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# FRSC Briefing & Update

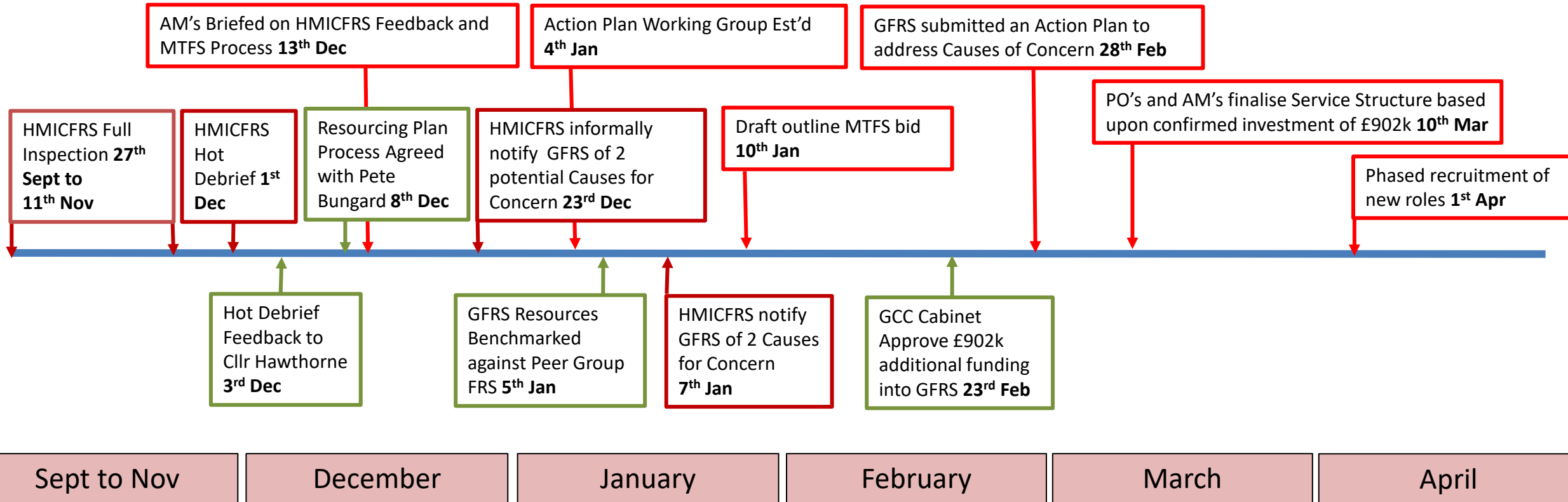
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Gloucestershire  
COUNTY COUNCIL

# Inspection and Funding Timeframe





## The Brief agreed with the Chief Executive Officer:-

1. What resources can GFRS re-deploy or re-prioritise to tackle the gap?
2. What new resources would GFRS require in-house either Grey or Green Book?;
3. What new resources would GCC require at Shire Hall to support GFRS tackle the gap?;
4. Of the above roles which are permanent or fixed-term contract?; and
5. What additional support can be provide through Shire Hall's departments?





## **New Posts from Bids made in 2021**

- 2 x Community Support Advisors (Complex needs)
- 1 x Road Safety Coordinator
- 1 x Young Persons support Officer (Fire setting/Cadets)
- 1 x Equality Inclusion & Diversity Lead
- 1 x Driver Trainer
- 1 x Training Watch Manager
- 1 x Training Crew Manager
- 1 x Logistics Manager
- 1 x Pensions Officer
- 1 x Project Support Officer (Project Management)
- 1 x Data Analyst
- 1x ICT Support Post

**TOTAL NEW POSTS 13**

## **Changing roles posts in 22/23**

- 1 x GM moving from BFS to On Call
- 1 x SM moving from Non Ops Policy to Prevention
- 1 x WM moving from BPP to Strategic Support Officer Role

## **Additional NEW Posts from 22/23 Bid and PUP Grant Funding**

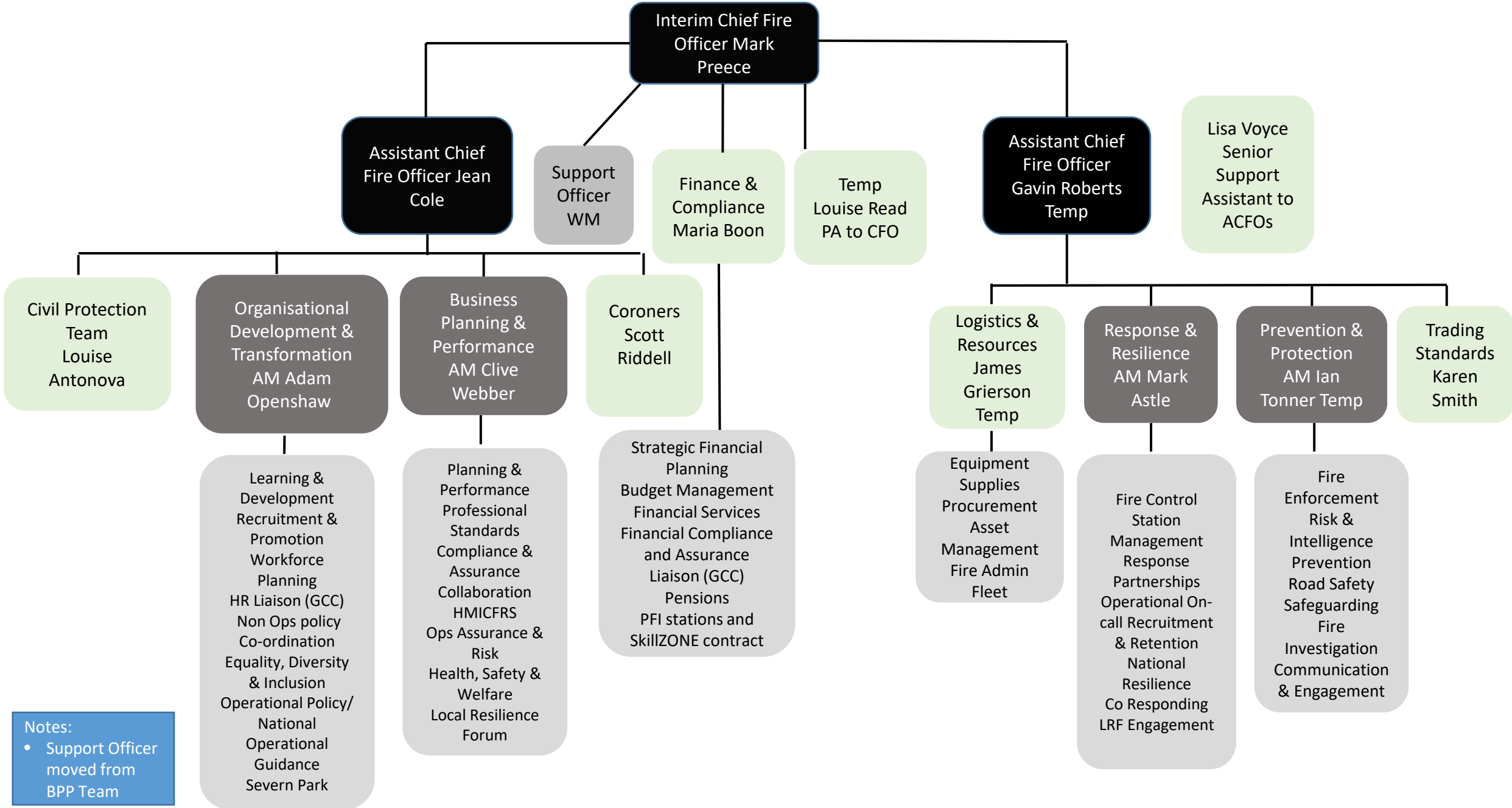
- 4 x Station Managers (On Call Team)
- 3 x Watch Managers team (National Operational Guidance Team)
- 1 x WM (On Call Team)
- 1 x WM Fixed Term (On Call Team)
- 1 x Crew Manager (On Call)
- 2 x Crew Managers Fixed Term (On Call Team)
- 1 x Planning and Performance Manager (BPP Team)
- 1 x Protection Team Leader (Protection Team)
- 2 x Business Fire Safety Inspectors (Protection Team, PUP funded)
- 1 x Business Fire Safety Supervisor (Protection Team, PUP funded)
- 2 x HR/OD specialists (Recruitment Team)
- 1 x Internal Comms Officer (PROPOSED) (Communications Team)
- 1 x Digital Comms Officer (PROPOSED) (Communications Team)
- 1 x Admin Support (Admin)
- 2 x Admin Support Apprentices (Admin)
- 2 x Community safety Advisers

