

High Level Action Plans



Key to task owners

| Name | Job Title |
|-------------------------|--|
| Colette Black – CB | Assistant Chief Executive Officer – People, Culture and Values |
| Natalie Quickenden – NQ | Assistant Director of Human Resources |
| Jenny Smith – JS | Business Partner – People, Culture and Values |
| Hannah Phipps – HP | Head of Employment Policy and Practice |
| Nikki Hudson - NH | Business Partner –Inclusion and Diversity |
| Vince Lungley – VL | Wellbeing & Occupational Health Manager |
| Vicky Howells - VH | Talent Lead |
| Paul Chipperfield - PC | Group Manager – Operational Training |
| Emily Cheyne - EC | Assistant Director – Communications, Marketing and Brand |
| Kay Shelley - KS | Learning and Development Manager |

BRAG status key

| Colour | Blue | Red | Amber | Green | Covid -Deferred |
|--------|----------------------|--|---|---|---------------------------------------|
| Status | 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 |

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YEAR ONE PROGRESS

Continuous Culture Change (Year One)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|--|---|---|--------------|---|
| Values and Behaviours | <ul style="list-style-type: none"> 'We are one team' HQ Day for our employees On-Call new joiners' event to recognise "we are one team" | JS JS | By June 2020 | KP Open Day and On-call event postponed until 2021 (earliest!) due to pandemic. Delay mitigated by seeking alternative ways to achieve aims – e.g. virtual quiz nights. |
| | <ul style="list-style-type: none"> Relaunch and expand 'a day in the life of' | NH | By June 2020 | In place |
| | <ul style="list-style-type: none"> Cross-team group to review our Values | JS | By June 2020 | Completed. |
| Recognition and Communication | <ul style="list-style-type: none"> Reward and Recognition 'Celebrating our People' event – revise to include more operationally focused awards and utilising 'everyone matters' programme feedback | HP | By June 2020 | In place |
| | <ul style="list-style-type: none"> Thank you Thursdays | EC | By June 2020 | In place |
| | <ul style="list-style-type: none"> Cross-team group to review our recognition approach | HP | By June 2020 | In place – Recommendation was for more informal and immediate forms of recognition which have been added to approach |
| | <ul style="list-style-type: none"> Ongoing comms and actions around 'Everyone Matters' | JS | By June 2020 | In place |
| | <ul style="list-style-type: none"> Launch of next phase of Dignity at Work training | NH | By June 2020 | In place - Dignity at Work training launched and ongoing. |
| | <ul style="list-style-type: none"> 1:1 Appraisal conversations developed to cover wellbeing and recognition better | NQ | By June 2020 | In place |
| | <ul style="list-style-type: none"> Introduce a range of staff networks, channels, forums, and opportunities | CB/NH | By June 2020 | In place |
| | <ul style="list-style-type: none"> Investigate a suggestion scheme approach | JS | By June 2020 | Completed - Recommendation made |
| | <ul style="list-style-type: none"> Visibility and clarity on the role of the Dignity at Work Supporters and how to access them | NH | By June 2020 | In place - dignity at work supporter details on-line and regularly promoted |
| | <ul style="list-style-type: none"> Form Cross-team group to review how we communicate - feedback from 'everyone matters' programme to inform group discussion | EC | By June 2020 | In place - Your Voice Engagement and Action Groups launched. Survey undertaken. |
| | <ul style="list-style-type: none"> Share the vision – managers briefing session | CB | By June 2020 | Completed – managers briefing in September |
| | <ul style="list-style-type: none"> Create success stories to share | EC | By June 2020 | Completed |
| | Continuous improvement | <ul style="list-style-type: none"> Recognise good examples of CI in our recognition approaches | JS/HP | By June 2020 |
| <ul style="list-style-type: none"> Start to use the language of CI in our communications | | CB/EC | By June 2020 | Completed – monthly award covers "made a difference" |
| <ul style="list-style-type: none"> Investigate and test Suggestion "box" approaches | | JS | By June 2020 | Completed – developed with the YV Continuous Improvement group – and now live |
| <ul style="list-style-type: none"> Map employee lifecycle and identify key touchpoints of frustration for employee or manager | | JS | By June 2020 | Completed |
| <ul style="list-style-type: none"> o Improve quality of Pre-employment and materials – and make values based | | JS/NQ | By June 2020 | In place - interview questions and material now values based |

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|--|--|-------|-------------------|---|
| Developing Manager Self Awareness | <ul style="list-style-type: none"> ○ Review of recruitment processes to improve experience (speed and quality) | NQ | By June 2020 | Complete – improvements in progress will complete for next WT recruitment |
| | <ul style="list-style-type: none"> ○ 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 | JS | By June 2020 | Complete - now working on second phase for more modular and 'owned' experience |
| | <ul style="list-style-type: none"> ● Encourage self-reflection as part of 1:1 | CB | By June 2020 | Completed and now ongoing activity, The rollout of a 360 feedback tool has been impacted by to Covid-19 but we addressed through 'leadership lite' webinars to deliver the same goal. |
| | <ul style="list-style-type: none"> ● Offer 360 feedback for talent pipeline as part of development conversations | CB | By June 2020 | Launch impacted by Covid-19.SLT completed – SLT completed, now rolling out as part of Leadership development programme |
| | <ul style="list-style-type: none"> ● Range of self-assessment tools made available | NQ | By June 2020 | Completed |
| | <ul style="list-style-type: none"> ● 1:1 toolkit and communication | NQ | By June 2020 | Completed |
| | <ul style="list-style-type: none"> ● Appraisal toolkit updated ready for annual appraisal meetings | NQ | By June 2020 | Completed |
| Recognising the benefits of reflecting the diversity of the communities we serve | Action plan for this theme has been expanded and is now contained in the "Fair Kind and Inclusive Workplace" section. Please see below | NH | By September 2020 | See section below for details |
| Strong effective leadership and development | <ul style="list-style-type: none"> ● Scope and re-launch strategic level talent pool in line with revised leadership framework | NQ | By June 2020 | Completed – Strategic level Talent pool has delivered key operational appointments during 2019/20 . Proposal for phase 2 approved by SLT in August, to move to 2 separate pools – a succession pool and development pool. |
| | <ul style="list-style-type: none"> ● Amend appraisal and talent pool processes to reflect revised leadership framework | NQ | By June 2020 | Appraisal and Talent pool processes amended to reflect revised NFCC leadership framework. |
| | <ul style="list-style-type: none"> ● Re-align external attraction and recruitment approaches to include better utilise social media, Jobcentre Plus, CFOA / NFCC | CB/NQ | By June 2020 | Completed -increased use of social media linking into recruitment, with an extensive Facebook campaign supporting our recruitment. Now using NFCC channel for manager roles |
| | <ul style="list-style-type: none"> ● Proactively offer student placements as part of our social connection / external partnerships ● | NH/NQ | By June 2020 | Working with Essex Cares Ltd as intermediary, pending easing of Covid-19 restrictions |
| | <ul style="list-style-type: none"> ● Create an overarching 2-3 year plan to develop a leadership community that is increasingly diverse and highly engaged | VH | By June 2020 | Complete – recommendations made in Learning and Development Plan 2020-24 accepted and actions being implemented. |

