

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
The service needs to improve how it engages with its local community to build a comprehensive profile of risk in its service area.	AFI 1.1	Review of policy / process	Produce a lessons learnt document based on our two most recent public consultations for the CRMP 2022 - 26	Ensure that we learnt from our most recent public consultations so that we can perform better in the future	Increase in public consultation responses for members of the public in high risk groups	01/11/22	Business Planning & Performance	ACFO
The service should make sure its integrated risk management plan includes clear outcomes which show the public how it is mitigating risk.	AFI 2.1	Data and analysis	Carry out predictive analysis and modelling as part of the 'response arrangements' objective within the 2022-26 CRMP. The outcomes from this work will further enhance how we mitigate risks identified within the CRP	Ensure that the service has the right resources, in the right locations, at the right time and with the right training	Response standards KPI	01/04/23	Business Planning & Performance	ACFO
The service should ensure the data it collects to inform its integrated risk management plan is understood and used to manage its risk within the county.	AFI 3.1	Data and analysis	Develop 'station risk profiles' to augment the information contained within the Community Risk Profile to ensure that staff are able to target station-level risk mitigation work	Ensure that station staff have an understanding of the risks within their area and how to manage it	Monitored through Prevention KPIs	01/10/23	Business Planning & Performance	ACFO
	AFI 3.2	Senior leadership	Ensure that GFRS resources are used in the most efficient and effective way to reduce risk by utilising the Community Risk Profiles in conjunction with predictive analysis and modelling	Ensure that the service has the right resources, in the right locations, at the right time and with the right training	Monitored through Prevention KPIs	01/04/23	Business Planning & Performance	ACFO
The service should develop a clear prevention strategy targeting people most at risk and make sure activity undertaken is proportionate to reduce that risk.	AFI 4.1	Review of Strategy	Develop a new Prevention Strategy (2023-26) utilising the 'Person Centred Framework', Prevention Fire standard and associated tool kit. Ensure that this new strategy clearly aligns to the risks that are identified within the CRP, CRMP and modelling.	Continuous reduction in incidents across Gloucestershire through a more informed and educated community through a targeted approach using CRP data.	An agreed annual percentage % reduction, against locally agreed KPI's.	01/03/23	Prevention, Protection & Communications	DCFO
	AFI 4.2	Review of policy / process	Develop a post incident data collection method to further build upon the data available to us to inform our prevention targeting, through fire investigation and other means (IRS overlay)	improved data to support the CRP annually and inform targeted prevention activity and communications	Data analysis to ensure increased evidenced based targeted prevention activity to the most vulnerable	01/01/23	Prevention, Protection & Communications	DCFO
	AFI 4.3	Review of policy / process	Review the 'Domestic Abuse Champions' Cotswold District Pilot project and give consideration to rolling it out more extensively incorporating the new Serious Violence Duty requirement	GFRS fully embedded in the Serious Violence duty with multiple safe spaces made available to the community	Increased awareness that DV victims have a safe space to go when needed, with positive feedback	01/09/23	Prevention, Protection & Communications	DCFO
	AFI 4.4	Review of policy / process	Embed a process for the Station Manager within the Prevention team to be more involved in the Community Safety Partnerships within the six districts, with the aim of increasing information sharing and collaboration	Improved working across partner agencies within CSP's supported by the Prevention SM	100% attendance at all 6 district Community Safety Partnerships	01/12/22	Prevention, Protection & Communications	DCFO
	AFI 4.5	Review of policy / process	Embed an external communications programme to promote the Fire setters scheme to partner agencies and general public and carry out internal comms to ensure that the scheme is understood and used efficiently and effectively to its maximum potential	Improved awareness of the Fire setter scheme across all public and partner groups targeted to reduce deliberate fire setting across Gloucestershire.	A continued reduction in deliberate fire setting within the young and adolescent ages within Gloucestershire	01/12/22	Prevention, Protection & Communications	DCFO
The service should make sure it allocates enough resources to meet its prevention strategy.	AFI 5.1	Increase capacity	Embed an additional Station Manager in to the Prevention team	Increased links across Operational and partner groups due to the increased capacity that the role adds.	A more informed/Targeted approach to Prevention activity linked to the Annual Team Plan and AFI's for Prevention	Complete	Prevention, Protection & Communications	DCFO
	AFI 5.2	Increase capacity	Embed an additional two Community Safety Advisors (Complex needs) in to the Prevention team	Improved speed of delivery of complex cases through an increased resource limiting waiting time for the most vulnerable cases.	Double the number of complex needs cases completed annual due to the increased resource	01/10/22	Prevention, Protection & Communications	DCFO
