

	Planned Activities	Not Started	On Track / Delivered	Delayed	Blocked	Not Started	% On Track / Delivered
1.1 Culture - Communication and Recognition	9	1	5	3	0	11%	56%
1.2 Culture - Values and Behaviours	7	0	6	1	0	0%	86%
1.3 Culture - Continuous Improvement	5	0	5	0	0	0%	100%
CULTURE	21	1	16	4	0	5%	76%
2.1 Inclusion	51	23	23	5	0	45%	45%
INCLUSION	51	23	23	5	0	45%	45%
3.1 Wellbeing - Benchmarking and reporting	4	0	4	0	0	0%	100%
3.2 Wellbeing - Health, Safety and Wellbeing	5	0	5	0	0	0%	100%
3.3 Wellbeing - Mental Health	7	0	7	0	0	0%	100%
3.4 Wellbeing - Financial Wellbeing	1	0	1	0	0	0%	100%
WELLBEING	17	0	17	0	0	0%	100%
4.1 Leadership & Development - Feedback and Engagement	8	0	6	2	0	0%	75%
4.2 Leadership & Development - Leadership Programme & Leadership community	5	0	4	1	0	0%	80%
4.3 Leadership & Development - Professional & Personal Development	0	0	0	0	0	-	-
4.4 Leadership & Development - Essential learning	5	0	4	1	0	0%	80%
4.5 Leadership & Development - Inclusive Workplaces	2	0	0	2	0	0%	0%
LEADERSHIP & DEVELOPMENT	20	0	14	6	0	0%	70%
5.1 Resourcing - Leadership and Succession	10	0	3	7	0	0%	30%
5.2 Resourcing - Recruitment and Workforce Plans	6	0	4	2	0	0%	67%
RESOURCING	16	0	7	9	0	0%	44%
6.1 Operational Training - Assurance of Competence	5	1	4	0	0	20%	80%
6.2 Operational Training - Delivery of the training plan	5	0	5	0	0	0%	100%
6.3 Operational Training - training suitable for all	3	0	3	0	0	0%	100%
6.4 Operational Training - Training facilities	5	0	3	2	0	0%	60%
6.5 Operational Training - Inclusion	1	0	1	0	0	0%	100%
OPERATIONAL TRAINING	19	1	16	2	0	5%	84%
OVERALL	144	25	93	26	0	17%	65%

	Blocked
	Delayed
	On Track / Delivered
	Not Started
	No Activity Expected this month