Fair, Kind and Inclusive Workplace (Year One)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|------------------------------|---|-------|---------------|---|
| Inclusive employer of choice | <ul style="list-style-type: none"> Exit quantitative and qualitative data will be analysed to determine key trends | NQ | By Sept. 2020 | awaiting data on operational female women leavers, are we capturing reasons for leaving etc) |
| | <ul style="list-style-type: none"> Inclusion & Diversity Action Group to explore a range of positive action initiatives | NH | By Sept. 2020 | Completed |
| | <ul style="list-style-type: none"> Inclusion and Diversity Action Group will share information relating to progress against equality objectives | NH | By Sept. 2020 | Completed - Ongoing deep dive is being undertaken over 18 months with quarterly reviews in place to assess and capture progress |
| | <ul style="list-style-type: none"> Review current employee networks and propose a proactive way forward | NH | By Sept. 2020 | Completed |
| | <ul style="list-style-type: none"> Involve, consult and inform staff via Your Voice Engagement and Action Groups and via Workplace | NH | By Sept. 2020 | Completed |
| | <ul style="list-style-type: none"> Implement a best-practice Apprenticeship and Internship programme, with focus on increasing diversity | NQ/NH | By Sept. 2020 | on hold due to Covid -19. <ul style="list-style-type: none"> Partner identified for Apprenticeships For Internships - need to consider how do differently 22/3/21 – Internship placement process agreed, working with Leonard Cheshire for July 2021 |
| | <ul style="list-style-type: none"> Create Microsoft Teams & Workplace pages for all Inclusion & Diversity Forums to maximise participation from across the Service | NH/VH | By Sept. 2020 | Completed -Teams and Workplace channels are in place. In year 2 the focus will include sharing of personal stories using Workplace to increase engagement with the App. |
| Diversity Data | <ul style="list-style-type: none"> Encourage self-declaration of diversity data on our people systems to ensure a deeper understanding | NH | By Sept. 2020 | Complete – targeted communications in June and weekly reporting to drive up declarations. |
| | <ul style="list-style-type: none"> Agree approach for managers to drive completion of equality data through 1:1's and appraisal meetings by explaining the role the data plays in driving workplace fairness | NH | By Sept. 2020 | Complete – approach agreed to regular reporting to managers |
| | <ul style="list-style-type: none"> Introduce a Workplace Passport for reasonable adjustments to be agreed and captured | NQ | By Sept. 2020 | Completed. |
| | <ul style="list-style-type: none"> Report monthly on self-declaration completion rates of equality data on people systems | NH | By Sept. 2020 | Complete – reporting now in place |
| | <ul style="list-style-type: none"> Utilise workforce data to inform people impact assessments to support decision making, and report quarterly on how the data is translating into evidence led, improvement focused actions | NH/NQ | By Sept. 2020 | Complete: We are now using data to support evidence-based decisions, for example this has informed the Whole Time recruitment programme, and have refreshed the HR quarterly and monthly reports to inform decision-making. |
| | <ul style="list-style-type: none"> Undertake Gender Pay Gap analysis to determine an action plan to address the gap identified | NH | By Sept. 2020 | Completed - Gender pay gap for 2019 completed but further analysis using 2 years of data (2020) will be completed by 31 March 2021 as agreed with PFCC |
| Service Delivery | <ul style="list-style-type: none"> Identify how employee forums could contribute to the development of People Impact Assessments to support changes to policy and practice for Service delivery | NH | By Sept. 2020 | Solution identified – contribution is via inclusion and diversity development plan. Each forum will have a representative trained to complete PIA once training is available |
| | <ul style="list-style-type: none"> Explore how we can provide a programme of holistic community engagement in order to maximise the benefits to the Community and | NH | By Sept. 2020 | Completed. Covid-19 impact - Risk and Harm model now in place and hand over to Prevention and Protection team |

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|--------------------------|--|---------|----------------|--|
| People Impact Assessment | the Service (e.g consistently sharing Prevention, protection and recruitment messages when engaging with minority communities) | | | |
| | • Consult employee networks and Inclusion & Diversity Action Group on community engagement opportunities | NH | By Sept. 2020 | Complete – feedback incorporated into Positive Action plan |
| | • Commission training on People Impact Assessments | NH | By Sept. 2020 | Commissioned - Training starts in November |
| | • Equality review of our recruitment and progression approaches and policies | NQ/NH | By Sept. 2020 | Complete - WT recruitment equality review approach and policy completed and confirmed by SLT. See Year 2 for further delivery actions |
| | • Review of grievances for trends to inform CPD for Dignity at Work Supporters | NQ/NH | By Sept. 2020 | Ongoing - Fortnightly call with business partner team is in place but no significant and immediate trends have been identified that can inform D@W supporters. |
| Dignity | • Inform and educate our people: | CB/NH | By Sept. 2020 | Ongoing: the “Working Together Well” programme covers: |
| | ○ Manager awareness sessions on getting the best from people including concepts of fairness and equality | CB/NH | By Sept. 2020 | • Year 1 -Dignity in our workplace awareness (Completed) |
| | ○ Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity | CB/NH | By Sept. 2020* | • Year 2 - Inclusion and diversity including neurodiversity see Year 2 • Year 3 - Values and behaviours – programmed for 2021 |
| | ○ Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people | CB/NH | By Sept. 2020 | Completed - Dignity in our Workplace sessions ongoing., although programme has been slightly delayed due to Covid restrictions |
| | • Re-promote and continuously develop our Dignity at Work Supporters | NH | By Sept. 2020 | Ongoing work – and will be promoted via inclusive employers resources |
| Review and challenge | • Review the approaches and time taken to address informal grievances | NQ | By Sept. 2020 | Completed - This has been addressed through ongoing fortnightly review with NQ and business partner team – Continuous Improvement approach |
| | • Measure Dignity at Work cases to determine trends | NH /NQ | By Sept. 2020 | Completed- Now being delivered through informal HR case management as this utilises a recording system and with regular review sessions |
| | • Utilise the ECFRS HMICFRS inspection report and findings to determine and support improvement | NH | By Sept. 2020 | Completed |
| | • Identify a range of award opportunities that recognise good practice in Inclusion & Diversity | NH | By Sept. 2020 | Completed – target awards identified. Ongoing work will carry forward into Year 2 |
| | • Review progress against Disability Confident criteria | NH / NQ | By Sept. 2020 | Completed as having met criteria. However ongoing work will continue once digital strategy is launched Carry forward into year 2 |

