

Appendix 1 Exploring or Culture work to date and planned.						
No.	Actions	Outcomes	Work to date and planned	Owner	Status (BAU/R/A/G)	Due Date
1	<p>Review of LFB Culture report.</p> <p>Collation of leadership group "top areas"</p> <p>NFCC Equality, Diversity and Inclusion (EDI) maturity models reviewed.</p>	<p>Most important areas for the Service are focused upon.</p>	<p>Review of the LFB Culture report undertaken by Leadership Group, areas of focus identified, and captured throughout this work plan.</p> <p>NFCC EDI maturity models reviewed at leadership group.</p> <p>Other Maturity Models - Meeting of stakeholders held, will continue to be mindful of them in procedures, and ensure best practice benchmarking incorporated into our business as usual.</p>	<p>Leadership Team</p> <p>Head of Human Resources (HR)</p> <p>Senior Management Team (SMT)</p>	Complete	March 2023
2	<p>Draft communication to employees reminding them of Whistleblowing line.</p> <p>Deliver an overarching 'speak-up' campaign.</p>	<p>All employees understand what whistleblowing is. They are aware of our whistleblowing procedure, what it covers and how to report issues or concerns.</p> <p>All employees understand the grievance policy, how to report issues or concerns.</p>	<p>Whistleblowing information published.</p> <p>Marketing Brief to SMT delivered to demonstrate how a consistent, cohesive standard campaign approach is best way forward all work related to raising concerns.</p> <p>"Speak-Up" campaign pitched and approved.</p>	<p>Human Resources</p> <p>MarComms</p>	In Progress	Quarter 1 2023

		<p>Employees trust in the procedure and process.</p> <p>Managers know what to do when someone raises a concern.</p> <p>The independent phone number for whistleblowing and raising concerns is visible and accessible to all employees.</p> <p>Employees feel safe and are positively encouraged to use the confidential help line.</p> <p>Employees understand what we stand for, what is expected of them and that we all have a responsibility to speak up against unacceptable behaviour.</p>	<p>Scoping of campaign aims and objectives with key stakeholders identified; EDI, HR, MarComms, Response completed.</p> <p>Meeting undertaken with current EAP provider; branding discussed.</p> <p>Testing of system to be undertaken</p> <p>Campaign and communications plan to be designed with secondary stakeholder engagement (IT, OD, Finance, Facilities).</p> <p>Plan signed off.</p> <p>Delivery of plan</p>			
3	Code of Conduct and Whistleblowing review and consultation completed. External scrutiny sought.	Code of Conduct and Whistleblowing have external scrutiny, presented for approval to March Overview and Audit and (Code to Executive Committee) for approval	<p>Documents been through governance process.</p> <ul style="list-style-type: none"> - Approved at Overview and Audit on 15 March 2023 - Final sign off at Executive Committee 22 March 2023 <p>Documents sent to Fire and Rescue Services and South East Employers (SEE). SEE feedback incorporated into document</p>	Human Resources	Complete	March 2023

4	Disclosure and Barring Service (DBS) procedure review and checks	All relevant employees have an up-to-date enhanced DB. DBS procedure reviewed, consulted upon and communicated.	Weekly reports run on DBS status; 90% of checks complete to date, on a rolling programme. HR review the posts that need a DBS on a regular basis. Response to DBS question from HMICFRS submitted 3 March 2023, see Appendix 2 for details. DBS procedure in review and undergoing consultation, before going through governance (presentation to June Business Transformation Board for approval). Once finalised it will be communicated to employees.	Human Resources	In Progress	Rolling programme Procedure expected to be finalised Quarter 1
5	Exploring our Culture added as standing agenda item on Equality, Diversity and Inclusion (EDI) group.	EDI group are aware of and part of work and communications, no areas are missed.	Added as a standing agenda item. February, March, April and May 2023 EDI group discussed report and concerns.	Head of HR Deputy Director of Finance and Assets	Complete Now part of BAU	January 2023
6	Chief Fire Officer Vlog	All employees are aware of support, and our approach to allegations	Chief Fire Officer Vlog December 2022, makes clear our stance on inappropriate behaviour and the support in place	Chief Fire Officer	Complete	December 2022
7	Review of previous allegations, grievances, conduct and outcomes. HMICFRS response	Scrutiny of previous cases and actions as appropriate	9 February meeting to review cases undertaken, now forms part of BAU. Response to HMICFRS on cases submitted February 2023	Chief Operating Officer Human Resources	Complete Now part of BAU	March - May 2023

