OVERVIEW

This People Strategy Action Plan is for the period 1 April 2024 to 31 March 2025. The actions are separated into the 6 pillars of the People Strategy plus a separate tab for Apprenticeship. Each action is SMART, has an owner, a timeline, measurability and a definition of 'done'. Where the action supports improvements in productivity or efficiency, this is stated and reflected in the Productivity and Efficiency Tracker. Actions are only stated if they have been included in the budget. Actions in the 'fair, kind and inclusive' pillar reflect our Public Sector Equality Duty Objectives.

AIM

The 24/25 Action Plan reflects actions which:

Enable the objectives of People Strategy 2020-2024

Consolidate and embed progress from 2020-2024

Improve productivity, utilisation and efficiency to offer best value to the community we service

Improve the customer (internal or external) experience of our services

Consolidate recommendations from a variety of reviews including;

*HMICFRS Spotlight Report Culture and Values

*Safer Together

*Apprenticeship Review

*PDR Pro Review

*Culture and Behaviours Audit

*HMICFRS Report 2024

GOVERNANCE

We have two governance routes available to us; 'change' or 'continuous improvement/business as usual'. None of the PSAP 2024 - 25 actions meet the 'change' criteria and so scrutiny relating to completion of these actions will be through the People Strategy Board.

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
Building a culture of involvement that leads to people feeling involved and valued	Working Well Together consultation Raise 'involvement in' and 'awareness of' consultation as not all colleagues are aware of what policies are in consultation. Achieve this by: - Publishing consultation details ahead of a new Working Well Together phase in The Shout – explain that the primary mechanism TUs but we would welcome direct feedback and suggestions - Explain in the communication why policy is being reviewed - Manage expectations – individuals won't receive an individual response but rather a mid-phase and end point update which captures all responses	Yvette Borowiec	N	25/03/2024	30/05/2024	Phase 21 of Working Well Together will include: - Published consultation details of phase 21 - Published mid-phase and endpoint update sharing a summary of response - Responses provided to policy lead to include as part of consultation response	Confirmation that consultation details were published at beginning, middle and end Number of responses	N	N
Continue to work well together with the representative bodies	Continue to hold bi-monthly JNCC meetings as the formal mechanism for consultation and negotiation	Yvette Borowiec	N	01/04/2024	31/03/2025	4 JNCCs will have taken place for each representative body	4 JNCCs will have taken place for each representative body	N	N
Continue to work well together with the representative bodies	Hold 3 'working well together' workshops throughout the year with colleagues involved in Trade Unions engagement, consultation and negotiation. Aim of workshops is to increase confidence in engagement and progressing with/without agreement, policy reviews, changes and actively discuss on station visits.	Yvette Borowiec	N	01/04/2024	31/12/2024	3 workshops will have taken place	3 workshops will have taken place How many policies run through 1 cycle of working well together	N	Y
Continue to work well together with the representative bodies	Commission and complete independent review of 'working well together' in the last 18 months	Yvette Borowiec	N	01/04/2024	01/08/2024	Independent review has been commissioned and completed	Independent review has been commissioned and completed	N	N
Listen to our people so that they feel safe and valued and encouraged to speak up	Utilising existing technology, run pulse surveys each month. Use a range of forums to promulgate the survey e.g. Shout, training courses, visits. Pulse surveys should be linked to the employee engagement survey questions one question set (linked to each of the drivers) each month. Summary of feedback shared with key stakeholders each month (e.g. SLT/SLT Direct Reports, whole organisation). Where appropriate, actions agreed to respond to the feedback.	Yvette Borowiec	N	01/04/2024	31/12/2024	Pulse surveys have run each month. Feedback has been shared. Actions have been taken.	10 pulse surveys have taken place Feedback has been shared Actions have been taken.	N	N
Listen to our people so that they feel safe and valued and encouraged to speak up	Bi-annual employee engagement survey is commissioned and completed.	Yvette Borowiec	Y	01/06/2024	31/01/2025	Survey has been commissioned Survey has taken place Survey feedback has been shared and any action agreed	Survey has taken place	N	N
Listen to our people so that they feel safe and valued and encouraged to speak up	Repromote channels for sharing concerns. Change whistleblowing line to 'Speak Up' so that themes can be shared with us to inform action. Specifically ensuring that Speak up is well promoted, themes shared and any learning taken.	Yvette Borowiec	Υ	01/04/2024	30/06/2024	TBC	TBC	N	N
Continually improve our services and processes to support our people	Determine ECFRS' response to the recommendation from HMICFRS that services should consider the establishment of a professional standards function.	Colette Black	TBC	01/04/2024	31/03/2025	Approach agreed Any resulting policy changes implemented	Completion of any policy changes	N	Υ
Support and recognise strong and effective leadership and develop talent	Utilise promotion and LRS processes to develop and promote talent. Sucession plans in place for every area and being utilised with diversity at the heart.	Yvette Borowiec	N	01/04/2024	31/12/2024	LRS is filling a proportion of vacancies LRS has more diverse candidates Succession plans include diversity	LRS is filling a proportion of vacancies LRS has more diverse candidates Succession plans include diversity	N	N
Promote strong positive values through every level of our service, making sure they are at the centre of what we do and how we do it		Yvette Borowiec/ Donna Bentley	N	01/04/2024	31/03/2025	Culture dashboard is published every month	ulture indicators show a positive trajector	,	
Promote strong positive values through every level of our service, making sure they are at the centre of what we do and how we do it	Examples/hehaviours linked to values - to be incornorated into	Yvette Borowiec	N	01/09/2024	ТВС	TBC	ТВС	N	N