	AFI 5.3	Increase capacity	Embed a Road Safety Coordinator in to the Prevention team	Better links across stakeholder group within Road Safety to assist in the reduction of Serious Road incident and fatal RTC's	Reduction in RTC's across Gloucestershire	01/10/22	Prevention, Protection & Communications	DCFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
	AFI 5.4	Right conditions for change	Review the Prevention team structure following the publication of the new Prevention Strategy (2023-26) ensuring we dynamically resource to risk	A robust Prevention team that is adequately resourced to mitigate risk	Continued retention of staff and experience	01/06/23	Prevention, Protection & Communications	DCFO
The service should evaluate its prevention activity so it understands what works.	AFI 6.1	Review of policy / process	Instigate a pilot Safe and Well evaluation process to ensure that the service is identifying and targeting those most at risk and that its prevention work is reducing risk and changing behaviours so that people are safer	Confirmation that current process is effective or identify if processes need to be reviewed/amended	Safe & Well Evaluation Process report Data reporting from social media accounts Improved feedback results and less complaints linked to Safe and Well process.	Complete	Prevention, Protection & Communications	DCFO
	AFI 6.2	Review of policy / process	Carry out a review of the pilot Safe and Well evaluation process	Develop a robust process using the pilot information	Develop and deliver a Safe & Well Evaluation process	01/10/22	Prevention, Protection & Communications	DCFO
	AFI 6.3	Review of policy / process	Embed a process for evaluating prevention communications to ensure that all communication is designed to be appropriate and accessible to meet the communities' diverse needs	GFRS Prevention communications are consistently standardised, appropriate and accessible	Assess targeted communications through communication system analysis.	01/11/22	Prevention, Protection & Communications	DCFO
	AFI 6.4	Review of policy / process	Work closely with GCC comms to develop better ways to engage through social media (Tic-Tok, Instagram, Facebook etc.)	GFRS Social Media accounts with a communications plan/strategy for regular engagement	Data reporting from social media accounts	01/01/23	Prevention, Protection & Communications	DCFO
	AFI 7.1	Data and analysis	Procure the services of an independent external consultant to provide a robust and evidence based 'Risk Stratification System' to prioritise Safe and Well visits to those most at risk	Ensure that prevention activity target the most vulnerable and thus mitigating the likelihood of serious harm	Monitored through Prevention KPIs	01/04/23	Business Planning & Performance	ACFO
The service should ensure it targets the most vulnerable referrals as a priority , and that staff understand the service's high-risk factor categories .	AFI 7.2	Review of policy / process	Develop the Safe and Well database to allow for the easy identification of those homes at greatest need within the high-risk category	Safe and Well database effectively identifies and prioritises vulnerable referrals	Reduction in waiting times/lists for priority referrals Reduction in partner agency involvement with priority referrals	01/10/23	Prevention, Protection & Communications	DCFO
	AFI 7.3	Review of policy / process	Explore the use of CFRMIS as the Safe and Well database and the additional functionality that this will provide, such as better data sharing with the protection team	A fully supported CFRMIS Prevention Safe and Well system that links across Protection audit information	One reporting system across P&P that fulfils the requirements of the National Standards for Prevention and Protection	01/04/23	Prevention, Protection & Communications	DCFO
	AFI 8.1	Increase capacity	Embed a Green book manager in to the Protection team to replace the Grey book GM (Green book pathway progression and team stability)	Robust recruitment of a Qualified Competent Manager into the Protection team will provide capacity and resilience Improved managerial support to the green and grey book inspectors through an appointed knowledgeable Manager with experience.	Wellbeing & Manageable workloads discussed at 1-1 supervisions Review of Protection team structure to ensure team capacity matches workload expectation CPD checks carried out in 1-1 supervisions	01/01/23	Prevention, Protection & Communications	DCFO
The service should ensure it has sufficient capacity and resilience to manage its RBIP and take proportionate enforcement action, including prosecution .	AFI 8.2	Increase capacity	Embed an additional two inspectors in to the Protection team to increase the capacity within the team	Team size increased by 2 and subsequent increase in delivery of RBIP	2 extra qualified inspectors to add 20% capacity to the team to deliver more high risk complex inspections.	01/11/22	Prevention, Protection & Communications	DCFO
	AFI 8.3	Increase capacity	Embed an additional Green book senior inspector in to the Protection team to increase capacity and green book pathway progression	Robust recruitment of a Qualified Competent Senior Inspector into the Protection team will provide capacity and resilience Improved Middle manager support in Fire Safety	Wellbeing & Manageable workloads discussed at 1-2-1 supervisions Review of Protection team structure to ensure team capacity matches workload expectation CPD checks carried out in 1-1 supervisions	01/10/22	Prevention, Protection & Communications	DCFO