Wellbeing, Health & Safety (Year One)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|----------------------------|---|------------------------|-------------------|--|
| | <ul style="list-style-type: none"> Review the wellbeing and occupational health service and offer to reflect learning from our experiences and postvention | NQ/VL/ Safeguarding | By September 2020 | Completed review, plan in place based on postvention findings |
| | <ul style="list-style-type: none"> Ensure that our people have access to resources which will support and enable them to manage their physical and mental health, e.g improved signposting to internal support and external agencies | NQ/VL | By September 2020 | Completed – wellbeing hub and tri-fold leaflet in place |
| | <ul style="list-style-type: none"> In alignment with our engagement and cultural change activities, undertake regular pulse checks which reflect an improving wellbeing index | NQ/VL | By September 2020 | Completed - Pulse checks regularly completed at manager level, further pulse check to follow at appropriate time (overlap with HMI survey will create a short delay) |
| | <ul style="list-style-type: none"> Put in place mental health awareness training for all managers, Build the Oskar Kilo assessment for mental health awareness training | NQ/VL | By September 2020 | Completed. Virtual MH training pilot delivered in December and will continue to be rolled out which reflects OK |
| | <ul style="list-style-type: none"> Establish clearer roles and responsibilities for managers, OH, HR and safeguarding to support a multi-agency approach\ | NQ/VL | By September 2020 | Completed. Roles and responsibilities have been captured in the Wellbeing policy |
| | <ul style="list-style-type: none"> Develop and implement a wellbeing policy, adopting/adapting the NFCC's model | NQ/VL | By September 2020 | Completed. Wellbeing Policy consultation has now completed and the Policy has been published. |
| | <ul style="list-style-type: none"> Establish regular occupational health promotions that align with national awareness days, e.g, mental health, as well as Service priorities | NQ/VL | By September 2020 | Completed – a series of health promotions have been initiated, with particular focus on mental health and wellbeing during pandemic |
| Financial Wellbeing | <ul style="list-style-type: none"> Flexible benefits including discounts for medical and health care are developed and more visible to our employees | NQ | By December 2020 | Completed; HR intranet updated and Sharepoint site developed. |
| | <ul style="list-style-type: none"> We work with partner organisations to increase and promote benefits to staff | NQ | By December 2020 | Completed; HR intranet updated and Sharepoint site developed |
| | <ul style="list-style-type: none"> We review the employee assistance offer to close any financial wellbeing gaps | NQ / VL | By December 2020 | Completed - and will also be considered as part of the medium-term financial plan potential collaborative options looking forwards for further opportunities. |
| | <ul style="list-style-type: none"> We review the pre-retirement offer to ensure that remains fit for purpose | NQ and L&D | By December 2020 | Completed |
| | <ul style="list-style-type: none"> We provide signposting to external agencies for support and advice on financial matters | NQ | By December 2020 | Completed |

Resourcing and Talent (Year One)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|-------------------|--|---------|--|---|
| Workforce Plans | <ul style="list-style-type: none"> Develop an approach to strategic workforce planning that is owned by Service managers and facilitated by HR to deliver right people and skills when we need them at the right time | NQ /VH | By April 2020 | Completed – Workplace plan has been presented to SLT and is now in place |
| | <ul style="list-style-type: none"> Identify resource gaps in the near, medium and long and interventions to address capacity and capability issues; facilitate delivery of planned interventions | NQ /VH | By April 2020 | Completed – Workplace plan has been presented to SLT and is now in place |
| | <ul style="list-style-type: none"> Optimise resources by establishing make/buy/reduce principles | NQ /VH | By April 2020 | Completed – Workplace plan has been presented to SLT and is now in place |
| | <ul style="list-style-type: none"> Review workforce plan progress 6 monthly | NQ / VH | By April 2020 | Completed – Workplace plan has been presented to SLT and is now in place |
| Service Delivery | <ul style="list-style-type: none"> Reorganise and refocus the HR Department and ways of working through reorganisation to ensure a people-centred approach | NQ / VH | By Sept 2020 | Completed – restructure complete |
| | <ul style="list-style-type: none"> Review recruitment, assessment/selection and pre-employment/on-boarding arrangements, updating policies and supporting guidance and toolkits <p>Propose the date to complete the last part of this objective is amended to reflect the NFCC people policy schedule as well as the ECFRS / Rep Body agreed policy review schedule –deadline to complete to be 26 February 2021</p> | NQ | By Sept 2020 * | Part Completed: 1. Completed for recruitment and operational assessment/selection. 2. Guidance and toolkits will be linked to the newly adopted formal policy review schedule (programmed for 18 January – 26 February) as well as NFCC People Policy panel schedule (Adopt / Adapt methodology). |
| | <ul style="list-style-type: none"> Develop and implement metrics that support evidence based decisions and deliver measurable service performance improvements | NQ | By Sept 2020 | Completed – quarterly and monthly HR reports now published |
| Systems | <ul style="list-style-type: none"> Implement applicant tracking system This deliverable is delayed because of current system failing user acceptance testing, and then need to explore alternatives. We propose the timeline is amended to end March 2021 to allow time for this to be completed. | NQ | By Sept 2020 By end March 2021 | Complete – The proposed system (Civica) failed UAT for WT recruitment. Alternatives are being explored with a view to implementing one pan-Service recruitment system by end March 2021. |
| | <ul style="list-style-type: none"> Optimise existing systems, reduce manual interventions and establish automated workflows This deliverable is delayed because of current system failing user acceptance testing, and then need to explore alternatives. We propose the timeline is amended to end March 2021 to allow time for this to be completed. | NQ | By Sept 2020 By end March 2021 | Part Completed: – Core HR activities changes have been fully implemented in the HR processes, but automated workflows are pending a recruitment tracking system which as noted above, Pending this, Athena and Civica system have been tweaked to reduce manual interventions as an interim measure. |
| Talent Attraction | <ul style="list-style-type: none"> Develop recruitment, on-boarding and relevant digital/on-line materials which support our workflows through interactive technology | NQ | By Sept 2020 | Completed – see above |
| | <ul style="list-style-type: none"> Create a values led approach to language and branding in all our talent attraction activities from initial vacancy post/recruitment campaign, through to and including on-boarding | NQ / VH | By September 2020 | Completed – SLT paper confirmed approach in August, and most recently WT recruitment is now working with Values-based interview approach |

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| <ul style="list-style-type: none"> Improve the candidate experience by providing a single point of contact and higher touch to support managers and by putting in place processes and internal SLAs This deliverable is delayed because of current system failing user acceptance testing, and then need to explore alternatives. We propose the timeline is amended to end March 2021 to allow time for this to be completed | NQ | By September 2020 | In progress – progress has been delayed due to system implementation issues as noted above, but is expected by end March 2021 |
| <ul style="list-style-type: none"> Establish a consistent approach to advertising every role | NQ | By September 2020 | Objective complete – the approach is now agnostic of grey/green book and based on skills, knowledge ad experiences. To be fully complete this needs to be formalised in policy and accompanying guidance: the policy is now part of the formal policy review schedule and is expected to be completed by 23 February 2021. |
| <ul style="list-style-type: none"> Develop and implement a suite of assessment materials and methodologies for whole time, on-call and other staff groups that enable us to attract and on-board a more diverse workforce | NQ | By September 2020 | Complete – whole time campaign commences in August with new materials and methodologies, this includes wholesale revision to our end-to-end recruitment process ad methodologies. |
| <ul style="list-style-type: none"> Review the measurable impact of the changes that we make to our assessment and selection approaches This deliverable is delayed because of current system failing user acceptance testing, and then need to explore alternatives. We propose the timeline is amended to end September 2021 to allow time for the review to be undertaken | NQ | By September 2020 | Delayed due to systems issues – see proposed amendment to timelines. |