Goal (Public Sector Equality Duty Objective] SMART Objective	Owner	Budget impact Y/N	Start date	Completion What wi	vill be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We are working towards having a diverse workforce that is representative of the communities we serve. We will have a positive action plan in place and will utilise it.	Nikki Hudson	N	01/04/2024	place. 31/03/2025 The posi reviewed	sitive action plan is	New starter demographics become more diverse Promotion demograhphics become more diverse.	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We are continuing to develop an inclusive and enabling culture, where we make the most of difference and all employees have the opportunity to succeed. We will offer a range of differentiated/targeted training to support all.	Nikki Hudson	N	01/04/2024	31/03/2025 been rur		P2P has been run Genius Within coaching is utilised	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We are continuously improving the way we monitor information about our workforce and set benchmarks. We will increase declarations of diversity data by incorporating the 'ask' into our processes.	Nikki Hudson	N	01/04/2024	01/09/2024 Diversity	ty declarations will ha	Increase in number of diversity declarations	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We will ensure that our recruitment process is inclusive, it will be People Impact Assessed. Monthly 'deep dives' will analyse data for proportionate/disproportionate impact at each stage of the process. Our positive action plan will be reviewed each month to ensure that it is actively encouraging applications from people who have diverse characteristics that are under-represented in our service.	Nikki Hudson	N	01/04/2024	be review Monthly 31/12/2024 prepared IDAG Positive reviewed	y analysis will be	Proportionate impact will increase	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We will act upon recommendtions from our Silver Inclusive Employers Standard Accreditation	Nikki Hudson	N	01/04/2024	01/09/2024 TBC		TBC	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We will be active participants in regional and national work.	Nikki Hudson	N	01/04/2024	Particpat 31/03/2025 Forum ai requests	•	TBC	N	N
We will consistently demonstrate 'due regard' (give genuine attention and thought) to equality and diversity in our organisation and aim to be leading practitioners of workplace diversity and inclusion across Essex.	We will undertake a Disability Smart Self assessment in preparation for Disability Confident Level 3	Nikki Hudson	Y (part of Business Disabiliy Forum Membership £3150 +VAT)	01/04/2024	31/03/2025 Complet assessme	etion of the Self	Utilsing the Business Disabiliy Forum Disability Smart Self Assessment management tool.	N	N
We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.	We will continue to increase awareness of inclusion and diversity at every opportunity through communication and training. In 2024/2025 this will be focussed through inclusive behaviours training which is delivered face to face.	Yvette Borowiec	Υ	01/04/2024	31/03/2025	f will have accessed a face training session.	All staff will have accessed a face to face training session.	N	N
We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.	We will provide training on People Impact Assessments (PIAs) across our organisation and at all relevant levels, with particular emphasis on the need to demonstrate 'due regard' when making decisions.	Nikki Hudson	N	01/04/2024	31/10/2024 PIA train All of the	ning will be collated. in people on this list	A list of all staff that require PIA training will be collated. All of the people on this list will receive training.	N	N
We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.	We will work in partnership with our colleagues in the trade unions and staff networks to give our staff a bigger voice, identify potential barriers to inclusion in the workforce and jointly develop approaches to overcome them. This work will begin with joint workshops with trade unions and staff networks. Recommendations will flow from these workshops.	Nikki Hudson	N	01/04/2024	place. Recomm 31/12/2024 worksho action pl	mendations from ops collated into an olan.	By 1/8/2024 Workshops have taken place. Recommendations from workshops collated into an action plan. By 31/12/2025 Actions delivered.	N	N

