

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	On hold – Covid
		On-Call new joiners event to recognise “we are one team”	JS	Completed Sept 2019
		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 - .
Embed Service wide event to celebrate “We are one team”		JS	On hold - Covid	

	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 - Proposed behaviours completed formal consultation and a full communications plan to support rollout is to be planned for Q4 / 2021 as soon as the comms schedule permits
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
		Thank You Thursdays	EC	Completed
		Cross-team group to review our recognition approach	HP/JS	Completed – Action and Engagement Group proposed changes to recognition approach which have been incorporated
		Ongoing comms and actions around ‘Everyone Matters’	JS	Completed –You Said We did Communications incorporating the feedback from Everyone Matters ran through October and November
		Launch of next phase of Dignity at Work training	NH	Completed – 52 “Dignity in our Workplace” sessions held prior to lockdown
		1:1 Appraisal conversations developed to cover wellbeing and recognition better	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 Supporter details are on-line – November 2020 update: refresher communications are being planned
	1 July 2020-30 June 2021	Continue to re-align Reward and Recognition to our values and priorities	NQ	Ongoing – 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	Ongoing- exploring a number of solutions via the YV Action and Engagement group to reflect a more low-key and informal approach is 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> <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>	<p>CB/JS</p> <p>NH</p>	<p>First year of Action and Engagement Groups completed in 2020, and proposals developed and with SLT to increase participation and reach for Phase 2 Task and Finish Groups linked to Annual Plan objectives</p> <p>Completed –policy writers and other stakeholders completed training in December 2020</p>
	<p>1 July 2021-30 June 2022</p>	<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> <p>Continue to drive for increased Staff survey engagement, satisfaction and participation levels through “You said, We did” and other feedback opportunities</p> <p>Provide Reverse mentoring opportunities within the Service, for senior managers to influence</p>	<p>NQ</p> <p>JS</p> <p>JS</p>	<p>See update above for 2020-2021.</p> <p>Ongoing – Managers currently engaging with their employees to review the employee survey results and build action plans</p> <p>Started 22 March 2021 with 4 pilot mentor/mentee partnerships for an initial 3 sessions.</p>

		cultural change projects and decisions		
Communication	1 July 2019-30 June 2020	Form Cross-team group to review how we communicate	EC	Completed
		Feedback from 'everyone matters' programme to inform group discussion	EC	Completed
	1 July 2020-30 June 2021	Explore social media channels for internal and external engagement – linked to Service digital strategy	CB/EC	Ongoing – we are actively using Workplace internally and Facebook externally to share key messages. This has been successfully exploited for our recent recruitment campaign and Christmas safety messages
		Develop manager toolkit to better equip managers with the skills to communicate brilliantly with their teams	CB/EC	Leadership Development programme has begun.
	1 July 2021-30 June 2022	To develop further in line with Service digital strategy	CB/EC	Not yet started
Continuous improvement	1 July 2019-30 June 2020		CB	Completed
		Create success stories to share	EC	Completed
		Recognise good examples of CI in our recognition approaches	JS/NQ	Completed – recognition nomination form amended

		Start to use the language of CI in our communications	CB/EC	Completed – monthly award covers “made a difference”
		Investigate and test Suggestion “box” approaches	JS	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 ‘threshold moments’ identified as induction and recruitment
		Improve quality of Pre-employment and materials – and make values based	JS/NQ	Completed – WT recruitment successfully using Values-based interview questions
		Review of recruitment processes to improve experience (speed and quality)	NQ	Completed – successfully used “Arctic Shores” 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 – and also developed second phase for more modular and ‘owned’ experience
	1 July 2020-	Fully implement Suggestions “box” approach	JS	Completed – developed with the YV Continuous Improvement group –now live, and in spirit of continuous improvement the uptake will be reviewed

	30 June 2021	Recognise good examples of CI in our recognition approaches	NQ	Completed - This is now part of the recognition scheme nomination approach, and we also expect to recognise good examples of CI as part of the Bright Ideas” suggestion scheme roll-out.
		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 –digital material to support recruitment is with Int. Comms to finalise. The Exit Questionnaire has been reviewed and updated, using MS forms; the process has also been streamlined and research has begun on understanding the Exit experience from our colleagues perspective
	1 July 2021-30 June 2022	Agile and lean methodologies used in our project management approaches	JS	Not yet started
	Continue to promote behaviours e.g.: Keep promises – do what you say you will Be punctual Be outcomes focussed	CB	Not yet started – rollout of new Service behaviours	

		Take accountability		
Developing Manager Self Awareness	1 July 2019-30	Encourage self-reflection as part of 1:1	CB	Completed and now ongoing activity
	June 2020	Offer 360 feedback for talent pipeline as part of development conversations	CB	Self assessment tools developed as part of the leadership programme.
		Range of self-assessment tools made available	CB	Completed
		1:1 toolkit and communications Appraisal toolkit updated ready for annual appraisal meetings	NQ	Completed
	1 July 2020-30	Relaunch coaching and extend offer through Service, to include mixing staff from different backgrounds and groups as a feature of our leadership framework	CB	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
	June 2021	Drive high-performing teams by developing tools and methodologies to enable performance conversations Develop and implement tools to identify high performing individuals and nurture for talent pool	NQ/KS/JS NQ/JS/KS	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 Not yet started

	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	Training being delivered.
		Awareness raising sessions on a range of inclusion and diversity themes e.g. neurodiversity	NH	Completed
		Run Dignity in our Workplace sessions covering bullying, harassment and discrimination between groups of people	NH	Completed
		Re-promote and continuously develop our Dignity at Work Champions	NH	In Progress – HRBP’s now linking in with Supporters to identify hot-spots
		Equality review of our recruitment and progression approaches	NH	WT recruitment equality review completed and confirmed by SLT and

		Inclusion & Diversity delivery group to share and highlight information, utilise Thank you Thursdays and Charity Tuesdays	NH	<p>formal review and decisions made for phase 2 recruitment.</p> <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 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	<p>Complete – feedback incorporated into Positive Action plan</p> <p>In progress but delayed by impact of pandemic</p> <p>In progress but delayed by impact of pandemic</p>
			NH	

	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	Early work: Leadership Resourcing and Succession pools in development, along with approach to selection decisions – to include values-based interview approach. Assessors will be reviewed and trained using the template developed for whole time FFs.
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, CFOA and NFCC.	NQ	Completed - an extensive Facebook campaign supports our recruitment, and using NFCC channel for manager roles
		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-	Roll-out full leadership framework package including assessment	CB/NQ	Complete – package now actively offered with 3 cohorts already full for

	30 June 2021	<p>centres and new appraisal approach</p> <p>Targeted interventions for the 5-10% employees identified as hi-potential employees – ‘fast-tracking’</p> <p>Explore community-based recruitment routes to reconnect with our social purpose through wider inclusivity</p> <p>One year external secondments offered</p>	<p>CB/NQ</p> <p>CB/NH/NQ</p> <p>CB/NQ</p>	<p>2021, and totalling 83 expressions of Interest</p> <p>In progress – proposals shared with ‘Addressing the Gap’ forum led by Moira Bruin</p> <p>In progress – Outreach work continues and has contributed to a more diverse profile of our successful candidates</p> <p>Not yet started – on hold due to Covid-19 restrictions</p>
	1 July 2021-30 June 2022	Exploring partnerships for learning and innovation – (in line with collaboration strategy)	CB/JS/NQ	Not yet started