Leadership and Development (Year One)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|--------------------------|--|---------|-------------------|--|
| Leadership Development | <ul style="list-style-type: none"> Adopt the NFCC Leadership Framework and Core Learning Pathway | CB/KS | By September 2020 | Completed - 4-year plan approved by Strategic Board in June 2020 |
| | <ul style="list-style-type: none"> Offer development opportunities that link to each element of the framework and pathway | CB/KS | By September 2020 | Completed – webinar ‘light’ options being offered in a Covid-safe format. 21 st Century Leadership and ILM starting in September. Commissioning for 4-year programme begun. |
| | <ul style="list-style-type: none"> Commission a 4 year programme that introduces managers to a people centre philosophy that prioritises positive behaviours, staff motivation, engagement and personal accountability | CB/KS | By September 2020 | Completed - tendering is in progress: partner selection will award in November |
| | <ul style="list-style-type: none"> Begin an interim programme that offers the potential for mindset shift – 360 feedback, coaching and solution focussed thinking | CB/KS | By September 2020 | Completed – 21 st Century Leadership programme commissioned and begins in September. |
| | <ul style="list-style-type: none"> Relaunch our coaching offer with internal and external coaches | CB/KS | By September 2020 | Completed – 21 coaching partnerships currently in place. |
| | <ul style="list-style-type: none"> Explore concept of a Leadership Community | CB/KS | By September 2020 | Completed and launched for 3 month trial. Initial review now underway. |
| Professional Development | <ul style="list-style-type: none"> Plan and commission departmental training plans | CB/KS | By September 2020 | Complete – all departments have training plans in place, and plans are ongoing reviewed |
| | <ul style="list-style-type: none"> Plan and commission training plans that address essential skills included inclusion, diversity, behaviours, performance management, industrial relations and handling discipline and grievances | CB/KS | By September 2020 | Commissioning begun as part of core learning pathways; placing individual RFQ's by subject. selection takes place in mid-November |
| | <ul style="list-style-type: none"> Ensure that the voice of our learners is heard through the Learning and Development Advisory Group and other feedback mechanisms | CB/KS | By September 2020 | Completed with L&D advisory group and will be ongoing. |
| | <ul style="list-style-type: none"> Conduct People Impact Assessments for each learning option that we provide | CB/KS | By September 2020 | Completed December |
| Personal Development | <ul style="list-style-type: none"> Develop our succession planning approach so that we are developing people with potential to fill key roles | NQ | By September 2020 | Complete – Leadership, Resourcing and Succession Planning approach confirmed by SLT |
| | <ul style="list-style-type: none"> Ensure appraisal offer is differentiated as part of enabling people to develop their career options | NQ / VH | By September 2020 | Completed and ongoing. Complete – linked into Talent arrangements using NFCC leadership framework, and capturing appraisals on Civica |
| Core Training | <ul style="list-style-type: none"> Review the training that we consider to be mandatory | CB/KS | By September 2020 | Completed and ongoing. Complete |
| | <ul style="list-style-type: none"> Ensure compliance with mandatory training Questions of data integrity caused by concerns with old data recording and manual transfer process, suggest revised timeline is tied to rollout of new system in 2021 | CB/KS | By September 2020 | In progress - New modules in place for 1 st quarter 2021 Tracking and reporting process in place. Compliance significantly increased but still at circa 84% completion 23/2/21 – Action plan to ‘bridge the gap’ being drafted. |

Operational Training (Year One)

| Workstream | Actions, enablers and nudges that support our change | owner | Time frame | Status |
|---|---|-------|---------------|---|
| Assurance of Competence | <ul style="list-style-type: none"> Complete Phase 1 Core Skills Assurance Programme | PC | By April 2020 | On track - First phase of phase 1 completed. Full phase 1 due to complete in April 2021 and on track. |
| | <ul style="list-style-type: none"> Phase 2 Core Skills Assurance Programme 20% complete 50% of Crew Managers will have completed 'Train the Trainer' 50% of Watch Managers will be assessors 50% of Station Managers will be verifiers | PC | By April 2020 | Programme being reviewed to accommodate Covid-19 |
| Delivery of the operational training plan 2019-2022 | <ul style="list-style-type: none"> Recruit and train 4 x Group Trainers to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Align Group Trainers to Whole Time Watch Rotas in order to support suitable delivery across <u>all duty systems</u>, including evenings and weekends | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Complementary Support Trainers will deliver a variety of Training on their Watch, Station and on request, to support the Operational Training Department across the County | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Group and Support Trainers are able to train in the following response elements which are linked to the Fire Professional Framework; <ul style="list-style-type: none"> Core Skills BA-Cold and Hot Smoke RTC Working at Heights Water Rescue Incident Command | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Commission Fire Service College to deliver three basic skills training courses will be underway | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Develop and enhance the current programme of Prevention and Protection training to meet emerging needs | PC | By April 2020 | Ongoing – Covid-19 restrictions have provided additional opportunities to consider Prevention training on station. Now rolling out some remote learning w.e.f. Feb. 2021. |
| | <ul style="list-style-type: none"> Set up governance boards (Steering Group and Advisory Group) | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Review all training facilities across our estate, | PC | By April 2020 | Complete |
| Review and upgrade of training facilities | <ul style="list-style-type: none"> Provide a report that describes the 'as is' condition of facilities, outlines the facilities required to deliver our training plan and describes any gap that may exist | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Provide an options plan to bridge the gap, explore collaborative opportunities to bridge the gap, | PC | By April 2020 | Complete |
| | <ul style="list-style-type: none"> Identify necessary capital expenditure and revenue funding that is required, draw up project plans | PC | By April 2020 | Complete |

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| Delivery of casualty care training | • Begin any necessary refurbishment of facilities | PC | By April 2020 | Refurbishment has begun. |
| | • Ensure that we have hot fire training facilities | PC | By April 2020 | Complete |
| | • Ensure 50% of firefighters have accessed the two-day course | PC | By April 2020 | Complete |
| Training library review | • Review and streamline existing training library | PC | By April 2020 | Complete |
| | • Two products produced as exemplars of good practice | PC | By April 2020 | Complete |