We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.	We will invest in dignity and inclusion representatives, and giving them authority to take action to bring about change and support employees. Quarterly DIA CPD sessions: - 21st March - 20th June - 19th September - 17th December Introduction of monthly MS Form to gather feedback from DIA's.	Nikki Hudson	N	01/04/2024	31/12/2024	Quarterly DIA CPD sessions will take place Forms will be in place	Quantatitive - Utilisation of DIAs - Feedback from forms will indicate usage. Qualitative - Feedback forms will indicate impact.	Y	Υ
We will invest in a diverse workforce with the skills, knowledge and attitude needed to build a culture of diversity and inclusion.	Provide access to member resources for Inclusive Employers and Business Disbability Forum to People Partners and other Stakeholders as identified	Nikki Hudson	Y (membership of Inclusive Employers and Business Disablity Forum)	01/04/2024	31/03/2025	Identified Stakeholders have access to Members resources and are utilising to inform action	e Accounts registered	Υ	N
We will deliver inclusive evidence-based services that show 'due regard' when assessing risks and behaviour in the community, to help make sure services are accessible and fair to everyone.	Involving our diverse communities and giving them an active role in decision-making, focusing on 'due regard', dealing with inequalities and involving minority groups;	Nikki Hudson	ТВС	TBC	ТВС	TBC	TBC	N	N
We will deliver inclusive evidence-based services that show 'due regard' when assessing risks and behaviour in the community, to help make sure services are accessible and fair to everyone.	using facts, data, information and feedback to target inequalities in order to help reduce community risk and encourage positive behaviour;	Nikki Hudson	ТВС	TBC	ТВС	TBC	TBC	N	N
We will deliver inclusive evidence-based services that show 'due regard' when assessing risks and behaviour in the community, to help make sure services are accessible and fair to everyone.	developing a more in-depth understanding of the needs of diverse communities within Essex and, in particular, using feedback from the local community to help guide policy and practice and prevent issues that can be avoided; and	Nikki Hudson	ТВС	TBC	ТВС	TBC	TBC	N	N
We will deliver inclusive evidence-based services that show 'due regard' when assessing risks and behaviour in the community, to help make sure services are accessible and fair to everyone.	using People Impact Assessments to make sure inclusion and diversity are included in existing work, focusing on continuous improvement, our people strategy, our community risk management plan (CRMP), and our programme for change	Nikki Hudson	ТВС	TBC	ТВС	TBC	TBC	N	N
Demonstrate community focused leadership by working in partnership and making the most of our presence in the region to stress the importance of socioeconomic factors and how they affect both employment and services.	looking at ways of encouraging local people, including those from diverse communities, to take part in decision-making within our organisation and across the region;	Nikki Hudson	ТВС	TBC	ТВС	CRMP public consultation	TBC	N	N
Demonstrate community focused leadership by working in partnership and making the most of our presence in the region to stress the importance of socioeconomic factors and how they affect both employment and services.	taking every opportunity to consider how our decisions affect social and economic inequality as well as people who have the characteristics that are protected by law (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexuality	Nikki Hudson	ТВС	TBC	ТВС	Completion of People Impact Assessments	PIA's	N	N
Demonstrate community focused leadership by working in partnership and making the most of our presence in the region to stress the importance of socioeconomic factors and how they affect both employment and services.	using our presence across Essex and community wealth- building principles to play a defining role in creating and reinforcing local social and economic ties; and	Nikki Hudson	TBC	TBC	ТВС	Procurement Social Value	TBC	N	N
Demonstrate community focused leadership by working in partnership and making the most of our presence in the region to stress the importance of socioeconomic factors and how they affect both employment and services.	setting an example for organisations across our region to follow, by being a beacon of best practice and supporting diversity and inclusion.	Nikki Hudson	N	01/04/2024	31/03/2025	Participation in Essex Equalities Community of Practice Participation in the Safer Essex Board	TBC	N	N

