

High-level delivery plans

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

BRAG status key

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

Work stream	Timeframe	Actions, enablers and nudges that support our change	Owner	Update
Values and Behaviours	1 July 2019-30 June 2020	'We are one team' HQ Day for our employees	JS/EC	KP Open Day on hold due to Covid. Planning now in place for 2021 to identify new target delivery dates
		On-Call new joiners event to recognise "we are one team"	JS	Completed
		Relaunch and expand on of 'a day in the life of'	NH	Completed
		Cross-team group to review our Values	JS	Completed
	1 July 2020-30 June 2021	Relaunch our values and build behaviours that underpin these – linked to the national leadership framework	JS	Completed
		Complete embedding Values in all policies and processes	JS	Ongoing - Policies are being reviewed with Rep. bodies to an agreed review schedule. Disciplinary policy has completed consultation, and the accompanying processes are under review. Leaver process is under review and near complete
	Embed Service wide event to celebrate "We are one team"	JS/EC	On hold – Covid but early provisional planning now taking place by Comms (now owning delivery of this)	

	1 July 2021-30 June 2022	Values and Behaviours fully embedded in our practices, our language and our recognition of “what good looks like here”	JS	In progress - a full communications plan to support rollout is being developed by the Communications team, and will build on Covid-originated changes to ways of working
Recognition	1 July 2019-30 June 2020	Reward and Recognition ‘Celebrating our People’ event – revise to include more operationally focused awards and utilising ‘everyone matters’ programme feedback Thank You Thursdays	HP	Completed
		Cross-team group to review our recognition approach	EC	Completed
		Ongoing comms and actions around ‘Everyone Matters’	HP/JS	Completed – Action and Engagement Group proposed changes to recognition approach which were incorporated
		Launch of next phase of Dignity at Work training	JS	Completed –You Said We did Communications incorporating the feedback from Everyone Matters ran through October and November
		1:1 Appraisal conversations developed to cover wellbeing and recognition better	NH	Completed –“Dignity in our Workplace” sessions launched throughout Service with 52 completed prior to lockdown
			NQ	Completed – now includes self-assessment tools linked to the NFCC leadership framework

		Introduce a range of staff networks, channels, forums and opportunities	CB/NH	Completed –We have BEING, the Inclusion and Diversity Action Group and a Women’s Forum in place. Workplace is the channel to share information
		Introduce a suggestion scheme	JS	Completed – “Bright Ideas” now live
		Visibility and clarity on the role of the Dignity at Work Champions and how to access them	NH	Completed - Dignity at Work Intranet page linked direct from front page, and Supporter details on-line.
	1 July 2020-30 June 2021	Continue to re-align Reward and Recognition to our values and priorities	NQ	Completed – Benefits and discounts overhauled with over a hundred employee discounts now available via a more accessible site, and a financial wellbeing and support service “Salary Finance” launched in December for all colleagues
		Develop e-Thank you process for peer to peer feedback, aligned to Values and behaviours	NQ	Completed- feedback via Your Voice group is that low-key and informal approaches using current processes are preferred by our colleagues
		Engagement survey revamped and revitalised	JS	Completed – markedly improved response rate from 35% to 56%, and improvement to engagement index from 70% to 82%

		<p>Encouragement for active participation in a range of forums contributing to organisational development</p>	CB/JS	<p>First year of Action and Engagement Groups completed in 2020. Looking forwards, approach developed for Phase 2 Task and Finish Groups linked to 2021 Annual Plan objectives</p>
		<p>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.</p>	NH	<p>Completed –policy writers and other stakeholders completed training in December 2020</p>
	1 July 2021-30 June 2022	<p>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</p>	NQ	<p>See update above for 2020-2021. feedback via Your Voice group is that low-key and informal approaches using current processes are preferred by our colleagues</p>
		<p>Continue to drive for increased Staff survey engagement, satisfaction and participation levels through “You said, We did” and other feedback opportunities</p>	JS	<p>Ongoing – Managers are engaging with their employees and developing action plans, SLT visits to all departments and watches being planned, with the objective to increase 3 key survey responses - trust in SLT (43%), ‘senior managers do what they say they will’ (35%) and SLT sets clear direction and vision (53%)</p>

