

High Level Action Plans



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 | NQ | By June 2021 | Decided not to progress. |
| | <ul style="list-style-type: none"> Engagement survey revamped and revitalised | JS | By June 2021 | Completed. |
| | <ul style="list-style-type: none"> Encouragement for active participation in a range of forums contributing to organisational development | 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 |
| | <ul style="list-style-type: none"> Explore social media channels for internal and external engagement – linked to Service digital strategy. | 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. |
| Continuous improvement | <ul style="list-style-type: none"> Fully implement Suggestions “box” approach | 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 |

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| 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 | CB | By June 2021 | Completed |
| | <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 | 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' Propose this is amended to reflect it is being delivered as part of the Future Leaders plan | 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 |
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| 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 |

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| 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 | Complete and ongoing |
| Dignity | • Continuously monitor review and improve our recruitment approaches to ensure they support increased diversity and inclusion | NQ/NH | By September 2021 | In progress |
| | • 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 |
| | • Provide Multi Faith Chaplaincy | NH | By September 2021 | Not yet started |
| Review and challenge | • 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 |
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| 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 | Completed |
| | <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 |

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> |

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 | 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 |
| | <ul style="list-style-type: none"> Explore introduction of reverse mentoring | KS | By September 2021 | Trial begun. |

Operational Training (Year Two)

| Work stream | Actions, enablers and nudges that support our change | Owner | Timeframe | Status |
|--|---|-------|-------------------|---|
| 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 | Completed |
| | <ul style="list-style-type: none"> Explore how we are using apprenticeship and make appropriate recommendations | CB | By September 2021 | Completed |
| Personal Development - not required for current role but relevant to Service | <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. |

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| 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"> 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 | <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 | Ongoing |
| 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 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 |
| | <ul style="list-style-type: none"> We will have begun a one day casualty care refresher course training | PC | By 31 March 2021 | Ongoing |

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| Training library review | • A full suite of training products has been produced | PC | By 31 March 2021 | Completed |
| | • Set up of share-point training site and review and refresh intranet pages. | PC | BY 31 March 2021 | Completed |