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
Grow our Leadership Capability	Design and deliver a new People Management programme as per the agreed objectives. To be delivered to the target managers to plan (2024/25).	Kay Shelley	Υ	Q2 2024/25	Q4 2024/25	Training package designed, approved and delivered	Participation rates Manager feedback confirming they have skills needed	Possible - delivery methods	Possible
Grow our Leadership Capability	Increase scope of Reverse Mentoring by promoting the programme and benefits. Offer of training	Kay Shelley	N	Q2 2024/25	Q4 2024/25	Comms published and training provided	Evidence of comms. Participation rates Feedback	N	N
Grow our Leadership Capability	Delivery of GM development programme - plans agreed and delivered	Yvette Boroweic/Kay Shelley	N	Q4 2023/24	Q1 2024/25	TLQ feedback Individual Plans completed	TLQ feedback Individual Plans	N	N
Promote a People Centred Philosophy	Deliver new PDR based Appraisal solution in 2024/25 as per plan agreed with SLT	Kay Shelley	у	Q1 2024/25	Q4 2024/25	Appraisals recorded in PDR pro Reporting in place	Completion rates and management reports	Υ	Υ
Promote a People Centred Philosophy	Evolve trainee feedback and actions arising to ensure that the learner needs are fully incorporated into our L&D design and offering	Kay Shelley	N	Q1 2024/25	Q2 2024/25	Relaunch importance with redesigned approach	Numbers competing feedback QA standardisation meeting reporting	N	Possible - feedback ideas
Promote a People Centred Philosophy	Introduce manager feedback to ensure the learner skills ar embedded, are competent and needs met	Kay Shelley	N	Q1 2024/25	Q2 2024/25	Introduced manager feedback form - comms launch	Feedback received and actions taken	N	Possible - feedback ideas
Protect our employees providing mandatory training	Work with subject matter leads to ensure content is updated and delivered in optimal ways to ensure learning objectives achieved in the most effective way	Kay Shelley	N	Q1 2024/25	Q4 2024/25	Course content is reviewed/QA and reported at L&D steering group	Regualr reports as required and Boards	Possible	Possible
Protect our employees providing mandatory training	Launch of Workforce Pro for Support staff to enable local management reporting (as per PDR pro) - self service	Kay Shelley	Υ	Q4 2023/24	Q1 2024/25	Lauched and in use	Usage reports	Υ	Υ