		Provide Reverse mentoring opportunities within the Service, for senior managers to influence cultural change projects and decisions	CB/JS	Started 22 March 2021 with 4 pilot mentor/mentee partnerships for an initial 3 sessions.
Communication	1 July 2019-30 June 2020	Form Cross-team group to review how we communicate Feedback from 'everyone matters' programme to inform group discussion	EC EC	Completed Completed
	1 July 2020-30 June 2021	Explore social media channels for internal and external engagement – linked to Service digital strategy Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams	CB/EC CB/EC	Completed – now actively using Workplace internally and Facebook externally to share key messages. This was successfully exploited for our recent recruitment campaign and Christmas safety messages Complete - developed as part of Leadership Development programme. To note this has 3 fully subscribed cohorts for 2021 with the first underway.
	1 July 2021-30 June 2022	To develop further in line with Service digital strategy	CB/EC	Not yet started
	1 July 2019-30 June 2020	Create success stories to share Recognise good examples of CI in our recognition approaches	CB EC	Completed Completed – recognition nomination form amended
Continuous improvement				

		Start to use the language of CI in our communications	JS/NQ	Completed – monthly award covers “made a difference”
		Investigate and test Suggestion “box” approaches	CB/EC	Completed – developed with the YV Continuous Improvement group – and now live
		Map employee lifecycle and identify key touchpoints of frustration for employee or manager	JS	Completed and prioritised workstack agreed. Initial touchpoint – “onboarding” process reviewed and changes made with improved customer feedback
		Improve quality of Pre-employment and materials – and make values based	JS/NQ	Completed –Values-based interview questions now in place, recruitment packs now provided for each role
		Review of recruitment processes to improve experience (speed and quality)	NQ	Completed – “Arctic Shores” now in place to provide faster and better quality WT recruitment experience
		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	Completed –now BAU with L&D team
	1 July 2020-30 June 2021	Fully implement Suggestions “box” approach	JS	Completed – developed with the YV Continuous Improvement group and now live.

		Recognise good examples of CI in our recognition approaches	NQ	Completed - This is now part of the recognition scheme nomination approach.
		Highlighting CI as a key ask in our recruitment and development testing	JS/NQ	Completed - A Continuous Improvement interview question now included in WT recruitment, and is also included within the leadership resourcing and succession arrangements question-set
		Review and process re-engineer the remaining lifecycle 'points of frustration' to embed slick processes	JS	Ongoing –Induction, recruitment, development processes have all been improved. Finally, Leaving process is under review to ensure a more consistent and inclusive experience with proposals developed for SLT April 2021
	1 July 2021-30 June 2022	Agile and lean methodologies used in our project management approaches	JS	Not yet started – Pending Head of Change appointment
		Continue to promote behaviours e.g.: Keep promises – do what you say you will Be punctual Be outcomes focussed Take accountability	CB/EC	Ongoing - Part of our ongoing SLT Comms strategy and will also be emphasised through rollout of new Service behaviours
Developing Manager Self Awareness	1 July 2019-30 June 2020	Encourage self-reflection as part of 1:1	CB	Completed and now ongoing activity
			CB	Completed - Self assessment tools including 360 degree feedback

		<p>Offer 360 feedback for talent pipeline as part of development conversations</p> <p>Range of self-assessment tools made available</p> <p>1:1 toolkit and communications</p> <p>Appraisal toolkit updated ready for annual appraisal meetings</p>	<p>CB</p> <p>NQ</p>	<p>developed as part of the leadership programme which is now live and fully subscribed for 2021</p> <p>(Completed – (see above) with additional self-assessment tools available as part of appraisal toolkit based on NFCC leadership capability framework</p>
	<p>1 July 2020-30 June 2021</p>	<p>Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework</p> <p>Drive high-performing teams by developing tools and methodologies to enable performance conversations</p> <p>Develop and implement tools to identify high performing individuals and nurture for talent pool</p>	<p>CB</p> <p>NQ/KS/JS</p> <p>NQ/JS/KS</p>	<p>Completed relaunch –access to a number of high quality external coaches now in place as well as direct access to internal coaches. Positive feedback from managers accessing coaching</p> <p>Year 1 completed. 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</p> <p>Leadership Resourcing and Succession programme launched in March 2021 - approach including assessment centre and into Service Resource pool, development PDP and pathway supports individuals through their journey</p>