8	Contact SEE for investigation support, as appropriate	Support in place for investigations as appropriate	SEE confirmed support would be given as requested	Head of HR	Complete	February 2023
9	Trade Union engagement and support	Trade Unions support our Culture.	Regular meetings take place with Trade Union Officials Joint Consultation Forum takes place every 6 weeks with minutes shared on the Intranet.	Chief Operating Officer Head of HR Head of Prevention, Response and Resilience	Complete Now part of BAU	January 2023
10	Review of exit interviews for themes, concerns raised.	Scrutiny of exit interviews for themes and actions	Draft report produced; refinements underway. Analysis for themes to be undertaken.	Human Resources Data Intelligence	In progress	May / June 2023
11	Manage influx of Freedom of Information (FOI) requests relating to concerns arising from the LFB review and allegations at other FRS	FOI requests are responded to in a timely manner while maintaining compliance with the Authority's data protection obligations	FOI's are responded to as they come in, by the deadline, Director of Legal and Governance consulted on any areas of concern.	Human Resources	Complete Now part of BAU	February 2023
12	Reminder to employees of support in place - Welfare Officer, Mental Health Support Officers, Firefighters Charity, Employee Assistance Programme, procedures etc.	Employees are aware of all support in place and how they can access it.	Reminders sent out regularly and given to employees who approach manager, Mental Wellbeing Support Officers and Employee Relations team for support.	Human Resources	Complete Now part of BAU	April 2023 and ongoing

13	SMT visibility at Stations and across the Service	<p>Show endorsement from top management and foster a speak-up culture.</p> <p>Increase visibility of SMT across the Service allowing employees to discuss and share their views.</p> <p>Ensure key messages are delivered and employee views are listened to.</p> <p>Promote an open, transparent and safe working environment where employees are positively encouraged to immediately flag anything of concern.</p> <p>Employees understand what is expected of them, their responsibility and how this links with the services vision and values.</p>	<p>A plan to be built that shows the themes and when they will be delivered.</p> <p>Book in dates - looking at how we capture all employee groups i.e., station based, on-call, support staff based away from HQ.</p> <p>Continue informal SMT visits to stations, calendar updated to end of 2023, now part of BAU.</p>	SMT Members	In Progress	Quarter 1/2
14	Women's network	<p>Employees are able to talk to those with the same protected characteristics/likeminded individuals on areas of concern and support.</p> <p>Employees can empathise with the types of barriers and</p>	<p>OXFRS confirmed they are happy for us to join up with them for LGBT and Women's network.</p> <p>Consider formal/informal, minutes and actions of what discussed.</p> <p>Most recent meeting took place 7</p>	Head of Technology, Transformation and PMO	In Progress	Quarter 1 2023

		needs of minority groups and can champion solutions when driving the service forward.	February 2023; work continues to develop and agree the format.			
15	EDI facilities and welfare meetings	Female Firefighters are able to raise their concerns around facilities, welfare, uniform, etc.	Meetings December 2022, January, March, April 2023, minutes taken and shared to others who they may impact. Actions fed into EDI group and Officers to progress, now BAU	Head of HR Various across the Service	Complete, Now part of BAU	January 2023 and ongoing
16	Review of Vision and Values to include Code of Ethics	Refreshed Vision and Values, engagement with employees, embed what we stand for	On the 2023/2024 workplan, working group to be established to work on	Various	Not started	Quarter 2 / 3
17	Attend NFCC Culture Conference	Learning from other Fire and Rescue Services ensures we have everything in place to support employees.	2 places booked at the conference, 27 and 28 March 2023 Feedback to be given to Senior Management team on actions and learns, as appropriate.	Head of HR Head of Technology, Transformation and PMO	Complete	March 2023
18	Regular updates to Members	Members are updated on the work being undertaken and planned.	Head of Human Resources briefs Councillor EDI and Assurance at monthly meetings Verbal updates given at Executive Committee and Fire Authority Report to March Executive Committee and June Fire Authority	Head of HR EDI and Assurance Councillor	Complete, Now part of BAU	January 2023 and ongoing
19	Fire Service Standards review.	Review Leading the Service and Leading and Developing People Fire Standard	Leading the Service and Leading and Developing People Fire Standards reviewed, actions to be implemented.	Officers across the Service	In Progress	Quarter 1

20	Review Anti-bullying and Harassment Procedure and consultation. External scrutiny sought.	Anti-bullying and Harassment Procedure have external scrutiny and are presented for approval to Business Transformation Board.	Anti-bullying and Harassment Procedure consultation underway, presented to Joint Consultation Forum (JCF) on 31 May 2023. Consultation closes at 19 July JCF, before presentation to Business Transformation Board.	Human Resources	In Progress	Quarter 1/2
21	Review training/education that is provided to employees at all levels.	All employees at all levels understand their roles in relation to Culture, Equality and Equity. What actions can be done to support inclusion across the organisation.	<p>eLearning packages for range of EDI subjects</p> <p>EDI Group training undertaken in October 2022</p> <p>Face to Face EDI training for EDI Group and Watch Commander/equivalent Support management level training approved.</p> <p>Hearing Manager training for SMT and Employee Relations (ER) Team</p> <p>Meetings in place with provider to discuss content of both courses (EDI and Hearing Manager). Dates to be confirmed</p>	<p>Leadership Group</p> <p>EDI group</p> <p>SMT and ER team</p> <p>MarComms</p>	In Progress	Quarter 1/2 and ongoing