YEAR 3 - 2021/22

Q2

Pillar	Ref	Outcome	Ref	Deliverable	YEAR 3 - 2021/22		
					Jul	Aug	Sep
1. Culture - Engaged & Valued	1.1	Culture - Communication and Recognition					
	1.1.1	Employees are satisfied that their voice is heard and see that this supports their effectiveness, being timely, open, and transparent	1.1.1.1	Provide opportunities for participation in action learning sets / task and finish groups or Your Voice groups that provide visible outcomes for the Service linked to the Annual Plan			
			1.1.1.2	Utilise employee forums to inform direction and strategy and enable different voices to be heard			
			1.1.1.3	Ensure SLT and ELT are visible, approachable, and communicating and reinforcing the direction of travel, with a programme of visits planned to all locations and work groups			
	1.1.2	We have a clear approach to capturing qualitative and quantitative feedback about our culture	1.1.2.1	Develop a work plan for employee experience surveys / focus groups, exploring ways to explore deeper or more strategic themes			
			1.1.2.2	Align the feedback we receive with our Culture plan activities, undertaking targeted work where needed; identifying and delivering appropriate packages of support needed (e.g. dignity in workplace intervention, development, buddying)			
	1.1.3	Our employees report that they feel valued and recognised for the work they do to make our Service better - whether that's the job they do or the way they show commitment to living our Values	1.1.3.1	Currently in plan: 1. On-Call new joiners/ recognition events 2. One Service event ("open day") recognising contribution of all throughout Covid for development: Campaign to build on success of Thank You Thursdays to create an environment where giving thanks is part of our DNA Review process to ensure SLT are able to recognise and celebrate endeavour on a consistent and timely basis			
	1.1.4	We deliver our Service priorities through effective and visible leaders who motivate and manage performance	1.1.4.1	Develop an Organisational Development proposition that identifies and clarifies levels of accountability at each level of leadership as aligned to NFCC leadership framework			
			1.1.4.2	Ensure our leadership forum (ELT) brings together our leaders in a regular and productive way, continuously developing an 'agents of change' mentality and approach			
	1.2	Culture - Values and Behaviours					
	1.2.1	Our employees report that they feel safe and valued in our employee surveys	1.2.1.1	Work with Comms to deliver a "Values and Behaviours" campaign that brings our behaviours into the heart of what we do			
			1.2.1.2	Incorporate our Service behaviours into HR policy and process reviews to ensure our values inform "the way we do things round here" in particular those that contribute to the employee journey: Attract > Recruit > Develop > Change > Retain			
			1.2.1.3	Complete roll out of Dignity in our Workplace offering, review and identify next phase for development, incorporating the new Code of Ethics			
			1.2.1.4	Establish next phase to include an approach to building high performing teams, to include consideration of: 1. Lencioni's Five Functions of a Cohesive Team 2. Understanding team dynamics 3. Develop support materials to help bring teams together			
			1.2.1.5	Evolve the Dignity at Work Supporters offering, including ongoing development and signposting to sources of support			
	1.2.2	The NFCC Code of Ethics is embedded in our values, behaviours and cultural approaches in a simple and complete way	1.2.2.1	Stakeholder engagement (including representative bodies) to inform gap analysis which will evidence where the 5 parts of the Code are incorporated into our cultural approaches, and where not			
			1.2.2.2	Develop and implement a plan to embed the Code, taking into account training and support needed			
	1.3	Culture - Continuous Improvement					
	1.3.1	Our employees feel that we continually improve our services and processes to support them, and that their feedback is used to make sure it is easy to get things done and that we do the basics well	1.3.1.1	Facilitate a range of ways for 'meaningful conversations' to be captured, explored and acted upon We have already piloted "Bright Ideas" through a Your Voice group for new ideas Next step - Identify and enable a wider range of opportunities for our employees to give constructive feedback on, that can improve our process /practices			

	1.3.2	We will demonstrate effective working relationships with our Rep bodies that recognise common interests and purposes and work together to build trust and mutual respect for each others roles and responsibilities	1.3.2.1	Review Facilities Agreement for consistency JNCC regular meetings with Rep. bodies held in line with the agreed governance arrangements Meet agreed timescales for discussion, aiming for successful outcomes and if appropriate, aiming to agree a joint position between our service and the representative body Develop our 'working well together' skills e.g. joint training and development, negotiation skills for managers Be open honest and transparent in our communications, with outcomes and updates published to all in Service			
	1.3.3	There is a high level of trust and collaboration between employees and leadership, so that our employees are encouraged to speak up and listened to	1.3.3.1	Develop and implement a Culture Maturity Model and narrative that informs and supports our direction of travel			
2. Fair and Inclusive Workplace	2.1	Inclusion					
	2.1.1	Our people processes enable increasingly diverse representation across the Service, evidenced by workforce data	2.1.1.1	Review outcomes of positive action approach for WT recruitment campaign including external review, setting out actions for continuous improvement and developing positive action plans for Firefighters, apprentices, interns, support and leadership vacancies			
			2.1.1.2	Analyse exit data (quantative and qualitative) to identify key trends for incorporating into Positive Action Plan			
			2.1.1.3	Complete People Impact Assessments for all proposed changes to recruitment processes, to inform decision making			
			2.1.1.4	Create a Regional Positive Action Plan via a Regional Positive Action workshop approach with CFO's and Equality Leads			
			2.1.1.5	Identify and develop collaborative development opportunities with partners and regional Services			
	2.1.2	All ECFRS employer actions are evidence led and improvement focused	2.1.2.1	Improve the quality and quantity of equality monitoring data held in Civica			
			2.1.2.2	Work collaboratively to identify ways to increase declared data and develop good practice based upon needs or inequalities identified			
			2.1.2.3	Create a Diversity data dashboard to enable equality monitoring for all people processes, to inform action and reporting, including but not limited to Annual Equality Duty report			
	2.1.3	We are fully compliant with the public sector equality duty in our service delivery, including IRMP additional activities	2.1.3.1	Ensure all completed People Impact Assessments are logged centrally and can be audited if required			
			2.1.3.2	Create People Impact Assessment Guidance to improve quality and quantity of assessments completed, incorporating use of NFCC Equality of Access documents			
			2.1.3.3	Develop population data sets to inform People Impact Assessments			
			2.1.3.4	Create a Diversity data Dashboard for Service Delivery to monitor equality and inform monthly, quarterly and annual Equality Duty reporting and objective setting: to include Prevention, Protection, Response and population data			
	2.1.4	Our policies are demonstrably inclusive and are monitored for equality	2.1.4.1	A People Impact Assessment will be completed for all new Strategies Policies, Projects and SLT Decisions			
			2.1.4.2	Policy Authors to engage with employee networks to inform People Impact Assessments and maximise opportunities for inclusion			