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
Retain and attract with right skills	Review of Acrtic Shores to address concerns of our On-call Firefighters and ensure that the best candidates are shortlisted while ensuring a positive experience for all users regardless of outcome, ensuring we value our people and recognise their contributions	Steve Tovey	N	01/02/2024 :	31/04/2024	Working group feedback reported to SLT and decsion about way forward agreed	Report completed, SLT decision on use o	N	N
Retain and attract with right skills	Review of use of psychometric assessments	Steve Tovey	N	01/04/2024	30/09/2024	Decision on use of psychometric assessments in recruitment	Report completed, SLT decision on use o	N	N
Retain and attract with right skills	Review and update the Service Succession and talent management programmes to target Hi Po and all progression	Steve Tovey	N	01/05/2024	30/09/2024	Review completed and recommendations and plan agreed	Action plan progress	N	N
Retain and attract with right skills	Review and update the Service's approach to Work Experience (to clarify, Summer Term is September 2024 it will not be possible to undertake and conclude this work prior to then as earlier term starts second week in April)	Steve Tovey	N	01/03/2024	30/09/2024	Review completed and 4 recommendations agreed (SLT), guidance notes published	Approach and guidance published	N	N
We will adopt a digital first approach	Build on the launch functionality of the ATS system to reduce activitgy outside of the tool that requires seperate processing	Steve Tovey	N	01/04/2024	31/10/2024	4 Activity on the plan delivered	Changes to processes applied	Y	Reduced time for manual tasks
We will adopt a digital first approach	We will track hiring manager and candidate feedback to ensure that opportunities to improve the experience are identified and delivered	Steve Tovey	N	01/06/2024	20/12/2024	4 Feedback requests automated for users	Feeback received in new format	N	N