	AFI 8.4	Staff development	Provide 'training for court' training for all qualified protection staff	Cohort of current Protection team staff trained to adequate level 7 requirements (competence Framework) and process in place to ensure new starters complete relevant training standards	CPD checks carried out in 1-1 supervisions Data reporting on enforcement & prosecution incidents	Complete	Prevention, Protection & Communications	DCFO
	AFI 8.5	Staff development	Provide Level 4 training for all staff within protection	Cohort of current Protection team staff trained to adequate Level 4 requirements (competence	CPD checks carried out in 1-2-1 supervisions	01/04/23	Prevention, Protection & Communications	DCFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
				Framework) and process in place to ensure new starters complete relevant training standards	Data reporting on enforcement & prosecution incidents			
	AFI 8.6	Staff development	Train all Watch and Crew managers to Level 3 certificate	All Operational Managers to be competent in Fire Safety to the SFJ Level 3 Awareness level	Increased Enforcement and Fire Safety concerns reported by Operational crews to the core Fire Safety team.	Complete	Prevention, Protection & Communications	DCFO
The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	AFI 9.1	Review of policy / process	Process to be put in place for the new Senior inspector and Green Book Manager within protection to sample audits, every six months, across inspectors to establish a consistent approach to audit quality	Systematic, consistent and robust process embedded to conduct fire safety audits of which best practice and case studies are shared with the Protection team and if applicable the wider service.	Internal moderation/dip sample of audits Peer review of audit process Data reporting on set of complete audits	Complete	Prevention, Protection & Communications	DCFO
	AFI 9.2	Review of policy / process	New Green Book Manager within protection to chair monthly team meetings to share best practice and audit case studies	Staff have an increased knowledge of National, Regional and Local Fire Safety issues	Recorded Monthly meetings with actions log updated	Complete	Prevention, Protection & Communications	DCFO
	AFI 9.3	Review of policy / process	New Green book manager within protection to quality assure inspections by shadowing staff during visits	Consistent and robust quality assurance process embedded for Green Book manager	Internal moderation/dip sample of audits Data reporting on set of complete audits	Complete	Prevention, Protection & Communications	DCFO
	AFI 9.4	Staff development	Ensure that all inspectors are working to the same standards (The regulators code)	Consistent and recognised inspection standards embedded Cohort of current inspectors trained to meet adequate standard	Internal moderation of inspections Data reporting on inspections	Complete	Prevention, Protection & Communications	DCFO
The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.	AFI 10.1	Data and analysis	Review the Protection CRP to ensure that the prioritisation of inspections is informed by current data	Inspections are prioritised using accurate and current data	Risk Based Inspection Programme KPI's	01/03/23	Prevention, Protection & Communications	DCFO
The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations .	AFI 11.1	Data and analysis	Purchase additional Experian data to the existing CFRMIS database giving GFRS 30,000 email addresses to share protection information and links to newly updated web pages on all generic Business Fire Safety topics	Better data information with direct links to local businesses for informative signposting and proactive engagement to manage compliance expectations.	Data reporting on responses to emails, access to webpages, attendance at seminars Local data reporting on numbers of compliance incidents Surveys from local businesses/large organisations to evaluate the user experience when signposted and/or attendance at seminars	Complete	Prevention, Protection & Communications	DCFO
	AFI 11.2	Review of policy / process	Increase external communication with local businesses, utilising the email addresses from Experian	Positive rapport with local businesses/organisations through Informative signposting and proactive engagement	Data reporting on responses to emails, access to webpages, attendance at seminars	01/03/23	Prevention, Protection & Communications	DCFO
	AFI 11.3	Review of policy / process	Service to set up some risk based fire safety seminars using national and local data	Positive rapport with local businesses/organisations through Informative signposting and proactive engagement	Surveys from local businesses/large organisations to evaluate the user experience when signposted and/or attendance at seminars	01/10/23	Prevention, Protection & Communications	DCFO
The service should make sure it has resilient arrangements to give relevant information to the public about ongoing incidents to help keep the public safe during and after they happen.	AFI 12.1	Review of policy / process	Carry out a review of social media engagement processes	GFRS Social Media accounts with a communications plan/strategy for incident information Effective and co-ordinated approach to survival guidance which is assured regularly	Data reporting from social media accounts	01/01/23	Prevention, Protection & Communications	DCFO