YEAR TWO PROGRESS

Continuous Culture Change (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|-------------------------------|---|-------|--------------|--|
| Values and Behaviours | <ul style="list-style-type: none"> Relaunch our values and build behaviours that underpin these – linked to the national leadership framework | JS | By June 2021 | In Progress – Clear underpinning Behaviours to support the Service Values were delivered by the Your Voice action and engagement group, and completed formal consultation. |
| | <ul style="list-style-type: none"> Complete embedding Values in all policies and processes | JS | By June 2021 | In progress and On Track. – The Policy Review Schedule is in place with supporting collateral and workshop completed to support 'Adult to Adult' policy wording that embraces our Service Values |
| | <ul style="list-style-type: none"> Embed Service wide event to celebrate "We are one team" | JS | By June 2021 | On hold due to Covid-19 impact. |
| Recognition and communication | <ul style="list-style-type: none"> Continue to re-align Reward and Recognition to our values and priorities | NQ/EC | By June 2021 | On track and ongoing – providing access to a wider range of benefits via Essex County Council and work ongoing to publicise these. |
| | <ul style="list-style-type: none"> Develop e-Thank you process for peer to peer feedback, aligned to Values and behaviours <p>Feedback from employees is that this is no longer an appropriate goal as a separate process. To encourage informal recognition and thanks via our current communication routes (face to face, Phone, eMail, Teams, Workplace) is more valued, is simpler, and offers multiple routes for personal preference of delivery.</p> <p>Propose amending goal to 'develop campaign to build on success of Thank You Thursdays to create an environment where giving thanks is part of our 'DNA'</p> | NQ | By June 2021 | On hold - work commenced to identify potential solutions however early feedback is that a separate process is unlikely to be well utilised. Therefore this is now paused while an amended proposal is made (see left) |
| | <ul style="list-style-type: none"> Engagement survey revamped and revitalised <p>Propose this is clarified to include greater focus and support for post-survey action planning: Develop an approach to post engagement survey action planning that identifies, prioritises and addresses key barriers to engagement as reported through our survey and focus groups approach</p> | JS | By June 2021 | On Track - Engagement Survey closed in December 2020. Revamped and revitalised approach led to an increase in participation rate from 35% to 56%, and an overall increase in engagement outcomes which is now at 72% above the Sector benchmark. Active action planning is now taking place, and follow up Focus Groups will go live in February to articulate strategic issues and potential approaches . |
| | <ul style="list-style-type: none"> Encouragement for active participation in a range of forums contributing to organisational development <p>Propose this now includes: opportunities for action learning sets and task and finish groups to contribute to organisational development, to be included in the Year 3 (July 2021 to June 2022) deliverables</p> | CB | By June 2021 | Completed. Your Voice Engagement and Action Groups active throughout 2020 and a number of outcomes achieved. Next phase for 2021 being planned., to be linked to delivery of the Annual Plan. |
| | <ul style="list-style-type: none"> Process developed to support improved completion of People impact assessments for all new policies, policy updates and projects, and ensuring these are informed by Staff Networks as well as Representative Bodies | NH | By June 2021 | Completed – with policy writers and other stakeholders completing training in December 2020 |

| | | | | |
|-----------------------------------|---|----------|--------------|--|
| Continuous improvement | <ul style="list-style-type: none"> Explore social media channels for internal and external engagement – linked to Service digital strategy. <p>We consider we have moved on from this already with Workplace internally and Facebook externally actively in use and therefore propose we change this to: Review and measure engagement via internal and external channels, and evolve to further engage or reach more audiences</p> | CB/EC | By June 2021 | Completed - Up and running. |
| | <ul style="list-style-type: none"> Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams | CB/EC | By June 2021 | Outline plan is to research via a pulse survey and focus groups to obtain gap analysis between what is needed and current . L&D programme launched. |
| | <ul style="list-style-type: none"> Fully implement Suggestions “box” approach <p>We have moved forward faster than expected on this and have already implemented a trial solution. Propose this objective is therefore amended to; Review success of ‘New Ideas’ scheme, determine how effectively the scheme is run, and identify lessons to continually improve our approach to listening and acting on feedback</p> | JS | By June 2021 | Completed October 2020. manager briefing completed in September and trial approach launched in October |
| | <ul style="list-style-type: none"> Recognise good examples of CI in our recognition approaches | JS/NQ | By June 2021 | Completed - This is now included as a reminder within the formal nomination form. We also expect to informally recognise good examples of CI as part of the trial suggestion scheme moving forwards |
| | <ul style="list-style-type: none"> Highlighting CI as a key ask in our recruitment and development testing | CB/JS/NQ | By June 2021 | Completed Initiated via Values-based interviewing. For example: for upcoming WT recruitment this is covered as 1 of the 7 questions asked, and will also be included within the talent pool question-set when these are next run |
| Developing Manager Self Awareness | <ul style="list-style-type: none"> Review and process re-engineer the remaining lifecycle ‘points of frustration’ to embed slick processes | JS | By June 2021 | In progress –digital material to support on-boarding is now finalised, improvements to the recruitment process are in place and work is now in progress on improving the exit experience |
| | <ul style="list-style-type: none"> Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework <p>Having already relaunched our offering we propose this objective could be developed further to drive increased performance, accountability, and service improvement. Proposal 1: Extend coaching offering to include mentoring, external coaching into the Service, and offering coaching to partner organisations. Proposal 2: Identify and deploy self-awareness tools e.g. SDI/Insights/MBTI to stimulate growth mindset – opportunities for increased self-awareness and self-development. See the separate proposed objective under Leadership and Development Year 2</p> | CB | By June 2021 | On Track –access to a number of high quality external coaches, and direct access to internal coaches, with positive feedback from managers accessing coaching |
| | <ul style="list-style-type: none"> Drive high-performing teams by developing tools and methodologies to enable performance conversations | NQ/KS/JS | By June 2021 | Year 1 complete. Next step is for exploration and discovery utilising talent pool and ELT to generate insights and identify what leadership traits in our Service that enable high performing teams to thrive. |

| | | | | |
|--|---|----------|--------------|---|
| Recognising the benefits of reflecting the diversity of the communities we serve | <ul style="list-style-type: none"> Develop and implement tools to identify high performing individuals and nurture for talent pool | NQ/KS/JS | By June 2021 | Not yet started |
| | <ul style="list-style-type: none"> Consult employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and ideas to maximise opportunities | NH | By June 2021 | In progress: increased representation of stakeholders now attending IDAG to make this action easier to progress as part of our continual improvement |
| | <ul style="list-style-type: none"> Implement a programme of holistic community engagement to maximise the benefits to the Community and the Service (e.g consistently sharing Prevention, protection and recruitment messages when engaging with minority communities) | NH | By June 2021 | Community Builder and a Community Safety Officer have been identified to work with the positive action team to identify opportunities for holistic engagement - in progress |
| | <ul style="list-style-type: none"> Work alongside station management to ensure station Open Days can attract a diverse range of people from the surrounding community <p>In light of continued Covid restriction propose this is amended slightly to include wider routes to community engagement than solely Open Days</p> | NH | By June 2021 | Not yet started – due to Covid |
| Strong effective leadership and development | <ul style="list-style-type: none"> Roll-out full leadership framework package including assessment centres and new appraisal approach | VH/NQ | By June 2021 | In progress – See update under Leadership & Development Year 2 |
| | <ul style="list-style-type: none"> Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’ <p>Propose this is amended to reflect it is being delivered as part of the Future Leaders plan</p> | VH/NQ | By June 2021 | In progress – PLEASE NOTE THIS ACTION HAS EVOLVED AND NOW FORMS THE FUTURE LEADERS PLAN |
| | <ul style="list-style-type: none"> Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity | VH/NQ | By June 2021 | In progress – Outreach work in progress as part of the WT recruitment campaign |
| | <ul style="list-style-type: none"> One-year external secondments offered | VH/NQ | By June 2021 | Not yet started – on hold due to Covid restrictions |