**TOTAL NEW POSTS 26**

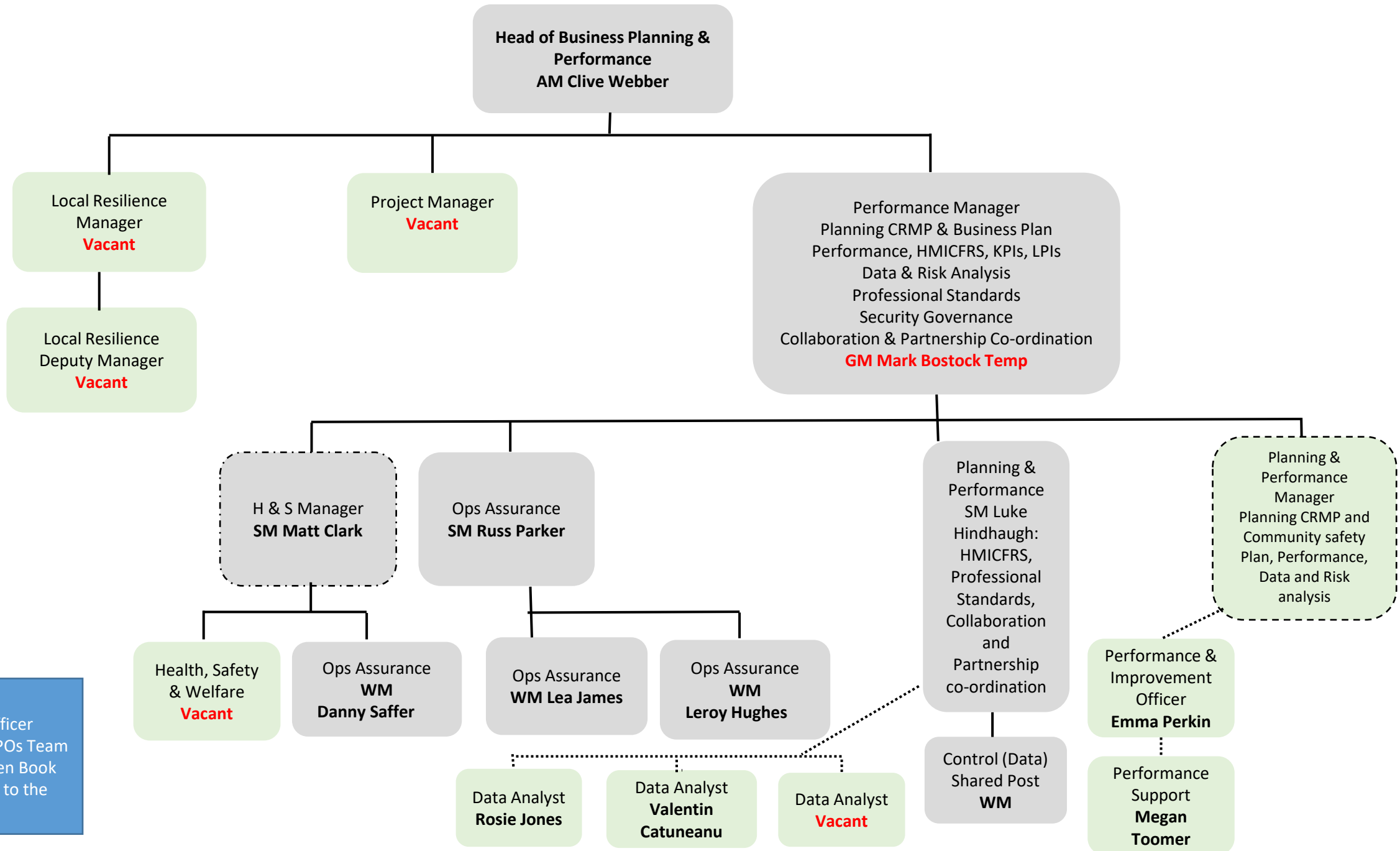
**Total NEW POSTS ACROSS 2 YEARS 39**



# Gloucestershire Fire and Rescue Service Senior