The service should make sure it has an adequately resourced plan to adopt national operational guidance , including joint and national learning .	AFI 13.1	Increase capacity	Embed three additional WM posts (totalling 6) in the NatOG team	Provide the NatOG team with sufficient capacity and resilience to embed all NatOG by 2026	Wellbeing & Manageable workloads discussed at 1-1 supervisions All milestones in NatOG delivery plan met and achieved.	31/11/22	Organisational Development & Transformation	ACFO
	AFI 13.2	Right conditions for change	Submit MTFS capital bid to unlock funding for equipment attached to NatOG scenarios (To be released 2023/24)	GFRS provide all necessary equipment to staff to enable them to deliver what is required under NatOG	Completion of milestone within PMO project	30/04/23	Organisational Development & Transformation	ACFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
	AFI 13.3	Increase capacity	Ensure that there is a manager assigned the responsibility of NOL and JOL with sufficient capability and capacity and carry out a review of the associated processes	Ensure the safety of all staff following operational learning	All NOL and JOL to be uploaded and communicated to operational staff within agreed timescale	31/12/22	Business Planning & Performance	ACFO
	AFI 13.4	Increase capacity	Submit MTFs bid for two additional control staff to enable existing staff to be detached from duty to engage in training in order to embed NOG	GFRS control room is adequately resourced to ensure that the training requirements for NatOG are met effectively	CPD checks carried out in 1-1 supervisions	01/04/23	Response and Resilience	ACFO
The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.	AFI 14.1	Review of policy / process	Review operational learning processes to ensure that debrief information is easily accessible by all staff	Ensure the safety of all staff following operational learning	Staff survey	31/01/23	Business Planning & Performance	ACFO
	AFI 14.2	Review of policy / process	Review process for ensuring that actions that are presented to OPIG are closed once completed	Ensure the safety of all staff following operational learning	100% of actions closed within agreed completion date	31/10/22	Business Planning & Performance	ACFO
	AFI 14.3	Review of policy / process	Introduce a managed process, with performance indicators, to ensure that all operational staff read and understand every operational debrief published by the ops assurance team	Ensure the safety of all staff following operational learning	LPI	30/06/23	Business Planning & Performance	ACFO
	AFI 14.4	Review of policy / process	Extend existing Ops assurance visit process to control watches - carried out by suitably trained and experienced staff	Ensure the safety of all staff following operational learning	100% of control watches assured annually	01/10/23	Business Planning & Performance	ACFO
	AFI 14.5	Staff development	All members of the ops assurance team to be trained to police college debrief standard	Ensure the safety of all staff following operational learning	Ops assurance staff to be trained within 6 months of joining team	30/06/23	Business Planning & Performance	ACFO
The service should make sure it is well-prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by non-specialist response staff and are well tested.	AFI 15.1	Review of policy / process	Review the SOP/OIN for terrorist incidents	All operational staff within GFRS understand procedures for responding to terrorist incidents	Exercising and assurance to confirm knowledge and competence	31/12/22	Organisational Development & Transformation	ACFO
	AFI 15.2	Staff development	Develop training package for all specialist staff regarding response to terrorist incidents	Specialist staff are trained to an appropriate level to respond to terrorist incidents (with clear training records)	Annual number of staff completing training CPD checks in 1-1 supervision Multi-agency test response drills	31/01/23	Organisational Development & Transformation	ACFO
	AFI 15.3	Staff development	Provide additional training for non-specialist staff regarding response to terrorist incidents	Non specialist staff are trained to an appropriate level to respond to terrorist incidents (with clear training records)	Annual number of staff completing training CPD checks in 1-1 supervision Multi-agency test response drills	30/04/23	Organisational Development & Transformation	ACFO
	AFI 15.4	Data and analysis	Carry out thematic operational assurance to test the understanding of procedures and operational competence of staff	The service assures itself that all operational staff are competent in dealing with terrorist incidents	Data from Ops Assurance analysis	31/12/23	Business Planning & Performance	ACFO
The service should ensure its firefighters have good access to relevant and up-to-date risk information . This should include cross-border risk information.	AFI 16.1	Staff development	Internal comms to ensure that all operational staff are aware of the new over border risk information and how to access it	Operational staff have an increased, up-to-date, accessible and quality assured knowledge of over border risk and Chemdata information	Data reporting on responses to emails and access to webpages Knowledge testing with peers/ CPD in 1-1 supervisions	01/10/22	Organisational Development & Transformation	ACFO