2.1.5	Our employees have confidence that ECFRS is genuinely inclusive	2.1.4.3	Review People Impact Assessments as part of Policy review schedule				
		2.1.5.1	Develop Allies through a programme of regular communication and education to continually improve our Inclusive Culture We will monitor this via the staff survey, feedback and HR cases	Green	Yellow	Yellow	
		2.1.5.2	Develop and implement an anti-racism plan including an Inclusive Employer Anti Racist toolkit	Blue	Blue	Blue	
		2.1.5.3	Put in place an active and productive range of Employee Networks	Green		Green	
		2.1.5.4	Develop collaborative networks to achieve shared objectives				
		2.1.5.5	Utilise diversity dashboard to identify any inequalities in people processes to inform action, sharing data and any identified actions with workforce to demonstrate equality and inclusion in action	Blue	Blue	Blue	
	2.1.6	We are externally recognised as meeting prestigious national equality standards	2.1.6.1	Participate in the Inclusive Employers Standard during the Autumn 2021	Blue	Blue	Green
	2.1.7	All our actions to meet Public Sector Equality Duty Objectives are evidence-based and grounded on accurate data	2.1.7.1	Undertake gap analysis to identify new objectives using a range of resources Develop new Equality Objectives and publish at least one new objective by Feb 2022	Blue	Blue	Green
3.1	Wellbeing - Benchmarking and reporting						
3.1.1	We benchmark our wellbeing against nationally recognised standards	3.1.1.1	An Approach to Mental Health has been developed and integrated into People Strategy Further acknowledge and utilise standards in Thriving at Work Report via a continuing approach to mental health training and awareness Completion of initial gap analysis for Oscar Kilo and ongoing peer review	Green	Green	Green	
3.1.2	Our Occupational Health and Fitness approach is data-driven and evidence-based	3.1.2.1	Cross referencing Occupational Health referrals with attendance records in Civica and with H&S incident/injury reporting via OSHENS (and its replacement) Ensuring statistics for Fitness testing are more readily available to managers to allow reassurance on operational capabilities. Enable recording of Fitness testing in L&D systems/Civica to allow better booking of BAVD training	Green			
3.2	Wellbeing - Health, Safety and Wellbeing						
3.2.1	Our employees feel that the Service cares about their wellbeing, as demonstrated by employee experience surveys	3.2.1.1	Develop and establish our wellbeing approach to sports, social and recreational activity so that our employees feel the Service supports a fit and active lifestyle		Green		
		3.2.1.2	develop resource materials around healthy eating at work and at home, utilising national NHS resources and the expertise of the Fitness team				
		3.2.1.3	Ensure a comprehensive range of wellbeing policies are in place to support our employee health and wellbeing				
		3.2.1.4	Continue to ensure an adequate standard of equipment for operational firefighters to maintain fitness for duty at national standard by following the budgeted equipment replacement and servicing plan				
		3.2.1.5	develop opportunities for support staff to engage in exercise with self directed learning programmes devised by the Fitness team and Firefighters Charity				

