

Appendix 4

# HMICFRS Improvement Plan 2022-25

Q2 2022/23 Update



Gloucestershire  
**Fire and Rescue Service**

Working together for a safer Gloucestershire



**HMICFRS**

Her Majesty's Inspectorate of Constabulary  
and Fire & Rescue Services

During September to November 2021, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspected Gloucestershire Fire and Rescue Service (GFRS). This is the third inspection of GFRS following the first inspection in July 2019 and the Covid-19 inspection during the autumn 2020.

The inspectors from HMICFRS carried out their in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in July 2022, and this is [the link to the report](#).

The inspection considered three main questions for this cycle of inspections:

**Effectiveness** – *the operational service provided to the public (including prevention, protection, and response);*

**Efficiency** – *the efficiency of the service (how well it provides value for money, allocates resources to match risk, and collaborates with other emergency services);*

**People** – *how well the service looks after its people (how well it promotes its values and culture, trains its staff and ensures they have the necessary skills, ensures fairness and diversity for the workforce, and develops leadership and service capability).*

The Service was found to be 'requiring improvement' when considering effectiveness, efficiency and inadequate when considering people. The inspection report highlighted 2 Causes of Concern (CoC) with 11 Action Points and 34 Areas for Improvement (AFI) and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan. This Improvement Plan is owned by senior managers and is updated on a quarterly basis and published as progress is made.

This report provides a quarterly update of progress in implementing the Improvement Plan against the identified CoC's and AFI's noted in the HMICFRS report.

# Effectiveness – *AFI 1*

## Area for Improvement

The service needs to improve how it engages with its local community to build a comprehensive profile of risk in its service area.

## GFRS Action Proposed

## Target Date

Produce a lessons learned document based on our two most recent public consultations for the Community Risk Management Plan 2022 - 26

Q3 2022/23

**Strategic lead:** *ASSISTANT CHIEF FIRE OFFICER*

## Effectiveness – AFI 2

### Area for Improvement

The service should make sure its integrated risk management plan includes clear outcomes which show the public how it is mitigating risk.

### GFRS Action Proposed

### Target Date

Carry out predictive analysis and modelling as part of the 'response arrangements' objective within the 2022-26 Community Risk Management Plan. The outcomes from this work will further enhance how we mitigate risks identified within the Community Risk Profile

Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Effectiveness – AFI 3

### Area for Improvement

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.

GFRS Action Proposed	Target Date
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	Q3 2023/24
Ensure that GFRS resources are used in the most efficient and effective way to reduce risk by utilising the Community Risk Profile in conjunction with predictive analysis and modelling	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Effectiveness – AFI 4

### Area for Improvement

The service should develop a clear prevention strategy targeting people most at risk and make sure activity undertaken is proportionate to reduce that risk.

GFRS Action Proposed	Target Date
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 Community Risk Profile, Community Risk Management Plan and modelling.	Q4 2022/23
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)	Q4 2022/23
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	Q2 2023/24
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	Q3 2022/23
Embed an external communications programme to promote the Fire setters scheme to partner agencies and general public and carry out internal communication to ensure that the scheme is understood and used efficiently and effectively to its maximum potential	Q3 2022/23

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

# Effectiveness – AFI 5

## Area for Improvement

The service should make sure it allocates enough resources to meet its prevention strategy.

GFRS Action Proposed	Target Date
Embed an additional Station Manager into the Prevention team	Complete
Embed an additional two Community Safety Advisors (Complex needs) into the Prevention team	Q3 2022/23
Embed a Road Safety Coordinator into the Prevention team	Q3 2022/23
Review the Prevention team structure following the publication of the new Prevention Strategy (2023-26) ensuring we dynamically resource to risk	Q1 2023/24

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Effectiveness – AFI 6

### Area for Improvement

The service should evaluate its prevention activity so it understands what works.

GFRS Action Proposed	Target Date
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	Complete
Carry out a review of the pilot Safe and Well evaluation process	Q3 2022/23
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	Q3 2022/23
Work closely with Gloucestershire County Council communications team to develop better ways to engage through social media (Tic-Tok, Instagram, Facebook etc.)	Q4 2022/23

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*



## Effectiveness – AFI 7

### Area for Improvement

The service should ensure it targets the most vulnerable referrals as a priority, and that staff understand the service's high-risk factor categories.