	AFI 16.2	Review of policy / process	Ops assurance to test knowledge and skill in this area as part of station audit programme	The service assures itself that all staff are trained and have access to relevant and up-to-date risk information	% of all station based staff that can demonstrate how to access risk information during ops assurance visits Data from Ops Assurance analysis	01/10/23	Business Planning & Performance	ACFO
	AFI 16.3	Data and analysis	Add crash data to Appliance iPad	Operational staff have an accessible method to find Crash data information making crews safer at incidents and reducing extrication time	Crash data to be added to 100% of MDTs	Complete	Response and Resilience	ACFO
The service should make sure it runs a programme of service, cross-border and partner exercises , sharing the learning from these exercises.	AFI 17.1	Planning	Create an annual exercise plan that incorporates service, cross-border and multi-agency events	The service assures itself that all operational staff are competent, at the required JESIP level, for dealing with incidents	Number of exercises completed against a set LPI	01/01/23	Business Planning & Performance	ACFO
	AFI 17.2	Review of policy / process	Ensure a process is in place to share learning outcomes through NOL and JOL	Ensures that GFRS contribute to the safety of staff from other FRS or emergency services	Data from Ops Assurance	01/04/23	Business Planning & Performance	ACFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
	AFI 17.3	Review of policy / process	Publish an exercise and assurance policy to outline roles and responsibilities for ongoing multi agency exercising	The service assures itself that all operational staff are competent, at the required JESIP level, for dealing with incidents	Number of exercises completed against a set LPI	31/01/23	Business Planning & Performance	ACFO
The service should make sure it has resilient 24/7 support for its mobilising and associated IT systems.	AFI 18.1	Review of Strategy	Publish an up to date ICT plan that clearly aligns to the CRMP 2022-26	The Service has an ICT Strategy covering the years 2023 – 2026, aligned with delivery of the CRMP.	ICT Strategy published Annual updates published	01/02/23	ICT	ACFO
	AFI 18.2	Review of policy / process	Put in place a robust system of 24/7 support for the mobilising and associated IT systems	Recruitment into the ICT team will provide capacity and resilience Robust and documented process in place to mobilise 24/7 support systems Cohort of current ICT team staff trained to adequate requirements to support 24/7 and process in place to ensure new starters complete relevant training to enable 24/7 support	Data reporting on ICT 24/7 support incidents & resolution times No gaps should be present in the ICT On Call rota	01/03/23	ICT	ACFO
The service should make sure there is a testing programme for its business continuity plans , particularly in high risk areas of service.	AFI 19.1	Review of policy / process	ToR for the AM/PO meeting to be amended to reflect the need to test one BCM plan during each meeting	The service has adequate Business Continuity arrangements in place	% of BCM plans tested within a 12 month frequency	01/10/22	Business Planning & Performance	ACFO
	AFI 19.2	Review of policy / process	Create schedule for BCM plans to be tested during AM/PO meetings	The service has adequate Business Continuity arrangements in place	% of BCM plans tested within a 12 month frequency	01/10/22	Business Planning & Performance	ACFO
The service should make sure that it is taking action to reduce non-pay costs and can demonstrate how it is achieving value for money .	AFI 20.1	Data and analysis	Ensure that the Statement of Assurance demonstrates how the service is achieving value for money and what action has been taken to reduce costs	The service is able to demonstrate how it is using public finances efficiently and effectively, thus demonstrating the VFM	VFM analysis statement	01/11/22	Business Planning & Performance	ACFO
	AFI 20.2	Review of policy / process	Review the process to monitor, review and evaluate the effectiveness of the service's purchasing decisions for contracts over £25k Department heads to submit MTFS bids to ensure adequate resource is allocated to prevention protection and response	Robust evaluation of service's purchasing decisions and procedure in place that ensures compliance	Purchasing decisions audit trial via ProContract	01/12/23	Finance	ACFO
The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should be linked to risks and priorities set out in its integrated risk management plan .	AFI 21.1	Increase capacity	Ensure that the workforce planning group demonstrate clear rationale for the resources required (through gap analysis following the outcome of the modelling work) to deliver its required activities	Adequately resourced prevention, Protection and Response teams to ensure the risks and priorities attributed in the CRMP are achieved	CRMP objectives completed within timeframe	Complete	All	ACFO
	AFI 21.2	Review of policy / process	Ensure that the workforce planning group demonstrate clear rationale for the resources required (through gap analysis following the outcome of the modelling work) to deliver its required activities	Adequately resourced prevention, Protection and Response teams to ensure the risks and priorities attributed in the CRMP are achieved	Number of Projects and Improvements on schedule	Ongoing	Business Planning & Performance	ACFO
