

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 (Public Sector Equality Duty Objective)	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 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	31/03/2025	The positive action plan is in place. The positive action plan is reviewed at every Positive Action Group meeting.	New starter demographics become more diverse Promotion demographics 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	Practice to progress has been run Genius Within coaching is in place	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 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	31/12/2024	The PIA for recruitment will be reviewed Monthly analysis will be prepared and provided to IDAG Positive action plan will be reviewed and provided to IDAG each month	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 recommendations 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	31/03/2025	Participation in Regional EDI Forum and any National 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 Disability Forum Membership £3150 +VAT)	01/04/2024	31/03/2025	Completion of the Self assessment	Utilising the Business Disability 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	Y	01/04/2024	31/03/2025	All staff will have accessed a face to 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	A list of all staff that require PIA training will be collated. All of the people on this list will receive training.	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	31/12/2024	By 1/8/2024 Workshops have taken place. Recommendations from workshops collated into an action plan. By 31/12/2025 Actions delivered.	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	Quantitative - Utilisation of DIAs - Feedback from forms will indicate usage. Qualitative - Feedback forms will indicate impact.	Y	Y
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 Disability Forum to People Partners and other Stakeholders as identified	Nikki Hudson	Y (membership of Inclusive Employers and Business Disability Forum)	01/04/2024	31/03/2025	Identified Stakeholders have access to Members resources and are utilising to inform action	Accounts registered	Y	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	TBC	TBC	TBC	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	TBC	TBC	TBC	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	TBC	TBC	TBC	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	TBC	TBC	TBC	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 socio-economic 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	TBC	TBC	TBC	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 socio-economic 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	TBC	TBC	TBC	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 socio-economic 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	TBC	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 socio-economic 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
We will provide training facilities that are safe spaces and realistic training environments – <u>Now not expected until Dec 2024 (Ops Training Project re-baselined).</u>	The OCAT upgrade will be delivered and functional by Dec 24	Sponsor Colette Black PM Claire Couch	Y	01/03/2022	31/12/2024	The OCAT suite is digitised and functional and benefits are being realised	Head of OCAT will sign off as complete	Y	Y
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 utilisation (1 % Improvement per Month)	OTD monthly reporting to include % utilisation and 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	Y	Y
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 Steering	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 activities 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 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 completed, evidenced and signed off	Evidence will be captured for each point	N	N
Explore the option to provide quarterly face-to-face sessions at KP for line managers, with the focus on newly promoted managers, delivered by the Competency Manager supported with published lesson plans so that other 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 delivered. Lesson plan held centrally	No. of courses attended. Feedback from learners & standardisation meetings	N	N
Ensure that Pdrpro SharePoint platform is clearly signposted for all users to access, including a definitive list of all of the Pdrpro information available (User guides, guidance documents, tutorials, video's etc).	**part of pdrPro Action Plan 1.3** 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	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 feedback collated, reviewed and actions arising created	No. of forms completed and actions arising	N	N
Service training Instructors will continue to receive 1 new N.O.G training modules each per month to review for currency and consistency 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 the N.O.G team will have been reviewed	No. of products reviewed	N	N
The Competency Management Guidance Document has been consulted upon and published: Re launch / Signpost all documentation	** 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	TBC	TBC	N	N
Review Water Rescue Training venue's explore collaboration with SFRS	To reduce the cost of water rescue training and CPD in 24/25	Marc Diggory (Sarah Rapley)	Y	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	Y
P2 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 Apprenticeship development	pdrPro content has been reviewed and aligned	N	Y
Continue to provide flexible approach to course delivery of ON-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)	Y	01/03/2024	31/03/2025	WT squads are filled and a reserve list maintained	All squads 100% filled at start date	N	Y
Design & Develop and Implement a Department wide Training day to focus on : Service and Core Values including personal development / feedback / Standardisation	A whole team CPD event will take place within the next 12 months focussed on team building and development areas.	Marc Diggory (Claire Couch)	N	01/03/2024	31/01/2025	CPD event desinged and delivered	SLIDO and MS Form feedback	N	N
Evidence all areas of Efficiency savings within the department	Every OTD department will submit at least one efficiency saving for 24/25	Marc Diggory	Y	01/03/2024	31/03/2025	All depts have submitted at least one idea	No. of items on the P&E tracker	N	Y
Delivery of MORR / ERD Policy Updates and Course Implementation	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