Leadership April 2022

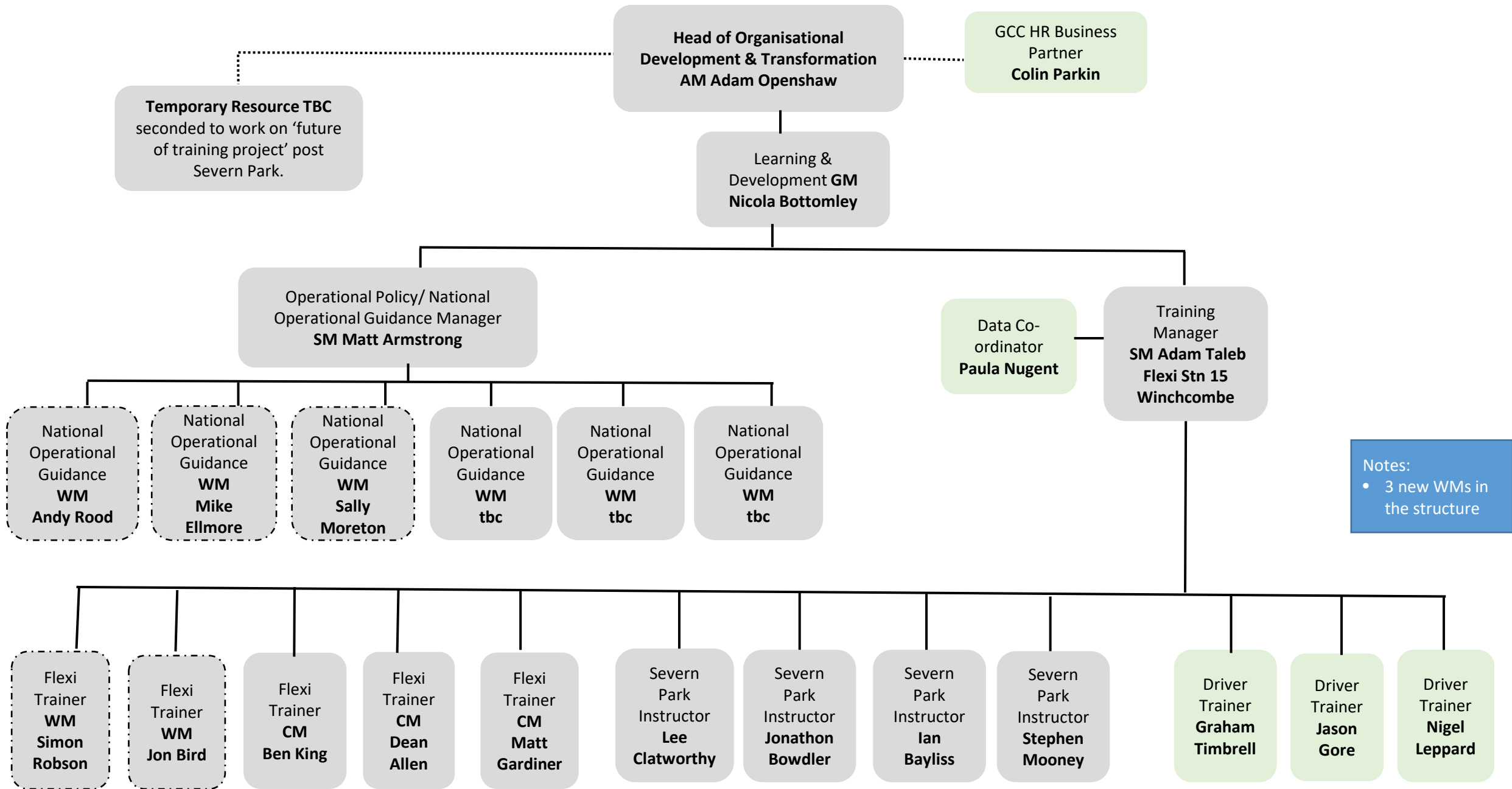


Notes:  
 • Support Officer moved from BPP Team

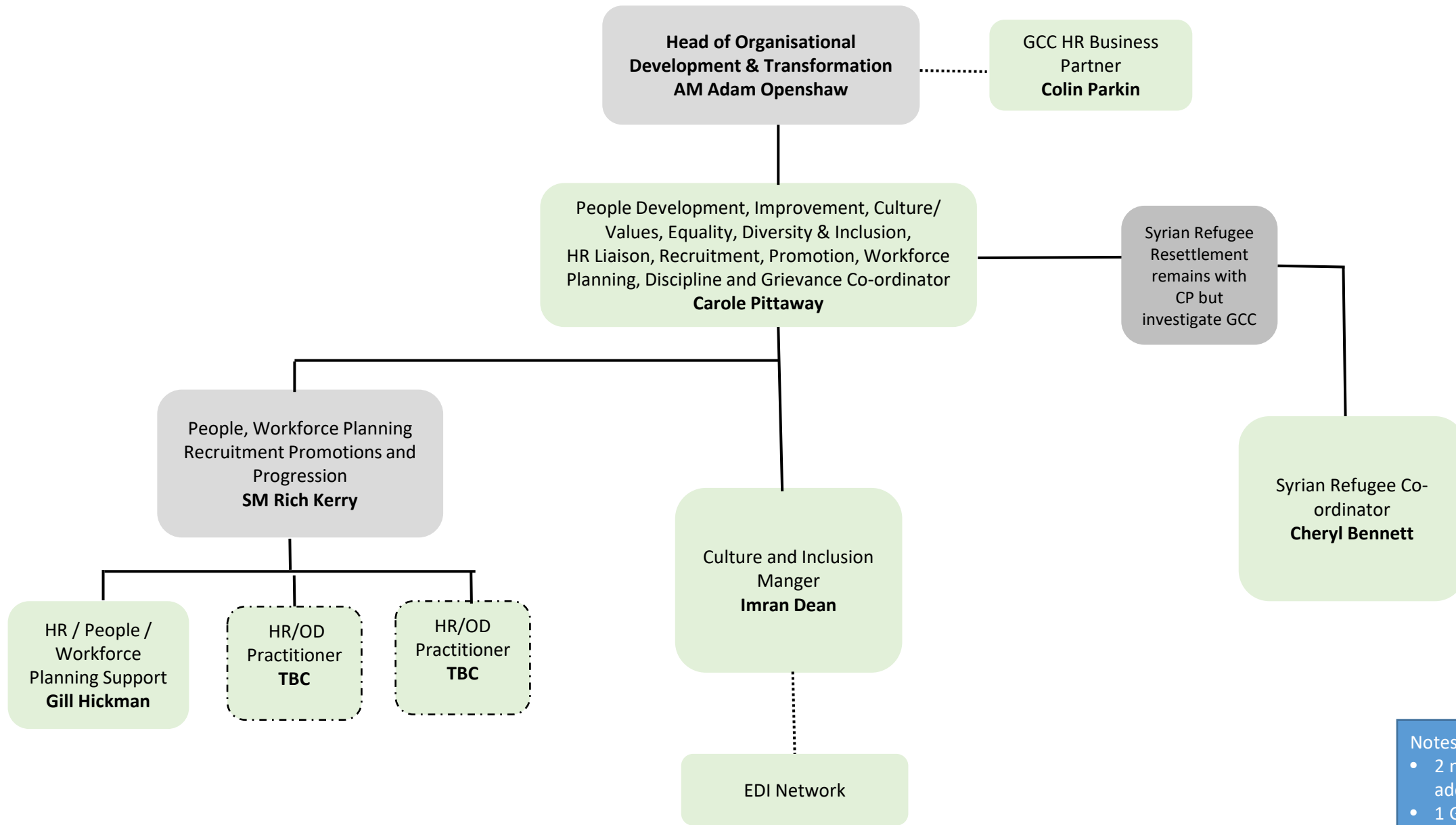


Notes:

- Support Officer moved to POs Team
- 1 new Green Book role added to the structure

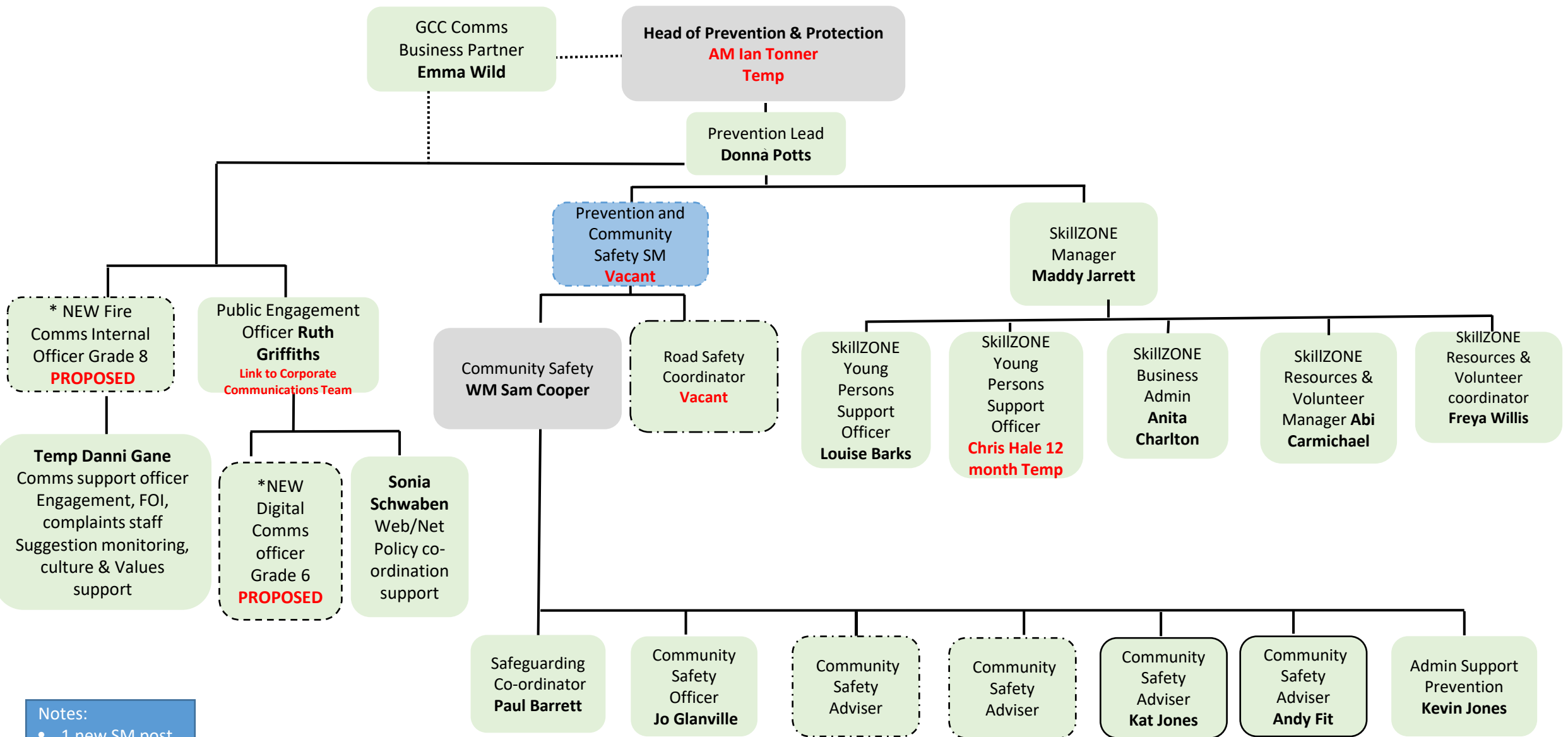


Notes:  
 • 3 new WMs in the structure



- Notes:
- 2 new Green Book posts added to the structure
  - 1 Grey Book post removed and replaced by Green Book equivalent