The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration .	AFI 22.1	Review of policy / process	Develop a collaboration framework that will assess and evaluate existing collaborations and include a process for initiating new collaborative work and a mechanism to effectively evaluate, monitor and continuously review each initiative	The service fulfils its statutory duty to collaborate as part of the Policing and Crime Act 2017	100% of collaboration initiatives reviewed within a 36 month frequency Lessons learned for better collaboration - Stop, Start, Continue strategy	01/10/23	Business Planning & Performance	DCFO
The service should make sure it has sufficiently robust plans in place which address the medium-term financial challenges beyond 2021–22 and secure an affordable way of managing the risk of fire and other risks.	AFI 23.1	Data and analysis	Evaluate all existing external income generation is sustainable and affordable and explore other FRS external funding activity to identify ideas for income creation that it will explore further for income generating viability	GFRS assure itself that current income generation (or recharged commissioned services) are sustainable.	Analysis of 'costs and benefits' associated with providing commissioned services	Ongoing	All	ACFO
	AFI 23.2	Data and analysis	Produce a 'Medium Term Financial Plan' document and embed a procedure that will ensure that senior managers have plans for potential emerging financial challenges	GFRS can demonstrate robust planning to manage service risk informed by clear financial data and reports	Finance KPI as per Annual Service Plan	01/12/23	Finance	ACFO
The service should make sure that its fleet and estates management programmes are linked to the IRMP , and it understands the impact future changes to those programmes may have on its service to the	AFI 24.1	Review of Strategy	Publish an up to date fleet plan that clearly aligns to the outcomes of the response arrangements objective within the CRMP 2022-26	Estate and fleet strategies have clear links to the community risk management plan. Actively considers how changes in fleet and estate provision and status and future innovation may have an impact on risk	TBC	30/04/23	Fleet	DCFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
public.				Exploits opportunities presented by changes in fleet and estate to improve efficiency and effectiveness.				
	AFI 24.2	Review of Strategy	Ensure that It is clear how the service's future requirements, based on the CRMP 2022-26, would be provided for through the GFRS asset management plan	The GFRS asset management plan shows a clear link to the CRMP 2022-26 and actively considers how changes in fleet provision and future innovation may have an impact on risk or improve efficiency and effectiveness.	TBC	01/04/23	Technical Services	DCFO
The service should ensure it has sufficient capability and capacity to manage future change.	AFI 25.1	Review of Strategy	Workforce planning group to ensure the service has the ability to identify capacity required to manage improvements and future change	The service is able to manage future changes and improvements	TBC	Ongoing	Business Planning & Performance	ACFO
The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.	AFI 26.1	Review of policy / process	Create a consistent approach to consultation with staff (policy/process) to include stakeholder analysis and tool kit. Must include a review (GCC HR / CIPD)	Senior managers act as role models and demonstrate commitment to service values through their behaviours.	Formal Staff Consultation process Staff Survey	01/01/23	Prevention, Protection & Communications	DCFO
	AFI 26.2	Increase capacity	Additional managerial resource to be allocated to response and resilience to ensure that managers are more accessible to station based staff	All managers are more visible and accessible to station based staff	Employee Focus Group feedback Staff Survey	Complete	Response and Resilience	ACFO
	AFI 26.3	Right conditions for change	Review the services agile working arrangements to ensure that they are fit for purpose	All managers are more visible and accessible to station based staff	Employee Focus Group feedback Staff Survey	01/12/22	Business Planning & Performance	ACFO
	AFI 26.4	Data and analysis	Use the employee focus group to identify reasons why staff feel that senior leaders don't model and maintain service core values and report with recommendations to SLT	Senior Managers receive operationally reflective feedback on the core values and can adapt their leadership styles if required Increased staff satisfaction as they are empowered to provide feedback and have their opinions respected and valued to make change	Employee Focus Group feedback Staff Survey	01/09/23	Organisational Development & Transformation	ACFO
The service should assure itself that it has the facility to monitor and record working hours for those staff that have more than one contract.	AFI 27.1	Review of policy / process	Service to implement a process for monitoring and recording working hours for those staff with more than one contract	The health and Safety of our staff is maintained by ensuring that Staff are not working excessive hours	Working hours for staff with more than one contract is monitored and kept below an agreed level	01/04/23	Response and Resilience	ACFO