Health & Safety

3. Wellbeing,			3.2.1.6	partner with the Firefighters Charity to provide information and education on health & wellbeing			
	3.2.2	Our employees feel confident that the Service provides a safe working environment both at home and at work	3.2.2.1	Provide employees with evidence based risk assessments to ensure safe working Put in place a system of risk assessment and communication for those employees that are working from home, ensure that they are aware of an appropriate point of contact should they have any difficulties Collaborate with Health & Safety team to ensure adequate risk assessments are in place for psychological risk and home working Collaborate with H&S and Operational Assurance on the No Time to Lose Campaign			
	3.3	Wellbeing - Mental Health					
	3.3.1	Managers feel confident to address issues around mental health	3.3.1.1	Embed mental health awareness into our leadership and management development programmes - both operational and support - so that an understanding of mental health is introduced and embedded early in the process. Incorporate further mental health awareness into recruit training programmes			
	3.3.2	Our employees feel confident to access a comprehensive range of mental health support resources	3.3.2.1	Establish a mental wellbeing peer support group to reduce stigma and raise awareness and support positive wellbeing			
			3.3.2.2	Build upon the capability and capacity of MHFA programme, clarifying the MHFA role in relation to other roles e.g. Dignity at Work Champions			
			3.3.2.3	Develop employees knowledge and confidence to enable them to take responsibility for their own mental health and to be able to signpost people with the most common mental health issues to the right support			
			3.3.2.4	Develop mental health element of health surveillance for operational firefighters			
	3.4	Wellbeing - Financial Wellbeing					
	3.4.1	Our employees understand the range of financial wellbeing support available from the Service and feel confident to access these when needed	3.4.1.1	Review the effectiveness and take-up of our current financial wellbeing scheme and continue to build our offerings on: Flexible Benefits, Employee discounts, Retirement planning			
4. Development	4.1	Feedback and Engagement					
	4.1.1	Our strategic approach to learning & development is driven by the needs of our workforce and our evolving Service priorities	4.1.1.1	Review our approach to capturing feedback about our learning and development activity, reviewing our process and approaches regularly in line with feedback received			
			4.1.1.2	Engage our employees in our learning priorities to identify how we can maximise impact and investment			
	4.1.2	Employees feel empowered to take advantage of the learning and development opportunities on offer	4.1.2.1	Develop learning and development 'roadshows' that highlight: The leadership development programme, 1-2-1 coaching opportunities, 1-2-1 career development planning			
			4.1.2.2	Meet with FF/CM/WM/SM/GM to understand their daily challenges and gather feedback on our approach to learning and development and how we can further shape this together			
			4.1.2.3	Work with the L&D Advisory group to continuously review and develop development opportunities			
	4.2	Leadership Programme & Leadership community					
	4.2.1	Our development programmes in place are designed around the challenges we may face now and in the future, so that we are well prepared and can confidently and consistently lead	4.2.1.1	Work with our employees to effectively monitor and improve our leadership and management development programme			
			4.2.1.2	Equip our managers with mindset, skills and toolset to manage change more flexibly			