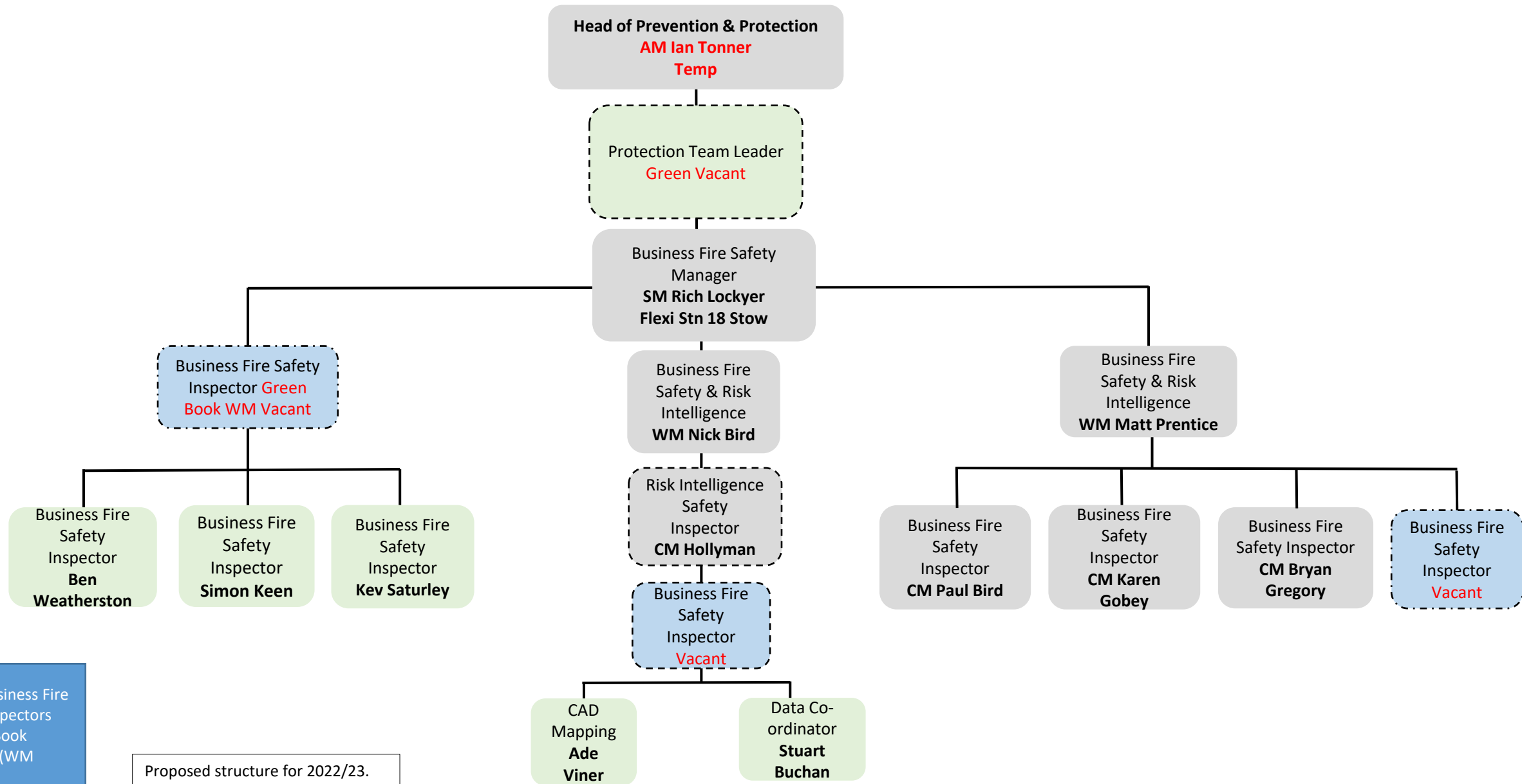


Notes:

- 1 new SM established in the Prevention Team moved from ODT Team

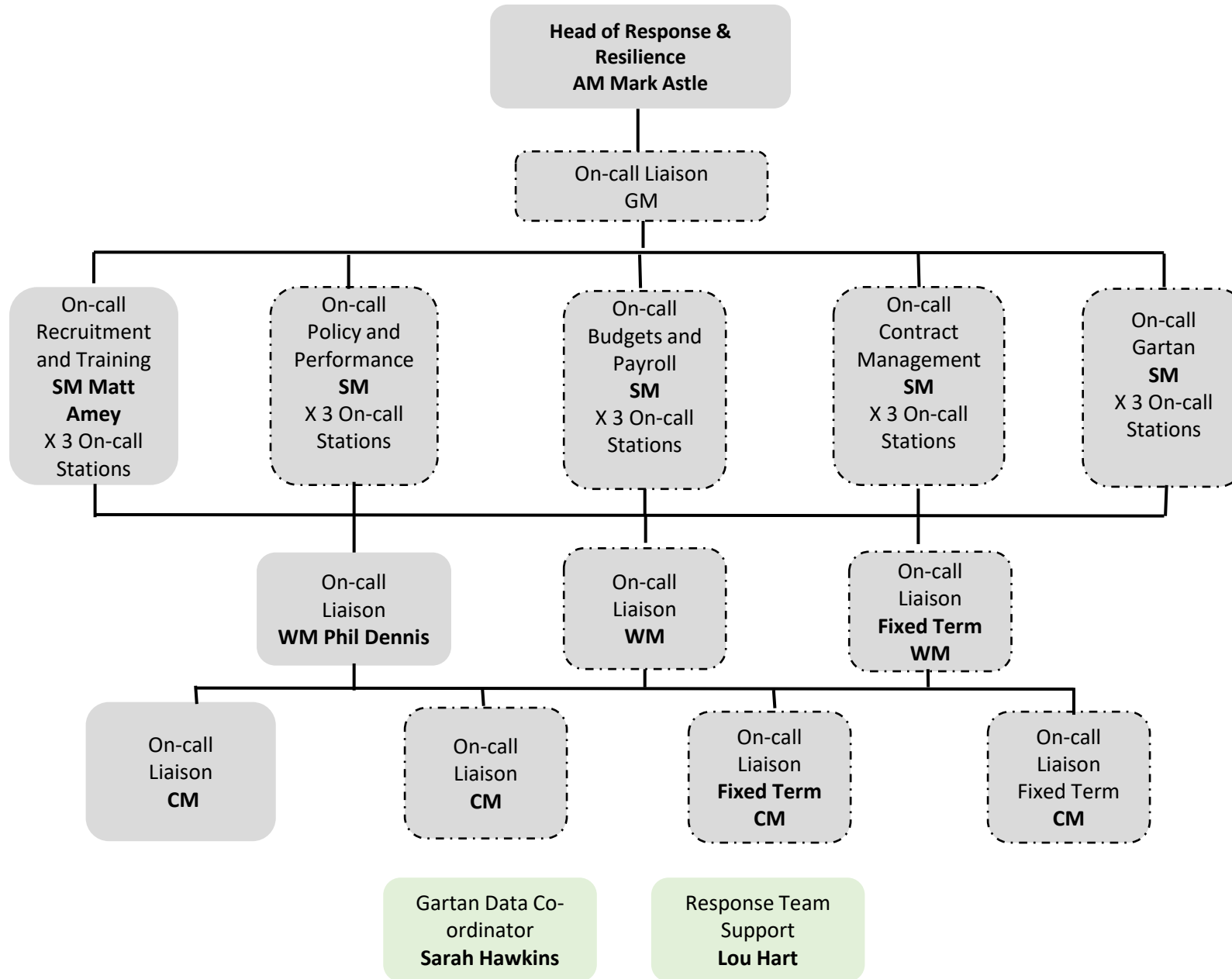
Grey Book post in blue supported by savings from PUP use in Prevention

Andy and Kat are trained and in post the new additions will be for the fixed term positions