	AFI 27.2	Review of policy / process	Scope the possibility to make amendments to the Gartan availability and rota management systems to enable the two systems to communicate and highlight issues as they arise	Reliable management system ensuring multiple systems effectively communicate and prioritise issues	Reduction in staff hours to manage the process	01/04/25	Response and Resilience	ACFO
The service should ensure its programme for testing and maintaining equipment has suitable managerial oversight.	AFI 28.1	Review of policy / process	Embed an asset management system to achieve central oversight of the testing, maintenance and replacement for all equipment	The FRS effectively manages its assets by adopting an asset management database that will manage and maintain the whole life cycle of its assets	Data reporting from asset management system Quality assurance over data reporting	01/03/24	Technical Services	DCFO
The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	AFI 29.1	Review of Strategy	Develop and publish the People Plan 2023-28, including a process map for how the ATP is generated from the people plan and risks outlined within the CRMP	The FRS has a clear road map of how the Service trains and develops its staff to give them the skills and capability to meet the future needs of the Service	TBC	31/03/24	Organisational Development & Transformation	ACFO
	AFI 29.2	Planning	Develop and publish the 2023 ATP using the process map in the people plan, using the risks outlined in the CRP and CRMP	Risks identified within the CRP and CRMP are managed through appropriate and adequate training provision	TBC	31/03/24	Organisational Development & Transformation	ACFO
	AFI 29.3	Review of policy / process	Develop and publish the Operational Competence Policy	Clear understanding from all staff of personnel and Service responsibilities regarding competencies	TBC	01/04/23	Organisational Development & Transformation	ACFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
The service should assure itself that all required training and assessment or re-validation for risk critical competencies , such as breathing apparatus, driving fire engines and incident command is provided , and that records for these are accurate and up to date .	AFI 30.1	Review of policy / process	Review and amend the learning and development teams recording and reporting process for core skills (to include matching terminology to data collections and rationale for expired skills)	The learning and development team have process in place to ensure that core skills are up to date for all staff.	KPIs for BA, IC and driving	Complete	Organisational Development & Transformation	ACFO
	AFI 30.2	Review of policy / process	Quarterly performance management dashboard for all core skill training to be presented at SLT	SLT have oversight of core skill levels within GFRS through regular reporting in line with performance management framework from SLT	KPIs for BA, IC and driving	30/10/22	Organisational Development & Transformation	ACFO
	AFI 30.3	Staff development	Formal contract with external supplier (FSC) to take on all higher level IC (L3 + L4) validation for 3-5 years)	All L3 & L4 commanders in qualification	KPI for IC	Complete	Organisational Development & Transformation	ACFO
	AFI 30.4	Review of policy / process	Engage with PDR pro to explore the addition of custom reports being added to the existing system	To have the ability to run both current and historic reports for all competencies	KPIs for BA, IC and driving	30/10/22	Organisational Development & Transformation	ACFO
	AFI 30.5	Review of policy / process	Ensure the ATP planning process takes in to account and plans for; refresh of risk critical competencies; training needs identified in development pathways; specialist training for operational staff and leadership training for managers	ATP in a format which clearly demonstrates Service training need	KPIs for BA, IC and driving	01/04/23	Organisational Development & Transformation	ACFO
	AFI 30.6	Review of policy / process	Ensure the operational competence policy shows a clear link between NatOG and the ATP	All operational staff are trained to the NatOG required standard	KPIs for BA, IC and driving	01/04/23	Organisational Development & Transformation	ACFO
The service should ensure it has development support for all newly promoted managers.	AFI 31.1	Review of policy / process	Embed development pathways and supervisory leadership package, in line with NFCC guidance and NOS, for newly promoted managers	The skills and capabilities of FRS personnel are aligned with the delivery of the community risk management plan and staff are appropriately trained for their role based on NFCC guidance and NOS.	PDR process actively highlights development needs Staff survey	01/09/23	Organisational Development & Transformation	ACFO
	AFI 31.2	Review of policy / process	Embed a process to ensure that a training needs analysis is carried out for all staff upon appointment of a new role	Consistent and documented process to analysing development needs for staff in a new role Training needs are identified early and suitable provision is in place to meet developmental need	PDR process actively highlights development needs Staff survey	01/03/24	Organisational Development & Transformation	ACFO
The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.	AFI 32.1	Management development	Deliver a programme of service wide cultural intelligence training (appropriate to each managerial level), delivered by 'Above Difference', for all managers	Ensure managers have the required skills and knowledge to effectively and confidently challenge unacceptable behaviour	Data reporting on training attendance Grievance and Discipline data Improved staff confidence - Staff Survey Employee Focus Group feedback	31/03/23	Organisational Development & Transformation	ACFO
