &amp; Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias.</li> <li>• This work-stream will continue to evolve in line with the Inclusion and Diversity Strategic plan</li> </ul>	<p>NQ</p> <p>NH</p>

<p><b>Strong effective leadership and development</b></p>	<p><b>We are considered an exemplar for recognising and developing talent</b></p>	<p>1 July 2019-30 June 2020</p>	<ul style="list-style-type: none"> <li>• Scope and re-launch strategic level talent pool in line with revised leadership framework</li> <li>• Amend appraisal and talent pool processes to reflect revised leadership framework</li> <li>• Re-align external attraction and recruitment approaches to include better utilise social media, e.g. Jobcentre Plus, CFOA and NFCC.</li> <li>• Implement a best-practice Apprenticeship and Internship programme, with focus on increasing diversity.</li> <li>• Create an overarching 2-3-year plan to develop a leadership community that is increasingly diverse and highly engaged.</li> <li>• Proactively offer student placements as part of our social connection / external partnerships</li> </ul>	<p>CB/NQ</p> <p>CB/NQ</p> <p>CB/NQ</p> <p>CB/NQ</p> <p>CB/NQ</p> <p>CB/NH/NQ</p>
		<p>1 July 2020-30 June 2021</p>	<ul style="list-style-type: none"> <li>• Roll-out full leadership framework package including assessment centres and new appraisal approach</li> <li>• Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’</li> <li>• Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity</li> <li>• One year external secondments offered</li> </ul> <p><b>Actions since last update</b></p> <ul style="list-style-type: none"> <li>✓ Following agreement by SLT, implementation plans are in progress to deliver the revised</li> </ul>	<p>CB/NQ</p> <p>CB/NQ</p> <p>CB/NH/NQ</p> <p>CB/NQ</p>

			<p>approach to leadership development, progression and succession planning, that replaces the previous Talent Pool approach.</p> <ul style="list-style-type: none"> <li>✓ A potential alternative On-Call promotion process proposal is being developed for discussion through the OCDP.</li> </ul>	
	1 July 2021-30 June 2022	<ul style="list-style-type: none"> <li>• Exploring partnerships for learning and innovation – (in line with collaboration strategy)</li> <li>•</li> </ul>	CB/JS/NQ	