GFRS Action Proposed	Target Date
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	Q1 2023/24
Develop the Safe and Well database to allow for the easy identification of those homes at greatest need within the high-risk category	Q3 2023/24
Explore the use of Community Fire Risk Management Information System as the Safe and Well database and the additional functionality that this will provide, such as better data sharing with the protection team	Q1 2023/24

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Effectiveness – AFI 8

### Area for Improvement

The service should ensure it has sufficient capacity and resilience to manage its Risk Based Inspection Programme and take proportionate enforcement action, including prosecution.

GFRS Action Proposed	Target Date
Embed a Green book manager into the Protection team to replace the Grey book Group Manager (Green book pathway progression and team stability)	Q3 2022/23
Embed an additional two inspectors into the Protection team to increase the capacity within the team	Q3 2022/23
Embed an additional Green book senior inspector into the Protection team to increase capacity and green book pathway progression	Q3 2022/23
Provide 'training for court' training for all qualified protection staff	Complete
Provide Level 4 training for all staff within protection	Q1 2023/24
Train all Watch and Crew managers to Level 3 certificate	Complete

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Effectiveness – AFI 9

### Area for Improvement

The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

GFRS Action Proposed	Target Date
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	Complete
New Green Book Manager within Protection to chair monthly team meetings to share best practice and audit case studies	Complete
New Green book manager within Protection to quality assure inspections by shadowing staff during visits	Complete
Ensure that all inspectors are working to the same standards (The regulators code)	Complete

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

# Effectiveness – AFI 10

## Area for Improvement

The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.

## GFRS Action Proposed

## Target Date

Review the Protection Community Risk Profile to ensure that the prioritisation of inspections is informed by current data

Q4 2022/23

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

# Effectiveness – AFI 11

## Area for Improvement

The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.

GFRS Action Proposed	Target Date
Purchase additional Experian data to the existing Community Fire Risk Management Information System 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	Complete
Increase external communication with local businesses, utilising the email addresses from Experian	Q4 2022/23
Service to set up some risk based fire safety seminars using national and local data	Q3 2022/23

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Effectiveness – AFI 12

### Area for Improvement

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.

### GFRS Action Proposed

### Target Date

Carry out a review of social media engagement processes

Q4 2022/23

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Effectiveness – AFI 13

### Area for Improvement

The service should make sure it has an adequately resourced plan to adopt national operational guidance, including joint and national learning.

GFRS Action Proposed	Target Date
Embed three additional Watch Manager posts (totaling 6) in the National Operational Guidance team	Complete
Submit Medium-Term Financial Strategy capital bid to unlock funding for equipment attached to National Operational Guidance scenarios (To be released 2023/24)	Q1 2023/24
Ensure that there is a manager assigned the responsibility of National Operational Learning and Joint Operational Learning with sufficient capability and capacity and carry out a review of the associated processes	Complete
Submit Medium-Term Financial Strategy bid for two additional control staff to enable existing staff to be detached from duty to engage in training in order to embed National Operational Guidance	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Effectiveness – AFI 14

### Area for Improvement

The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.

GFRS Action Proposed	Target Date
Review operational learning processes to ensure that debrief information is easily accessible by all staff	Q4 2022/23
Review process for ensuring that actions that are presented to Operational Performance Improvement Group are closed once completed	Q3 2022/23
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	Q1 2023/24
Extend existing Operational Assurance visit process to Control watches - carried out by suitably trained and experienced staff	Q3 2023/24
All members of the Operational Assurance team to be trained to police college debrief standard	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER



## Effectiveness – AFI 15

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Review the SOP/OIN for terrorist incidents	Q3 2022/23
Develop training package for all specialist staff regarding response to terrorist incidents	Q4 2022/23
Provide additional training for non-specialist staff regarding response to terrorist incidents	Q1 2023/24
Carry out thematic operational assurance to test the understanding of procedures and operational competence of staff	Q3 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

# Effectiveness – AFI 16

## Area for Improvement

The service should ensure its firefighters have good access to relevant and up-to-date risk information. This should include cross-border risk information.

GFRS Action Proposed	Target Date
Internal communications to ensure that all operational staff are aware of the new over border risk information and how to access it	Q3 2022/23
Ops assurance to test knowledge and skill in this area as part of station audit programme	Q3 2023/24
Add CrashData to Appliance iPad	Complete

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Effectiveness – AFI 17

### Area for Improvement

The service should make sure it runs a programme of service, cross-border and partner exercises, sharing the learning from these exercises.