4. Learning & Developm	4.2.2	Coaching and mentoring is part of how we work, and how we approach our approach to development on a day to day basis	4.2.2.1	Design and deliver a series of coaching and mentoring masterclasses for our leaders and managers, encouraging coaching skills to be incorporated into 1-2-1's and performance development conversations				
			4.2.2.2	Review reverse mentoring project and if delivering the expected benefits, expand on trial project				
			4.2.2.3	Identify and create an active mentoring pool				
			4.2.2.4	Extend our in-house coaching network, developing this through further opportunities to undertake formal qualifications				
			4.2.2.5	Develop an online tool for self coaching - a taster of how a series of coaching questions can you help you focus on your objectives				
	4.3	Professional & Personal Development						
	4.3.1	Development is accessible to all, delivered in a timely manner to support our leadership development and succession, and aligned with Service Values	4.3.1.1	Plan and deliver L&D roadshows that visit stakeholders in their environment to share messages, build relationships and WIFM, and deliver supporting visuals for on-station reference				
	4.4	Essential learning						
	4.4.1	Our employees are equipped with digital skills to enable new ways of working to be fully embraced	4.4.1.1	Work with ICT to identify and develop digital skills for each of our workforce groups				
			4.4.1.2	Align our digital strategy ambitions with our recruitment processes, so that we recruit employees that can role model the digital skills and behaviours required				
	4.4.2	All our employees are protected from risk through relevant timely mandatory training	4.4.2.1	Develop and launch platform for mandatory training modules, identifying all modules to be included in mandatory library (e.g. awareness modules e.g. business continuity, IPC, DR) and ensuring these ae updated in the welcome booked				
			4.4.2.2	Set reporting and key dates to ensure we are able to drive for - and achieve - 100% completion of all mandated training				
	4.5	Inclusive Workplaces						
	4.5.1	Our minority groups are confident that ECFRS learning and development opportunities are fully inclusive and support their development	4.5.1.1	1. Identify a coaching opportunity that will support ethnic minority colleagues to achieve development goals 2. Introduce equality monitoring for development opportunities 3. Undertake a People Impact Assessment for new L & D opportunities 4. Review process for Reasonable Adjustment declaration and provision				
	5.1	Resourcing - Leadership and Succession						
	5.1.1	We have a transparent and accessible succession and development framework	5.1.1.1	Define a series of core principles to help make sure our approach and decisions are transparent / LRS & Succession Plannig				
			5.1.1.2	Ensure inclusion and positive action considerations are built into our succession and development programmes				
			5.1.1.3	Identify approach to secondments and stretch assignments for employees to develop experience and competencies required for key succession roles				
			5.1.1.4	Develop leadership resource and succession "Your Voice" group to provide a forum to challenge and develop our approach so that is continues to be transparent and accessible				
			5.1.1.5	Review NFCC Workforce good practice maturity model, undertaking gap analysis against current and target levels to create a plan to address				
	5.1.2	We use organisational intelligence to inform our leadership and succession workforce planning, identifying where we need to develop our leaders of the future and having a clear forward plan in place to deliver this	5.1.2.1	Undertake competency and skills gap analysis to inform our workforce plan, identifying roles where our succession planning priorities should focus, to include leadership roles and technical 'Service critical' roles at all levels				
			5.1.2.2	Develop approach to capture information about employee aspirations and potential, which will feed into support plans, to include positive action considerations				

5. Resourcing & Talent management	5.1.3	We are able to successfully integrate talent from different sources that help deliver our Service vision / critical roles	5.1.3.1	Develop direct entry and fast track programmes to ensure we have strength and depth of capacity, in line with NFCC guidance and agreeing approach with our stakeholders				
	5.2 Resourcing - recruitment and workforce plans							
	5.2.1	Our external candidates and organisations see us as an employer of choice	5.2.1.1	Develop an approach that broadens our reach to potential candidates, promoting the benefits of the Service, and including development of our branding and reputation to attract those candidates whose values, leadership capability and technical skills match our Service values				
			5.2.1.2	Design and develop external talent pipelines including consideration of work experience, interns, apprentices and community placements to enable our growth and development				
	5.2.2	Our recruitment is driven by our workforce plans using good analytical data to support decisions	5.2.2.1	Build a single source of truth to inform strategic workforce planning decisions, incorporating governance measures to ensure consistency of approach and enable improved reporting Utilise the strategic workforce plan to build detailed recruitment plans, ensuring plans are continuously updated and agreed with stakeholders				
	5.2.3	Our candidates experience a high quality recruitment and onboarding experience	5.2.3.1	Implement applicant tracking system to have a more efficient and effective onboarding and recruitment process				
			5.2.3.2	Develop training, guidance, toolkits and governance, that supports consistent and effective recruiting assessment e.g. unconscious bias, process maps etc				
			5.2.3.3	Put in place clear and straightforward online applications and material for new starters				
			5.2.3.4	Ensure consistent and transparent processes are in place, visible and with clear points of ownership				
			5.2.3.5	Develop consistent assessment materials appropriate to the level of recruitment and are aligned with our Service Values and our leadership framework				
	5.2.4	Our resourcing policies and practices support the needs of the Service and are easy to use	5.2.4.1	Work within our agreed policy review framework to ensure our pre-employment, recruiting, resourcing, resourcing and succession policies and practices are consistent, current, transparent and inclusive, and that they build on good practice as noted from NFCC maturity model frameworks				
			5.2.4.2	Continue to develop and put in place materials and methods for assessing all candidates for vacancies in an inclusive and diverse way. Ensure inclusion and positive action considerations are built into our recruitment, succession and development programmes				
			5.2.4.3	Continuously review our selection methods to ensure values, leadership capability and technical skills are at the centre of our assessment processes, taking into account external research and findings on appropriate selection methods for roles				
	5.2.5	Our recruitment and development processes are seen to be fully inclusive, incorporating best practice guidance to ensure the needs of diverse candidates are met	5.2.5.1	Review Role Profiles to include recommendations identified by Positive Action Review Undertake a People Impact Assessment for new recruitment, succession and development processes Review process for Reasonable Adjustment declaration and provision for recruitment, succession and development processes				
	6.1 Operational Training -Assurance of Competence							
6.1.1	We will be able to provide assurance of competence of all firefighters at all levels	6.1.1.1	Phase 1 and 2 of CSAP have completed. Phase 3 is underway. By the end of year 3, this programme will have moved into 'business as usual' and will become an annual assurance of Core Skills. All firefighters will undertake a Core Skills Assessment every year					
		6.1.1.2	All operational Crew Managers, Watch Managers and Station Managers will be trained as trainers, assessors and verifiers. This supports us in providing assurance of competence					
		6.1.1.3	Work with colleagues in Operational Assurance to audit competence of firefighters					