Fair, Kind and Inclusive Workplace (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|---|---|--|-------------------|--|
| Inclusive employer of choice | <ul style="list-style-type: none"> Recruitment data for all vacancies will be analysed at individual stages of the recruitment process by equality data to determine any disproportionality | NQ/NH | By September 2021 | In place for WT but not yet for Support or Senior roles – process on track to be expanded |
| | <ul style="list-style-type: none"> Talent Pool data will be analysed at all stages by equality data to determine disproportionality | NQ | By September 2021 | In progress – equality data currently analysed by gender only but this will be expanded further as the pool is refreshed |
| | <ul style="list-style-type: none"> Positive action initiatives will be utilised to attract underrepresented groups in recruitment for all roles and for progression and development opportunities | NQ/NH | By September 2021 | In progress- Completely revised recruitment approach with positive action initiatives launching for Whole time recruitment in August 2020, will expand to other roles inc. apprenticeships in 2021. |
| | <ul style="list-style-type: none"> Inclusion and Diversity Action Group will review findings of surveys completed by our people in relation to their experience within the workplace to determine action | NH | By September 2021 | Staff survey considered by Staff networks at March 2021 IDAG – no initial findings indicate a disproportionate outcome for any diverse groups. Sub-group agreed for further review. HMICFRS Staff survey to be considered when available |
| | <ul style="list-style-type: none"> Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias | NQ/NH | By September 2021 | Started – exploring opportunities with NHS and Police and local councils to share interview assessors to minimise bias and maximise diversity |
| | <ul style="list-style-type: none"> Enable employee networks to thrive by agreeing objectives as part of an annual plan | NH | By September 2021 | In progress- business plans being put forward to determine objectives, plan and budget |
| | <ul style="list-style-type: none"> Workplace Coaches are suitably skilled and equipped to coach neurodivergent people | NH | By September 2021 | Completed – albeit with a changed approach to achieve the same outcome! Genius Within external coaching is now in place |
| | <ul style="list-style-type: none"> Create a Positive Action engagement plan using a range of people from across the Service to talk about their role and journey to underrepresented groups and students | CB/NH | By September 2021 | Ongoing / Complete : Operational Womens group, Ethnic Minority forum and using advocates to represent |
| | <ul style="list-style-type: none"> Equality Representatives from all Representative Bodies will attend the Inclusion & Diversity Action Group quarterly | NH | By September 2021 | Completed |
| | Diversity Data | <ul style="list-style-type: none"> Analyse surveys and other qualitative data to determine action to support continuous improvement | NH | By September 2021 |
| <ul style="list-style-type: none"> Encourage the sharing of personal stories that demonstrate Inclusion & Diversity in action | | NH | By September 2021 | Complete – ongoing |
| <ul style="list-style-type: none"> Create a skills and experience database to support inclusive service delivery – language, cultural, disability, caring responsibilities | | NH | By September 2021 | Change to approach, we are becoming members of Inclusive Employers in February 2021 which will enable access to a range of resources and best practice advice |
| Service Delivery | <ul style="list-style-type: none"> Implement a programme of holistic community engagement that includes protection, prevention and recruitment messages | NH | By September 2021 | In progress |
| | <ul style="list-style-type: none"> Utilise community data to inform community engagement initiatives, content, and materials | JP | By September 2021 | This is part of the Prevention Strategy using the Risk and Harm Model, being led by Jim Palmer |

| | | | | |
|--------------------------|---|-------|---------------------|--|
| People Impact Assessment | • Work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community | NH | By September 2021 | On hold due to Covid |
| | • Delivery of PIA's across all change | NH | By September 2021 | In progress: introduced in Nov 2020, process being embedded |
| | • Continuously monitor review and improve our recruitment approaches to ensure they support increased diversity and inclusion | NQ/NH | By September 2021 | In progress |
| Dignity | • Review the people impact of our learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance policies and consider the potential for differential impact | NQ/NH | By September 2021 * | In progress as part of the ongoing policy review schedule. |
| | • Continue to seek improvements to the way we tackle bullying and harassment | NH | By September 2021 | In progress – regular meetings with HR and inclusion partner to understand B&H 'landscape' is in place. The next step is to explore how data and insights from Dignity at Work supporters can inform informal grievance trend analysis |
| | • Provide Mediation training for Dignity at Work Supporters | NH | By September 2021 | Due to a changed approach, we will no longer provide mediation training for DAWS |
| | • We will have a full suite of Inclusion & Diversity policies | NH | By September 2021 | In progress, workplace adjustments, transitioning, menopause, Transitioning policy being developed in collaboration with Cambs FRS as part of our Regional work, to be launched on Trans visibility day 31 st March. |
| | • Ensure there are fair whistle blowing and grievance policies that are accessible to all | NQ | By September 2021 | On track . Grievance policy now re-issued. Whistleblowing policy is due for review and then formal consultation July to August 2021 |
| Review and challenge | • Provide Multi Faith Chaplaincy | NH | By September 2021 | Not yet started |
| | • Undertake a self-assessment against the Fire and Rescue Service Equality Framework provided by the LGA | NH | By September 2021 | In progress: owners for all criteria have been identified and are providing quarterly updates |
| | • Explore the use of external benchmarks that are aligned to the workforce demographic | NH | By September 2021 | In progress: proposing we adopt Inclusive Employers and utilise their standard |
| | • Submit award nominations | CB/NH | By September 2021 | Ongoing |

Wellbeing, Health & Safety (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|---------------------|--|-------|------------------|---|
| Good Lifestyle | <ul style="list-style-type: none"> Develop and establish an approach to sports, social and recreational activity so that our employees feel that the Service supports a fit and healthy lifestyle | NQ | By April 2021 | Not yet started |
| | <ul style="list-style-type: none"> Invest in equipment and resources to enable station-based staff to keep fit | NQ | By April 2021 | Not yet started |
| | <ul style="list-style-type: none"> Secure discounted gym membership which covers Essex | NQ | By April 2021 | Completed – included in staff discounts |
| | <ul style="list-style-type: none"> Provide resources to promote healthy eating | NQ | By April 2021 | Completed - Included in wellbeing Wednesday calendar/schedule |
| | <ul style="list-style-type: none"> Work with catering team at KP to offer more healthy choices | NQ | By April 2021 | Not yet started –delay due to Covid restrictions requiring majority of employees to continue remote working |
| Health and Safety | <p>Propose additional objectives as follows:</p> <ul style="list-style-type: none"> Develop and implementation of comprehensive Plan to support development of mental health awareness training for all managers, building on 'Oskar Kilo' initiative. | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Undertake a review of physical fitness support available across Service and proactively propose, plan and implement a comprehensive upgrading enhancement to our physical fitness equipment across the Service | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Research and propose how physical fitness team can provide wider and more proactive management and interventions across the Service to support physical and mental wellbeing | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Research and propose the Occupational Health accessibility / availability and 'offer' for On-call colleagues | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Improve processes - link OPAS (the Occupational Health management system) into the Core HR system to eliminate manual interventions, rework and missed information, to enable more effective support for colleagues with health and attendance issues | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Systematically examine organisational stressors and mental health impacts, and complete risk assessment approach for those organisational stressors that can be targeted by interventions and policy changes to secure wellbeing; a healthy work environment; and that benefits to the Service and the public are identified. | NQ | By December 2021 | |
| Financial Wellbeing | <p>Propose Year 2 objective as follows:</p> <ul style="list-style-type: none"> As part of Covid related support, explore delivery of a financial planning seminar programme across a number of themes including bite-size learning on pensions, managing debt, planning for retirement etc. | NQ | By December 2021 | |