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
We will provide training facilities that are safe spaces and realistic training environments — Now not expected until Dec 2024 (Ops Training Project re-baselined).	The OCAT upgrade will be delivered and functional by Dec 24	Sponsor Colette Black PM Claire Couch	Υ	01/03/2022	31/12/2024	The OCAT suite is digitised 4 and functional and benefits are being realised	Head of OCAT will sign off as complete	Υ	Υ
Increase in Assurance Governance appointment of QA Manager (Quarterly assurance Report)	OTD Assurance Manager to deliver in monthly reporting sit rep status of assurance activities and progress each month in 24/25	Marc Diggory (Steve King)	N	01/03/2024	31/03/2025	Monthly reporting will contain an assurance section	Each report will have assurance metrics	N	N
Dashboard - Monitor Utilisation Target of 12% increase over the period of uitilisation (1% Improvement per Month)	OTD monthly reporting to include % utilisation and r trending each month for 24/25	Marc Diggory (Claire Couch)	N	01/03/2024	31/12/2024	Monthly reporting will have a utilisation section	Each report will have utilisation metrics	Υ	Υ
Continue to Monitor P1 pathway and report via L&D Steering	Deliver % progress reporting of overall P1 pathways at each Steering Group meeting in 24/25	Marc Diggory (Claire Couch)	N	01/03/2024	31/03/2025	Reporting will be delivered at each Steering Group meeting	Each report will have P1 pathway metrics	N	N
Continue to Monitor P2 pathway and report via L&D teering	Deliver % progress reporting of overall P2 pathways at each Steering Group meeting in 24/25	Marc Diggory (Claire Couch)	N	01/03/2024	31/03/2025	Reporting will be delivered at each Steering Group meeting	Each report will have P2 pathway metrics	N	N
Monitor activity of P1 Pathways that are issued a month in advance of a On-Call Initial course. To monitor the benefits of the new on-boarding process.	**part of pdrPro Action Plan 3.2** Monitor and manage the new onboarding process, working closely with the OCLO's to increase the % of activities undertaken prior to the start of practical training.	Marc Diggory (Claire Couch)	N	01/03/2024	01/09/2024	All applicable pdrpro activites will be completed by the start of operational training	Completion rates will be monitored for each OC squad	N	N
Delivery and Go Live of Harlow as BA training venue	Working with Property Services, ensure the new BA training venue is on the run at Harlow by Jun 24	Marc Diggory (Jeremy Tuckwell)	N	01/05/2023	30/06/2024	The Harlow BA training 4 chamber will be available for use by OTD	No. of central BA courses scheduled and delivered	N	N
PDR Pro Review: Continuation and implementation:	**part of pdrPro Action Plan** Ensure all recommendations and suggestions are delivered by Oct 24	Marc Diggory (Richard Williams)	N	01/03/2024	31/10/2024	Action plan will be 4 completed, evidenced and signed off	Evidence will be captured for each point	N	N
xplore the option to provide quarterly face-to-face essions at KP for line managers, with the focus on newly romoted managers, delivered by the Competency Manager supported with published lesson plans so that ther trainers can deliver.	**part of pdrPro Action Plan 1.1** Design develop and schedule training for new LMs by Aug 24	Marc Diggory (Richard Williams)	N	01/03/2024	31/08/2024	Sessions scheduled and 4 delivered. Lesson plan held centrally	No. of courses attended. Feedback from learners &standardisation meetings	N	N
insure that Pdrpro SharePoint platform is clearly signposted or all users to access, including a definitive list of all of the drpro information available (User guides, guidance locuments, tutorials, video's etc).	**part of pdrPro Action Plan 1.3** d A list/index of all available documents explaining content to be made available by Aug 24	Marc Diggory (Richard Williams)	N	01/03/2024	31/08/2024	4 List/index published	Feedback from MS Form (AP 1.5)	N	N
Look at the potential to introduce a Microsoft Survey for End Users. This would identify what works well, what not so well and then feedback to the PUG.	**part of pdrPro Action Plan 1.5** Rollout a new MS Form to gather feedback on progress and next steps for pdrpro end users by Aug 24	Marc Diggory (Richard Williams)	N	01/03/2024	31/08/2024	MS Form published and 4 feedback collated, reviewed and actions arising created	No. of forms completed and actions arising	N	N
ervice training Instructors will continue to receive 1 new 1.O.G training modules each per month to review for urrency and consistenty and publication.	**part of pdrPro Action Plan 2.2** STC instructors will review and approve 1 N.O.G module per month in 24/25	Marc Diggory (Richard Williams)	N	01/03/2024	31/03/2025	All products as required by 5 the N.O.G team will have been recviewed	No. of products reviewed	N	N
he Competency Management Guidance Document has een consulted upon and published: Re launch / Signpost Il documnetation	** part of pdrPro Action Plan 1.3 ** A list will be published and comms planned and delivered by Sep 24	Marc Diggory (Richard Williams)	N	01/03/2024	30/09/2024	4 TBC	ТВС	N	N
eview Water Rescue Training venue's explore ollaboration with SFRS	To reduce the cost of water rescue training and CPD in $24\slash\!\!/ 25$	Marc Diggory (Sarah Rapley)	Υ	01/03/2024	31/03/2025	A reduction in the cost of water rescue training is achieved	Total of P.Os raised for water rescue	Y	Υ
2 P3 Alignment - with Apprenticeship pathways.	** part of pdrPro Action Plan 3.3 ** Align the Phase 2 to 3 development and assessment activities with apprentice end point assessments to reduce duplication of use of resources and effort by Oct 25	Marc Diggory (Richard Williams)	N	01/03/2024	31/10/2025	P2 pathways are aligned to 5 Apprenticeship development	pdrPro content has been reviewed and aligned	N	Υ
Continue to provide flexible approach to course delivery of DN-Call /WT course	Collaborate with the recruitment team to ensure every WT squad is filled with either new joiners, transferees or OC colleagues for 24/25	Marc Diggory (Scott Fretton)	Υ	01/03/2024	31/03/2025	WT squads are filled and a reserve list maintained	All squads 100% filled at start date	N	Υ
esign & Develop and Implement a Department wide raining day to focus on : Service and Core Values including ersonal development / feedback / Standardisation	A whole team CPD event will take place within the next 12 months focussed on team building and development areas.		N	01/03/2024	31/01/2025	CPD event desinged and delivered	SLIDO and MS Form feedback	N	N
vidence all areas of Efficiency savings within the epartment	Every OTD department will submit at least one efficiency saving for 24/25	Marc Diggory	Υ	01/03/2024	31/03/2025	All depts have submitted at least one idea	No. of items on the P&E tracker	N	Υ
Delivery of MORR / ERD Policy Updates and Course mplementation	The MORR policy will be approved and rolled out within the next 3 months across the Service	Marc Diggory (Sarah Rapley)	N	01/03/2024	31/05/2024	Updated MORR policy published	Policy available on the intranet	N	N
Recruit to current vacancies	All vacancies will be successfully filled with the most suitable candidates within 12 weeks of a post being vacant	Marc Diggory	N	01/03/2024	31/03/2025	All vacancies will be filled or withdrawn within 12 weeks	To be added to OTD monthly reporting for tracking	N	N