	1 July 2021-30 June 2022	Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection and development	CB	Not yet started
		Identify and implement development pathways to managers, focussing on improved teamwork and performance.	CB	Not yet started
Recognising the benefits of reflecting the diversity of the communities we serve	1 July 2019-30 June 2020	Encourage self-declaration of diversity data on our people systems	NH	Completed
		Manager awareness sessions on getting the best from people including concepts of fairness and equality	NH	4 neurodiversity sessions delivered for managers highlighting the benefits of neurodiverse employees and communication techniques for working with diverse stakeholders. A further workshop was delivered for HR and Trainers to focus on ensuring process and assessments are inclusive and get the best from our people. Completed – see above
		Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity	NH	
		Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people	NH	Completed–“Dignity in our Workplace” sessions launched throughout Service with 52 completed prior to lockdown
	Re-promote and continuously develop our Dignity at Work Champions	NH	In Progress – HRBP’s are now linked in in with Supporters and have identified development options (informal support	

		<p>Equality review of our recruitment and progression approaches</p> <p>Inclusion & Diversity delivery group to share and highlight information, utilise Thank you Thursdays and Charity Tuesdays</p>	NH	<p>for individuals during grievance/ discipline process. Training options to be identified.</p> <p>WT recruitment equality review completed and confirmed by SLT and incorporated into phase 2 recruitment.during March 2021 . We are still partway through recruitment but at this stage the translation rate from attraction to offer for females and ethnic minorities shows an improved picture.</p>
			NH	<p>Completed – this is ongoing</p>
	1 July 2020-30 June 2021	<p>Consult employee networks on community engagement opportunities and service delivery changes to ensure we make informed decisions and capture a range of views and opinions to maximise opportunities.</p> <p>Implement a programme of holistic community engagement in order to maximise the benefits to the Community and the Service. (e.g. consistently sharing Prevention, protection and recruitment</p>	NH	<p>Complete – feedback incorporated into Positive Action plan</p>
			NH	<p>In progress but delayed by impact of pandemic</p>

		<p>messages when engaging with minority communities)</p> <p>Work alongside station management to ensure station Open Days are able to attract a diverse range of people from the surrounding community</p>	NH	In progress but delayed by impact of pandemic
	1 July 2021-30 June 2022	Recruitment & Talent Pool assessments to include a combination of ECFRS employees and independent assessors from partner agencies or the community to reduce bias.	NQ	Leadership and resourcing Pool now launched with a clear assessment process. Assessors will be trained using the template developed for WholeTime recruitment. Next steps will be to identify independent assessors.
Strong effective leadership and development	1 July 2019-30 June 2020	Scope and re-launch strategic level talent pool in line with revised leadership framework	NQ	Completed – Strategic level talent pool delivered key operational appointments during 2019/20. SLT confirmed creation of separate pools – succession and development pools
		Amend appraisal and talent pool processes to reflect revised leadership framework	NQ	Completed – aligned to NFCC leadership framework
		Re-align external attraction and recruitment approaches to include better utilise social media, e.g. Jobcentre Plus, NFCC.	NQ	Completed - an extensive Facebook campaign now supports our recruitment., NFCC channel used for manager roles with some success

		Create an overarching 2-3-year plan to develop a leadership community that is increasingly diverse and highly engaged.	CB/NQ	Completed – Learning and Development Plan 2020-24 in place
	1 July 2020-30 June 2021	Roll-out full leadership framework package including assessment centres and new appraisal approach Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’	CB/NQ	Complete – Leadership Development programme in place. 3 cohorts already full for 2021 totalling 83 expressions of Interest
		Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity	CB/NH/NQ	In progress – proposals shared with ‘Addressing the Gap’ forum led by Moira Bruin In progress – Outreach work continues and has contributed to a more diverse profile of our successful candidates
		One year external secondments offered	CB/NQ	Not yet started – on hold due to Covid-19 restrictions
	1 July 2021-30 June 2022	Exploring partnerships for learning and innovation – (in line with collaboration strategy)	CB/JS/NQ	Not yet started