Resourcing and Talent (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|-------------------------------|--|--------|-------------------|--|
| Enabling Growth & Development | <ul style="list-style-type: none"> Introduce the next generation of the talent pool arrangements make clear distinction between 'potential' and 'ready for the next role' | NQ /VH | By December 2020 | Completed – confirmed by SLT in August review of workforce planning and succession |
| | <ul style="list-style-type: none"> Design and develop internal and external pipelines for key role/capability types, specifically we will: <ul style="list-style-type: none"> establish arrangements for managing work experience placements and interns ensure that apprenticeship programmes flow from our strategic workforce plans create external talent pools via the ATS <p>provide development opportunities for internal candidates including secondments, shadowing and project work.</p> | NQ /VH | By December 2020 | <p>In progress: progress linked to agreed workforce plan and apprenticeship hence, the timelines for this have changed slightly.</p> <p>Note: unable to progress work experience and placements due to Covid restrictions. Plan in place to commence internship in July 2021.</p> <p>Also to note: requirement for new ATS is delaying creation of an external talent pool within the tool</p> |
| | <p>Propose new objectives for Year 2 as follows:</p> <ul style="list-style-type: none"> Propose and implement a comprehensive recruitment applicant tracking system that covers all staff groups and vacancies, and links dynamically to our core HR system. | NQ | By September 2021 | Note - Currently we have two systems in place – Civica and Athena. |
| | <ul style="list-style-type: none"> Implement work experience and internships to strengthen our talent and recruitment pipelines | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Explore potential for partnership approach to developing an operational fire-fighting leadership Academy to support our Talent Pool, to include external accreditations | NQ | By December 2021 | |
| | <ul style="list-style-type: none"> Build a Career pathway proposition to help break down barriers towards career development amongst staff groups | NQ | By December 2021 | |

Leadership and Development (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|------------------------|---|-------|-------------------|--|
| Leadership Development | <ul style="list-style-type: none"> Begin 4-year leadership development programme so that our people feel we have strong effective leadership now and in the future | KS | By September 2021 | Completed |
| | <ul style="list-style-type: none"> Explore opportunities such as direct entry scheme and fast track internal development to address future leadership challenges | CB/KS | By September 2021 | On track – new approach launching, led through the HR team. |
| | <ul style="list-style-type: none"> Review coaching offer and monitor success <p>Propose we can take this further to:</p> | KS | By September 2021 | In progress: early review of initial coaching offer has been undertaken, have received some feedback. Looking at alternative platforms offering access to monitoring and accessibility |

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|--|--|-------|-------------------|--|
| | Continually review coaching to ensure we offer a joined up and differentiated coaching offering that we can clearly measure and monitor success | | | |
| | Propose additional objective: Explore routes to increase coaching through increasing manager self-awareness and exploring new approaches | KS | By September 2021 | Introduction in group/departmental meetings started Comms campaign in Feb/March 2021 undertaken. |
| | Propose additional objective: Develop our internal coaching capability through consistent tools and methodologies | KS | By September 2021 | Not yet started |
| | <ul style="list-style-type: none"> Explore introduction of reverse mentoring Propose amending to: Create reverse mentoring proposal, and initiate guidance for fire fighters and senior managers to enable success | KS | By September 2021 | Not yet started |
| | Propose additional objective: Provide clarity on career development paths and options for development linked to this, and how these link into NFCC levels | KS | By September 2021 | Initial meeting with other stakeholders undertaken. |
| | Propose: Increase awareness of L&D offering through: <ol style="list-style-type: none"> Leveraging departmental training plans as an ongoing management/manpower planning tool Ensuring the voice of our learners is heard through multiple mechanisms e.g L&D advisory group | CB/KS | By September 2021 | 2021/22 Departmental training plans underway. Monthly meetings with leads. L&D advisory group ongoing. |
| | Propose additional objective: Develop and implement mandatory training refresher training process and content | CB/KS | By September 2021 | Due to launch new mandatory modules in first quarter 2021 which will kickstart new refresher training and monitoring |

Operational Training (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | |
|--|---|-------|-------------------|---|
| Professional Development - including diversity, inclusion, and living our values | <ul style="list-style-type: none"> Plan and commission training plans for the year | CB | By September 2021 | Completed |
| | <ul style="list-style-type: none"> Review use of the training plans that address essential skills included inclusion, diversity, behaviours, performance management, industrial relations and handling discipline and grievances | CB | By September 2021 | Core Learning Pathways and Leadership Framework now in place. |
| | <ul style="list-style-type: none"> Review how well the voice of our learners is heard through the Learning and Development Advisory Group and other feedback mechanisms | CB | By September 2021 | Advisory Group in place. |
| | <ul style="list-style-type: none"> Develop our succession planning approach | CB | By September 2021 | Launching in January 2021. |
| | <ul style="list-style-type: none"> Explore how we are using apprenticeship and make appropriate recommendations | CB | By September 2021 | Not yet started |

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| Personal Development - not required for current role but relevant to Service Core Training - directly relevant to current role. includes statutory and mandatory training, and essential skills listed in person specification | <ul style="list-style-type: none"> Explore ways of informing people about the career options available to them and further encouraging development | CB | By September 2021 | Work begun for wholetime recruitment. Learning from wholetime recruitment to roll into other areas. |
| | <ul style="list-style-type: none"> Review the training that we consider to be mandatory | CB | By September 2021 | Completed – articulated as pillar 4 of our L&D Strategy. |
| | <ul style="list-style-type: none"> Ensure compliance with mandatory training | CB | By September 2021 | Ongoing – compliance levels increased. |
| | <ul style="list-style-type: none"> Consider how we can most effectively offer mandatory training | CB | By September 2021 | Ongoing. |
| Assurance of Competence – access to high quality operational training Delivery of the operational training plan 2019-2022 | <ul style="list-style-type: none"> Phase 2 Core Skills Assurance Programme 100% complete 100% of Crew Managers will have completed 'Train the Trainer' 100% of Watch Managers will be assessors 100% of Station Managers will be verifiers | PC | By April 2021 | On track |
| | <ul style="list-style-type: none"> 4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development | PC | By April 2021 | Completed. |
| | <ul style="list-style-type: none"> Fully evaluate use of the Fire Service College and a decision made about how we best deliver whole time basic skills courses going forward | PC | By April 2021 | Completed. |
| Review and upgrade of training facilities | <ul style="list-style-type: none"> Continue any necessary refurbishment of training facilities | PC | By April 2021 | Ongoing. |
| | <ul style="list-style-type: none"> Consider how we can maximise use of training facilities | PC | By April 2021 | Ongoing. |
| Delivery of casualty care training | <ul style="list-style-type: none"> 100% of firefighters will have accessed a two day realistic simulation casualty care course | PC | By 31 March 2021 | Ongoing |

| | | | | |
|-------------------------|--|----|------------------|-----------|
| Training library review | <ul style="list-style-type: none"> We will have begun a one day casualty care refresher course training | PC | By 31 March 2021 | Ongoing |
| | <ul style="list-style-type: none"> A full suite of training products has been produced | PC | By 31 March 2021 | Completed |
| | <ul style="list-style-type: none"> Set up of share-point training site and review and refresh intranet pages. | PC | BY 31 March 2021 | Completed |