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
Improve and maintain the physical and psychological wellbeing of our workforce, encouraging personal responsibility for wellbeing and mental health	Explore the introduction of an Employee Assistance Programme to facilitate direct access to support and counselling.	Donna Bentley	Υ	04/01/2024	1 03/31/2025	Employee Assistance Programme specification agreed, tendered and procured.	Utilisation data User satisfaction	Υ	Υ
Improve and maintain the physical and psychological wellbeing of our workforce, encouraging personal responsibility for wellbeing and mental health	ТВС	Donna Bentley	N	ТВС	ТВС	TBC	TBC	N	N
Encourage open conversations about mental health and what support is available if you are struggling	Utilise the intranet to promote available resources and sources of support. Capitalise on national awareness days to further reiterate messaging.	Donna Bentley	N	04/01/2024	1 03/31/2025	Intranet resources updated quarterly. Information shared in relation to key national awareness days - at least one per quarter.	Number of proactive comms. Number of times the relevant sections of the intranet are accessed.	N	N
Provide good working conditions so you have a healthy work-life balance and opportunities for development	TBC	Donna Bentley	N	ТВС	ТВС	ТВС	TBC	N	N
Monitor physical health, mental health and wellbeing, and encourage employees to feel confident and comfortable in reporting this	TBC	Donna Bentley	N	04/01/2024	1 03/31/2025	OH data to be shared with Health, Safety & Welfare Group quarterly.	Number of referrals/direct contacts with OH Number of contacts to EAP (if implemented)	N	N
Work with our partners to be able to give support around financial wellbeing	TBC	Donna Bentley				TBC	TBC	N	N
Ensure our policies and approaches to wellbeing and health are consistent	Review health and wellbeing-related policies to ensure consistency across service policies.	Donna Bentley	N	04/01/2024	1 03/31/2025	All policies reviewed Changes agreed if required	Number of policies reviewed and chang	e N	N
Work locally and nationally with partners to make sure we share and develop good practice, experience and learning	Review all health and wellbeing-related policies to consider how well they align with the NFCC toolkit.	Donna Bentley	N	04/01/2024	1 03/31/2025	All policies reviewed Changes agreed if required	Number of policies reviewed and chang	e N	N

Goal (extracted from PSAP)	SMART Objective	Owner	Budget impact Y/N	Start date	Completion date	What will be the "definition of done"?	How will we measure it?	Productivity gain? Y/N If yes, add to P&E tracker	Efficiency gain If yes, add to P&E tracker
1 Establish Effective Governance	Roles & responsibilities of Resourcing & Talent Lead, Resourcing & Talent Administrator, Apprentice Support Manager defined.	Steve Tovey	Υ	01/01/2024	31/05/2024	Role profiles and responsibilities defined; structure of apprenticeship team confirmed	All roles have updated role profile and appropriate person undertaking the job	N	Y
2 Build comprehensive strategic plan to ensure apprenticeship purpose and value realisation	Apprenticeship Strategy submitted to SLT	Steve Tovey	Y	01/01/2024	31/05/2024	Apprenticeship strategy submitted to SLT	Apprenticeship strategy agreed by SLT	N	N
3. Ensure robust apprentice financial management practices	Financial predictions are used to inform decision-making around apprenticeships	Steve Tovey	Y	01/01/2024	31/05/2024	Real-time financial tracking I is in place and is used to inform decision-making	Tracking tool is used	N	Y
4 Review QA/apprenticeship standards	All apprenticeship activity aligns to Skills for Justice & OFSTED requirements, and internal QA frameworks	Steve Tovey	Υ	01/01/2024	31/05/2024	All apprenticeship activity aligns to Skills for Justice & OFSTED requirements, and internal QA frameworks	Internal audit & review	N	Possible
5 Clarification of assessment and competency alignment (service and EPAs)	EPA and Phase 2 to 3 assessment will be aligned	Steve Tovey	N	01/01/2024	30/06/2024	One assessment covering EPA and P2-3	Assessments programmed in / outcome of assessments	Υ	Possible