	AFI 32.2	Management development	Create a leadership development programme for all managers	Current and future leaders empower a culturally inclusive service. Leaders are knowledgeable of unacceptable behaviour and consistently challenge this across the service.	Annual number of leaders on the programme Reduction in number of unacceptable behaviour complaints Improved staff confidence - Staff Survey Employee Focus Group feedback	31/03/24	Organisational Development & Transformation	ACFO
	AFI 32.3	Management development	Facilitate regular and ongoing supervisory and station manager 'safe space forums' to create a learning environment for specific topical issues	Managers have a supported learning environment that aims to support consistency in managerial approaches	Staff Survey Employee Focus Group feedback Improved understanding and confidence in managing people	31/03/24	Organisational Development & Transformation	ACFO
	AFI 32.4	Review of policy / process	Review and update the Grievance policy	Robust, accessible and clear grievance policy in place that is understood by all staff and in line with grey book terms and conditions	Improved staff confidence - Staff Survey Employee Focus Group feedback	31/12/23	Organisational Development & Transformation	ACFO
	AFI 32.5	Review of Strategy	Inclusively develop a 'target culture statement' and articulate the target culture within the new people plan	All staff understand the target culture	Improved staff confidence - Staff Survey Employee Focus Group feedback	01/04/23	Organisational Development & Transformation	ACFO

Appendix 2

AFI (Recommendation)	URN	Theme	Key Milestone	Desired Outcome	Metric	Timeframe	Team	Principal Officer
The service should put in place an open and fair process to identify develop and support high-potential staff and aspiring leaders .	AFI 33.1	Review of policy / process	Review the promotion process following recruitment in 2022 and ensure recommendations are reported to SLT.	Up to date promotion policy that reflects workforce feedback.	Improved staff confidence - Staff Survey Employee Focus Group feedback	31/11/22	Organisational Development & Transformation	ACFO
	AFI 33.2	Review of policy / process	Review arrangements for provision of coaching and mentoring to ensure it is more accessible for staff.	Equitable access for all staff to receive coaching and mentoring	Number of staff accessing and completing coaching/mentoring CPD checks carried out in 1-1 supervisions	31/03/23	Organisational Development & Transformation	ACFO
	AFI 33.3	Review of policy / process	Develop a 'pre-promotion criteria' (linked to 31.1)	Enables the organisation to identify, develop and support future leaders	CPD checks carried out in 1-1 supervisions	31/03/23	Organisational Development & Transformation	ACFO
	AFI 33.4	Review of policy / process	Review the PDR process to ensure that it identifies aspirations for promotion	Enables the organisation to identify, develop and support future leaders	Correlation of staff who expressed promotion aspiration in PDR and secure a promotion/leadership pathway CPD checks carried out in 1-1 supervisions Staff Survey Employee Focus Group feedback	31/03/23	Organisational Development & Transformation	ACFO
	AFI 33.5	Review of policy / process	Identify best practice, through researching both public and private sectors, and ensure the people plan describes our process for how we identify, support and develop high-potential staff and aspiring leaders	Enables the organisation to identify, develop and support future leaders	TBC	31/10/22	Organisational Development & Transformation	ACFO
The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders .	AFI 34.1	Review of policy / process	Build process for succession planning through the workforce planning group which focuses on skills and competencies, linked to the people plan	The FRS has arrangements in place to assess and develop the individual performance of all staff. FRS staff have clear, personal and specific goals or objectives, and have regular assessments of performance.	People Plan 2023-2028 PDR Process	31/07/23	Organisational Development & Transformation	ACFO
	AFI 34.2	Management development	Positive action training for all managers	The FRS has an open and fair process to identify, develop and support high potential staff and aspiring leaders.	Attendance at positive action training Staff Survey Employee Focus Group feedback	31/08/23	Organisational Development & Transformation	ACFO
	AFI 34.3	ED&I	EDI allies group to develop a positive action awareness package which can be delivered remotely. To include the benefits of our values	All staff understand positive action and its benefits	Positive Action Awareness training	31/08/23	Organisational Development & Transformation	ACFO
	AFI 34.4	Management development	Evaluate the current internal control to operational station manager process	Enables the service to broaden the diversity of thinking and experience	TBC	31/12/23	Organisational Development & Transformation	ACFO
	AFI 34.5	Management development	Explore the benefits of the NFCC direct entry scheme	Enables the service to broaden the diversity of thinking and experience	TBC	31/03/25	Organisational Development & Transformation	ACFO