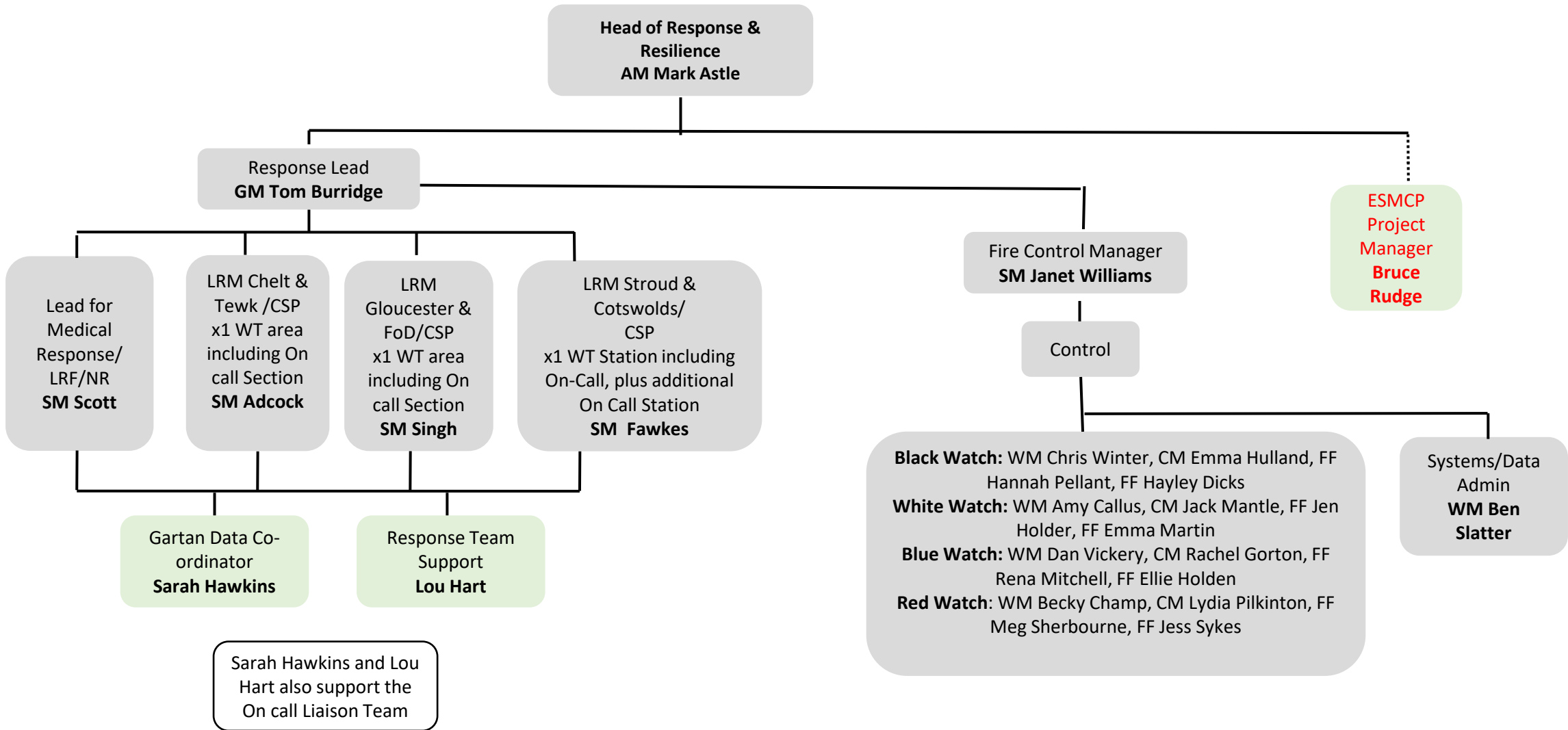


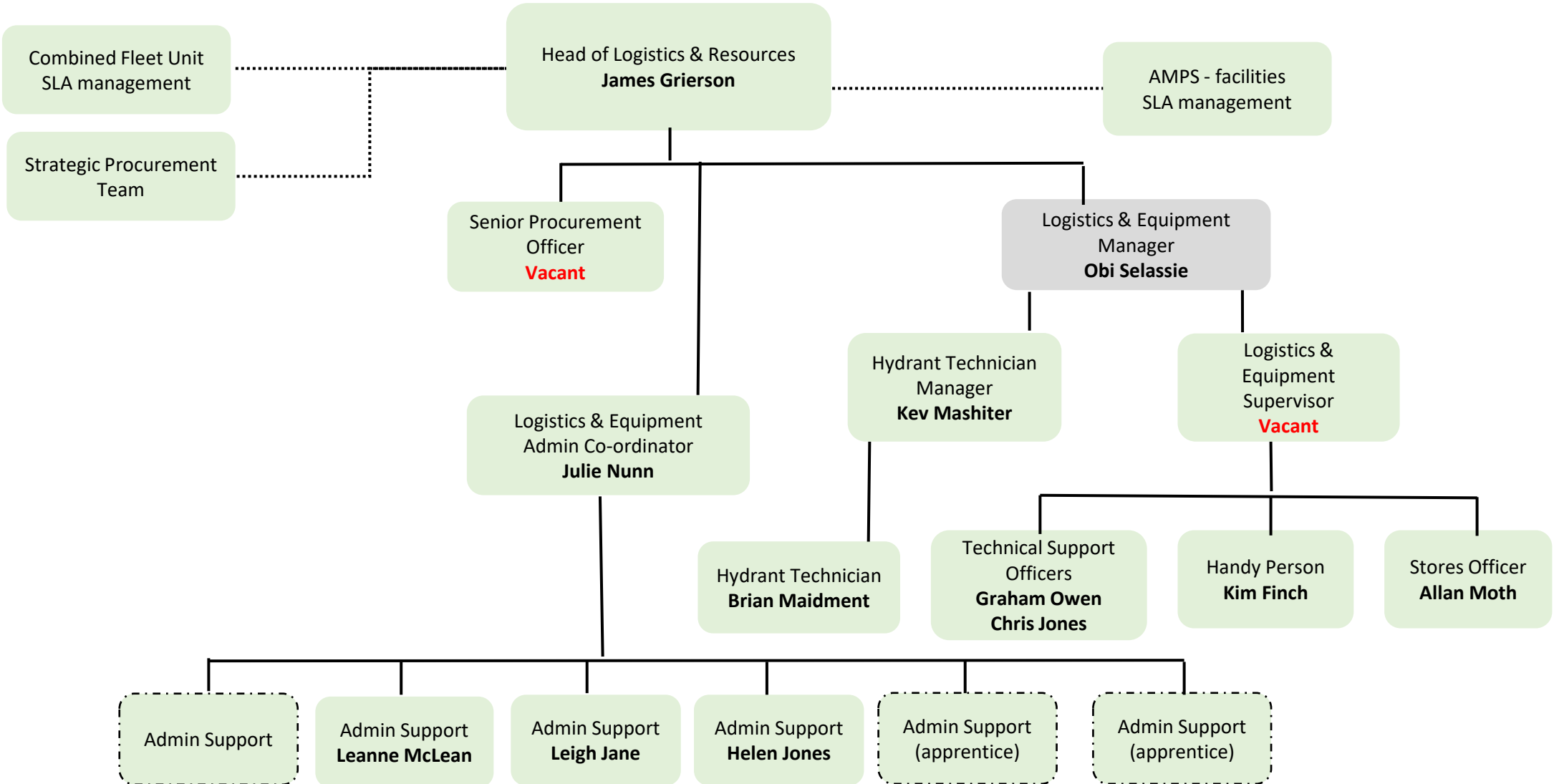
- Notes:
- 2 new Business Fire Safety Inspectors
  - 1 Green Book Manager (WM Level)
  - Grey Book GM replaced with Green Book Team Leader

Proposed structure for 2022/23. New posts paid for by PUP in blue will enable the money saved to be utilized to support the extra SM in Prevention