6. Operational Training

		6.1.1.4	Launch and embed the revised quality assurance framework				
		6.1.1.5	Develop a level 4 maintenance programme and MAGIC light course				
6.2	Operational training - Delivery of the training plan						
6.2.1	All firefighters will feel they have access to appropriate training and development support to show they are competent in role	6.2.1.1	deliver a training plan for 22/23 covering protection, prevention and response competencies				
		6.2.1.2	Review the use of PDR Pro to ensure that we are able to accurately record and report on training and development activity				
		6.2.1.3	Ensure the training plan includes training required as a result of the Grenfell Action Plan				
		6.2.1.4	Scope and deliver Phase 2 of PDR Pro				
		6.2.1.5	Replace the use of the P2 to P3 assessment with an assessment which uses the End Point Assessment criteria				
		6.2.1.6	Achieve the status of 'Approved Training provider' for apprenticeships with external assurance provided by CI				
		6.2.1.7	Add revised and updated Water training in line with new DEFRA requirements				
		6.2.1.8	Ensure our training plan aligns to the NFCC standard				
6.3	Operational Training - training suitable for all						
6.3.1	All firefighters feel that training is available to them at a time and place that they can access	6.3.1.1	Continue to invest in a Group Trainer for each area of the county				
		6.3.1.2	Offer training at evenings and weekends through additional trainer contracts and support trainers				
		6.3.1.3	We will run a pulse survey for all staff groups which checks in on how they are experiencing training				
		6.3.1.4	Review the terms of reference of the L&D Advisory Group to ensure that the group is structured in a way that helps us to hear the voice of our learners				
		6.3.1.5	Where it is possible, offer remote learning options which allow people to access learning from a place (and potentially at a time) that suits their needs				
6.4	Operational Training - Training facilities						
6.4.1	Training facilities will be fit for purpose	6.4.1.1	Refurbish all BA facilities to enable increased realism and updated facilities				
		6.4.1.2	Create a proposed brief for a new hot fire facility				
		6.4.1.3	Maximise potential of facilities by investing in local station RTC training areas				
		6.4.1.4	Invest in an OCAT upgrade of out of support analogue technology, including cameras with resilient support arrangements				
		6.4.1.5	Exploit the potential of the upgraded OCAT suite to design & deliver non ops immersive training				
		6.4.1.6	Internal & external SWAH rigs installed at STC				
		6.4.1.7	PPV training will be designed and developed using the Wendy House				

6.5	Operational Training - Inclusion				
6.5.1	Our operational training processes are seen to be fully inclusive	6.5.1.1	Review process for Reasonable Adjustment declaration and provision Undertake a People Impact Assessment for new Training opportunities or changes to existing provision		