Year Three Progress

Continuous Culture Plan (Year Three)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|--|---|-------------|-----------------|-----------------|
| Values and Behaviours | <ul style="list-style-type: none"> Our Values and Behaviours fully embedded in our practices, our language and our recognition of “what good looks like here” | JS | By 30 June 2022 | Not yet started |
| Recognition and Communication | <ul style="list-style-type: none"> 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 | JS/HP | By 30 June 2022 | Not yet started |
| | <ul style="list-style-type: none"> Continue to drive for increased Staff survey engagement, satisfaction and participation levels through “You said, We did” and other feedback opportunities | JS | By 30 June 2022 | Not yet started |
| | <ul style="list-style-type: none"> Provide Reverse mentoring opportunities within the Service, for senior managers to influence cultural change projects and decisions | JS | By 30 June 2022 | Not yet started |
| | <ul style="list-style-type: none"> To develop further in line with Service digital strategy | CB/EC | By 30 June 2022 | Not yet started |
| Continuous improvement | <ul style="list-style-type: none"> Agile and lean methodologies used in our project management approaches Continue to promote behaviours e.g: <ul style="list-style-type: none"> Keep promises – do what you say you will Be punctual Be outcomes focussed Take accountability | JS CB | By 30 June 2022 | Not yet started |
| Developing Manager Self Awareness | <ul style="list-style-type: none"> Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection, and development Identify and implement development pathways to managers, focussing on improved teamwork and performance | CB CB | By 30 June 2022 | Not yet started |
| Recognising the benefits of reflecting the diversity of the communities we serve | <ul style="list-style-type: none"> Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias This work-stream will continue to evolve in line with the Inclusion and Diversity Strategic plan | VH/NQ NH | By 30 June 2022 | Not yet started |
| Strong effective leadership and development | <ul style="list-style-type: none"> Exploring partnerships for learning and innovation – (in line with collaboration strategy) | CB/KS/NQ | By 30 June 2022 | Not yet started |

Fair, Kind and Inclusive Workplace (Year Three)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|------------------------------|--|----------------|-------------------|-----------------|
| Inclusive employer of choice | <ul style="list-style-type: none"> Introduce a range of inclusive feedback mechanisms e.g reverse mentoring Evaluate the impact of positive action initiatives and community engagement | NH NH | By September 2022 | Not yet started |
| Diversity Data | <ul style="list-style-type: none"> Utilise the varied skills and lived experience from within the Service to influence decision making for community focussed policy and practice Evaluate use of individual skills and experience across the Service to support service delivery to diverse communities Undertake an Ethnicity Pay Gap | NH NH NH | By September 2022 | Not yet started |
| Service Delivery | <ul style="list-style-type: none"> Evaluate the effectiveness of community engagement initiatives using equality information to better facilitate effective service delivery | NH | By September 2022 | Not yet started |
| People Impact Assessment | <ul style="list-style-type: none"> Evaluate our People Impact Assessment approach to understand impact of key organisational policies, and determine improvement opportunities | NQ/NH | By September 2022 | Not yet started |
| Dignity | <ul style="list-style-type: none"> Evaluate Dignity at Work provision Continuously monitor and review for improvement opportunities | NH NH | By September 2022 | Not yet started |
| Review and challenge | <ul style="list-style-type: none"> Commission a peer review of the Fire and Rescue Service Equality Framework Undertake an external inclusion benchmarking assessment | NH | By September 2022 | Not yet started |

Wellbeing, Health & Safety (Year Three)

| Work stream | Where do we want to get to? | Timeframe | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|-------------|-----------------------------|-----------|---|-------|-----------------|-----------------|
| | | | Year 3 to be developed further Propose exploring collaborative opportunities to expand our offering in conjunction with our partners – Police, ECC etc. | NQ | By 30 June 2022 | Not yet started |

Resourcing and Talent (Year Three)

| Work stream | Where do we want to get to? | Timeframe | Actions, enablers and nudges that support our change | Owner | Timeframes | Status |
|-------------|-----------------------------|-----------|--|---------|-----------------|-----------------|
| | | | Year 3 to be developed further | NQ / VH | By 30 June 2022 | Not yet started |

Leadership and Development (Year Three)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|--------------------------|---|-------|-------------------|-----------------|
| Leadership Development | <ul style="list-style-type: none"> Review 4-year leadership development programme Review use of NFCC Leadership Framework and Core Learning Pathways | KS | By September 2022 | Not yet started |
| Professional Development | <ul style="list-style-type: none"> Plan and commission training plans for the year Explore ways of using technology more effectively so that training and development opportunities can be offered at times that work for the learner | KS | By September 2022 | Not yet started |
| Personal Development | <ul style="list-style-type: none"> Review the impact of input in year 1 to outcomes in year 3 | KS | By September 2022 | Not yet started |
| Core Training | <ul style="list-style-type: none"> Review the training that we consider to be mandatory Ensure compliance with mandatory training | KS | By September 2022 | Not yet started |

Operational Training (Year Three)

| Workstream | Actions, enablers and nudges that support our change | owner | Timeframe | Status |
|---|---|-------|---------------|-----------------|
| Assurance of Competence | <ul style="list-style-type: none"> Crew Managers, Watch Managers and Station Managers will be qualified as trainers, assessors and verifiers and so can run the fully developed Phase 3 Core Skills Assurance Programme without central training resource requirements | PC | By April 2022 | Not yet started |
| Delivery of the operational training plan 2019-2022 | <ul style="list-style-type: none"> 4 x Group Trainers continue to support Crew, Watch and Station Managers, to deliver greater levels of station-based training, through locally led development | PC | By April 2022 | Not yet started |
| Review and upgrade of training facilities | <ul style="list-style-type: none"> Continue any necessary refurbishment of facilities <p>Maximise potential of facilities</p> | PC | By April 2022 | Not yet started |
| Delivery of casualty care training | <ul style="list-style-type: none"> Refresher course training will be offered to all who have Casualty Care certification expiring | PC | By April 2022 | Not yet started |
| Training library review | A library maintenance process will be in place | PC | By April 2022 | Not yet started |