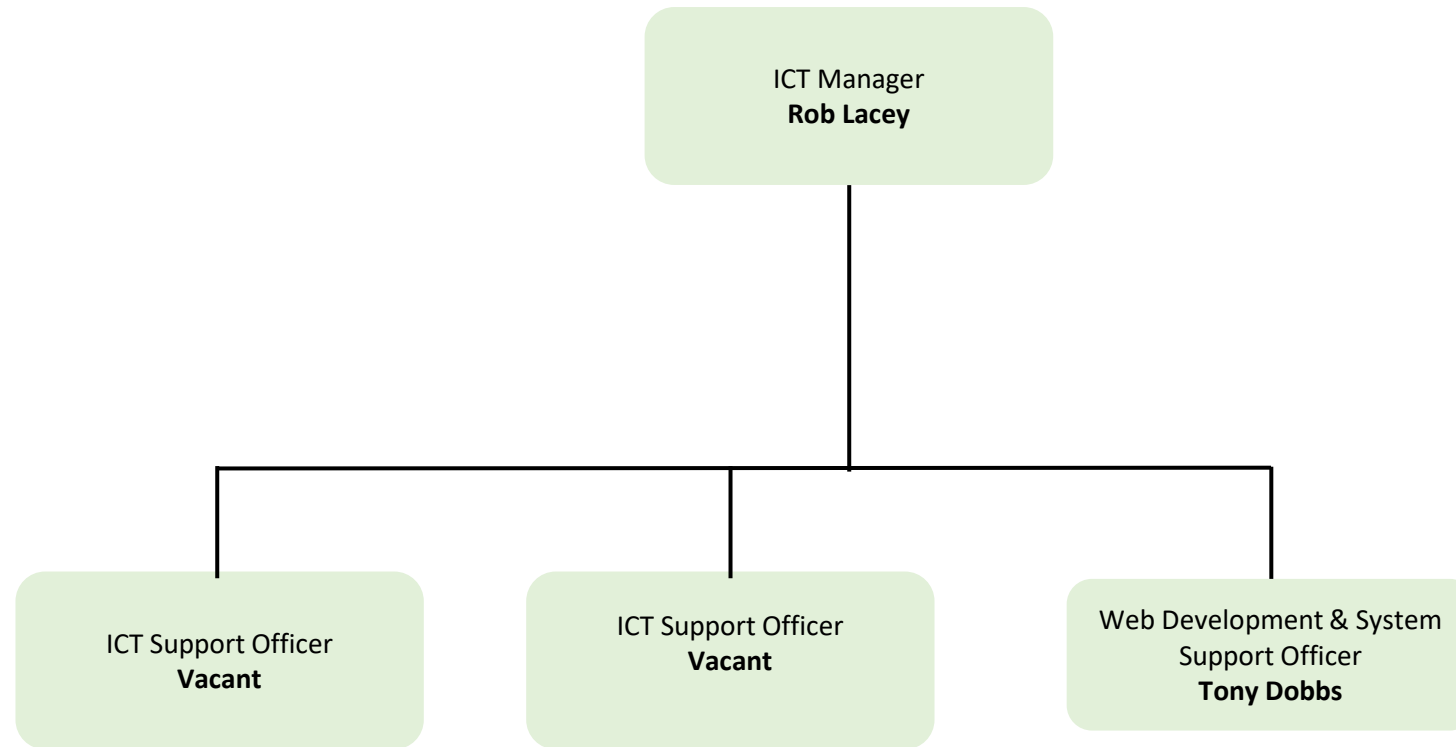
- Notes:
- 4 new SM posts
  - 1 new fixed term WM posts
  - 1 new permanent WM posts
  - 1 new permanent CM posts
  - 2 new fixed term CM post





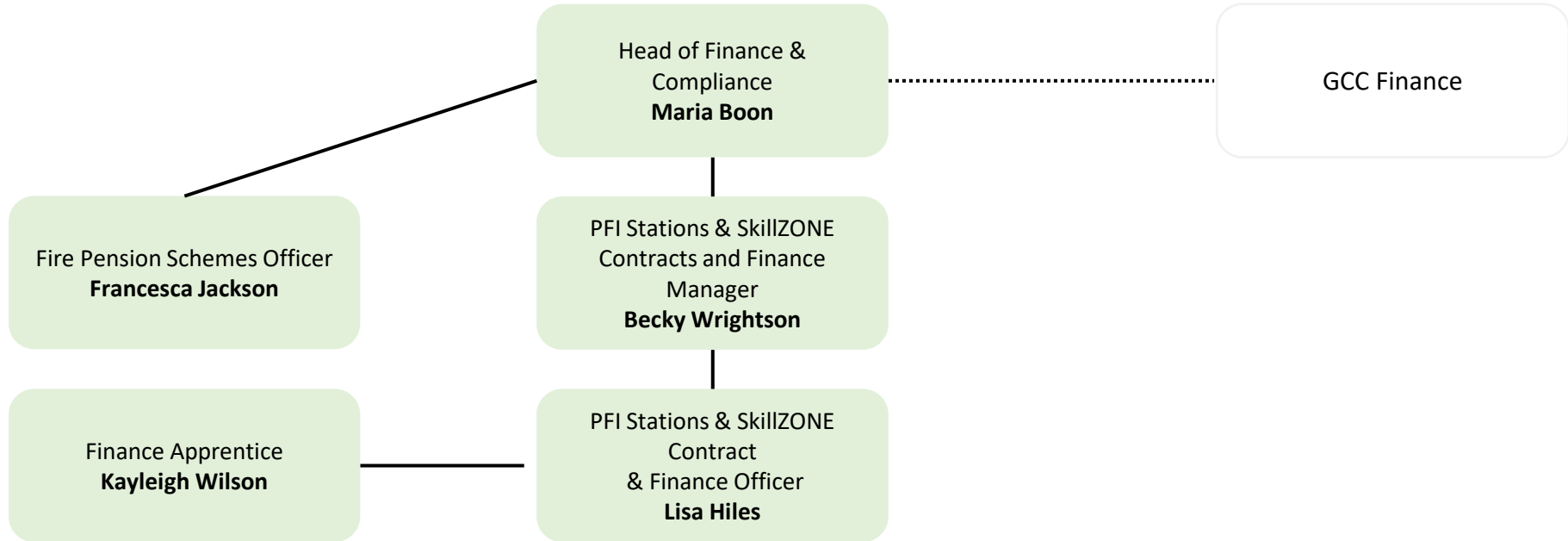
Notes:

- 2 new Admin Support in the structure



Notes:

- 1 new ICT Support Officer in the structure



Notes:

- 1 Pension Scheme Officer in the structure



**The Service hasn't done enough since the last inspection to embed its values and associated behaviours, and promote a positive workplace culture.**

**Recommendations:-**

- I. Improve how it engages with its staff to gain their commitment to the service's values and associated behaviours;
- II. Engage with its staff to develop a compelling vision of the service's future culture and set out a clear pathway to achieving this which staff can understand and relate to;
- III. Make sure all staff understand the behaviours which are expected of them and how these relate to the services culture;
- IV. Support managers to confidently challenge and manager inappropriate behaviour;
- V. Establish effective measures to monitor and manage staff workloads;
- VI. Make sure all staff have equitable access to appropriate welfare support.







**The Service hasn't done enough since the last inspection to improve understanding of the importance of equality, diversity and inclusion (EDI) and remove barriers to establishing EDI in the service.**

**Recommendations:-**

- I. Engage with its staff to develop a clear EDI objectives and a plan to increase awareness of EDI and its importance across the organisation. This should include understanding and addressing the impact positive action is having on staff;
- II. Improve how it engages and seeks feedback and challenges from all areas of the service;
- III. Understand the reasons for low declaration of staff diversity information and put in place a plan to address this;
- IV. Assure itself it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process;
- V. Improve the understanding and use of equality impact assessments in all aspects of its work, consider if its policies and procedures are inclusive and support those with protected characteristics.





- **As a result of these concerns, we were required to provide an Action Plan by 28<sup>th</sup> February 2022, setting out how we intend to address the issues identified.**
- **The Inspection Team will revisit GFRS in the Autumn to review the progress being made against the Action Plan.**







### Key aims by theme:

#### FOUNDATIONS

Setting the right conditions for change

- Leaders acknowledge and accept the problem
- Improvements funded and staffing in place
- Learn from others – external critical friends
- Governance surrounding transformation agenda strengthened

Data and Analysis

- Know ourselves – baseline data to provide clear starting place
- Aspirational, measurable targets linked to Improvement Plan
- Data underpins plans, drives decisions and actions

Setting the Values Driven Leadership Culture

- Develop a co-produced, well understood, measurable compelling vision for our values driven leadership culture

#### DEVELOPING

Senior Leadership

Our senior leaders will:

- Lead the delivery of the vision for culture and for operational service improvement
- Inspire and motivate others to align with the culture and empower distributive leadership
- Embrace inclusion, diversify our workforce and take people with us

Management Development

- Common understanding of and commitment to our vision, culture, values and how we improve service delivery – leading to behavioural change for leaders at all levels
- Improve the capability, knowledge and skills for improving the performance of individuals and teams – a focus on both what we do and how we do it
- Ensure individuals take responsibility for their own behaviour and learning
- Enable managers to challenge and resolve difficult situations
- We are planning to deliver a holistic programme of management development which embeds learning from training interventions via learning from each other, coaching, learning sets etc.
- Our leadership will not be defined by qualifications or training courses attended, but the rather the impact that we have on those around us

Staff Health and Wellbeing

- Recognition and understanding of existing and future workloads
- Review of organisation and role design to ensure manageable and fair expectations while maximising productivity
- Leaders to role model and individuals to own healthy working practices, work life balance and flexibility
- Ensure employee support is easily accessible

Equality, Diversity and Inclusion

- Visible executive sponsorship
- Improve our equality data to inform plans and priorities
- A culture that rewards the right behaviours and relentlessly challenges wrong behaviours
- Clear expectations on all managers to support E&I in the workplace
- Proactive action to support progression and recruitment of women, ethnic minority, LGBTQ and disabled staff

Align policy and processes with our Values Driven Leadership Culture

- Ensure that our ways of working are fit for purpose and promotes "doing the right thing"



# Causes for Concern



| Recommendation No. | Actions   | Theme  | Key Milestones  | Timeframe   | Metric   | Desired Outcome  | Principal Officer  | Lead Officer  |                              |  |
|--------------------|---|--|---|---|--|--|--|---|------------------------------|--|
| 1                  | <b>Information Analysis.</b> Use existing, qualitative and quantitative, data and capture new focused data to identify areas of concern (relating to culture) or good practice. | Data and Analysis  | 1. Capture and analyse existing data.                                       | May 22  | 1. Delivery of analysis (infographic) of areas of concern or good practice to Improvement Board.<br>2. Uptake in survey participation. | <ul style="list-style-type: none"> <li>Understanding of areas for improvement and identification of priority areas for focus.</li> </ul> | Assistant Chief Fire Officer   | AM Business Planning & Performance  |                              |  |
|                    |   |  | 2. Capture and analyse existing data, using staff surveys and focus groups. | June 22   |  |  |  | Business Partner Performance and Improvement Manager  |                              |  |
|                    | 2   | <b>Communication Review.</b> Conduct an independent review of how the service communicates with Staff and deliver recommendations for improvement.   | Data and Analysis   | 1. Engage the LGA to conduct the review.  | Mar 22   |  | 1. Chair for review agreed.<br>2. Ode placed.<br>3. Final report received.<br>4. Agreed plan to implement change.  | <ul style="list-style-type: none"> <li>Increased reach of Service communications.</li> <li>Communication that resonate with all members of GFRS.</li> </ul>   | Deputy Chief Fire Officer    | AM Prevention, Protection & Communications     |
|                    |   |  |   | 2. Commission review.   | May 22   |  |  |   |                              | Comms Business Partner                         |
|                    |   |  |   | 3. Final report feedback to Improvement Board.  | Sept 22  |  |  |   |                              |  |
|                    | 3   | <b>Senior Management Engagement.</b> Introduce a timetable of Principal Officer engagement visits to increase visibility and engagement whilst demonstrating a commitment to service values. | Senior Leadership   | 1. Produce timetable of PO visits with visit to each ward and team during 22/23.      | Mar 22   |  | 1. Timetable produced and published.<br>2. Visits completed within agreed timeframe.   | <ul style="list-style-type: none"> <li>Increased visible leadership of Principal Officer Team.</li> <li>Increased trust and confidence in Principal Officer Team.</li> <li>A better understanding of the service values and associated behaviours.</li> </ul> | Chief Fire Officer           | Chief Fire Officer's PA                        |
|                    |   |  |   | 2. Visits to commence.  | Apr 22   |  |  |   |                              |  |
|                    | 4   | <b>Improvement Focus Group.</b> Establish a group to 'road test' recommendations to ensure initiatives are realistic, impactful and understand any barriers to change.                       | Right conditions for change   | 1. Identify the most effective team composition ensuring service wide representation. | Mar 22   |  | 1. Establishment of the focus group and terms of reference.<br>2. Level of engagement and productivity.<br>3. Report on barriers to change to Improvement Board. | <ul style="list-style-type: none"> <li>An effective group that will challenge recommendations.</li> <li>A group that has the confidence and trust to speak honestly and openly.</li> <li>Service understanding of barriers to cultural change.</li> </ul>     | Assistant Chief Fire Officer | AM Organisational Development & Transformation |
|                    |   |  |   | 2. Advertise and select membership.   | Apr 22   |  |  |   |                              | HR Business Partner                            |
|                    |   |  |   | 3. Identify barriers to improvement to inform future planning.                        | July 22  |  |  |   |                              |  |

FULL ACTION PLAN AVAILABLE ON STAFFHUB



# What Next...



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- **Briefing of the wider Service and staff**
- **Programme of station and department visits by PO's and AM's**
- **'Ask the Chief' email account**





# Questions