GFRS Action Proposed	Target Date
Create an annual exercise plan that incorporates service, cross-border and multi-agency events	Q4 2022/23
Ensure a process is in place to share learning outcomes through National Operational Learning and Joint Operational Learning	Q1 2023/24
Publish an exercise and assurance policy to outline roles and responsibilities for ongoing multi-agency exercising	Q4 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Efficiency – AFI 18

### Area for Improvement

The service should make sure it has resilient 24/7 support for its mobilising and associated IT systems.

GFRS Action Proposed	Target Date
Publish an up to date ICT plan that clearly aligns to the Community Risk Management Plan 2022-26	Q4 2022/23
Put in place a robust system of 24/7 support for the mobilising and associated IT systems	Q4 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Efficiency – AFI 19

### Area for Improvement

The service should make sure there is a testing programme for its business continuity plans, particularly in high risk areas of service.

GFRS Action Proposed	Target Date
Terms of Reference for the Area Manager/Principle Officer meeting to be amended to reflect the need to test one Business Continuity Management Plan during each meeting	Complete
Create schedule for Business Continuity Management plans to be tested during Area Manager/Principle Officer meetings	Q3 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Efficiency – AFI 20

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Ensure that the Statement of Assurance demonstrates how the service is achieving value for money and what action has been taken to reduce costs	Q3 2022/23
Review the process to monitor, review and evaluate the effectiveness of the service's purchasing decisions for contracts over £25k	Q3 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Efficiency – AFI 21

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Department heads to submit Medium-Term Financial Strategy bids to ensure adequate resource is allocated to Prevention, Protection and Response	Complete
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	Ongoing

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## Efficiency – AFI 22

### Area for Improvement

The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration.

### GFRS Action Proposed

### Target Date

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 new initiative

Q3 2023/24

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*



## Efficiency – AFI 23

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Evaluate all existing external income generation is sustainable and affordable and explore other Fire & Rescue Services external funding activity to identify ideas for income creation that it will explore further for income generating viability	Ongoing
Produce a 'Medium Term Financial Plan' document and embed a procedure that will ensure that senior managers have plans for potential emerging financial challenges	Q3 2023/24

**Strategic lead:** CHIEF FIRE OFFICER

## Efficiency – AFI 24

### Area for Improvement

The service should make sure that its fleet and estates management programmes are linked to the Community Risk Management Plan, and it understands the impact future changes to those programmes may have on its service to the public.

GFRS Action Proposed	Target Date
Publish an up to date fleet plan that clearly aligns to the outcomes of the response arrangements objective within the Community Risk Management Plan 2022-26	Q1 2023/24
Ensure that It is clear how the service's future requirements, based on the Community Risk Management Plan 2022-26, would be provided for through the GFRS asset management plan	Q1 2023/24

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## Efficiency – AFI 25

### Area for Improvement

The service should ensure it has sufficient capability and capacity to manage future change.

GFRS Action Proposed	Target Date
Workforce planning group to ensure the service has the ability to identify capacity required to manage improvements and future change	Complete

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 1.1

### Recommendation

Improve how it engages with its staff to gain their commitment to the Service's values and associated behaviours

GFRS Action Proposed	Target Date
Use existing qualitative and quantitative data and capture new focused data to identify areas of concern (relating to culture) or good practice	Q1 2022/23
Conduct an independent review of how the service communicates with staff and deliver recommendations for improvement	Q2 2022/23
Introduce a timetable of Principle Officer engagement visits to increase visibility and engagement whilst demonstrating a commitment to the service values	Complete
Establish a group to "Road test" recommendations to ensure initiatives are realistic, impactful and understand any barriers to change.	Complete

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 1.2

### Recommendation

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

GFRS Action Proposed	Target Date
Engage with staff to develop a vision, reflecting service values and rooted in the purpose of the organisation.	Q4 2022/23
Update team plans with Values Driven Leadership culture and Equality Diversity & Inclusion objectives from the People Plan	Q4 2023/24
Develop a recognition initiative to celebrate good work that demonstrates the values and contributes to the vision	Q3 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 1.3

### Recommendation

Make sure all staff understand the behaviours which are expected of them and how these relate to the Service's culture

GFRS Action Proposed	Target Date
As the critical driving force for change, develop all managers as inclusive leaders	Q1 2023/24
Communications and training material to be developed, clearly demonstrating both positive and inappropriate behavior in the work place	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 1.4

### Recommendation

Support managers to confidently challenge and manage inappropriate behavior

GFRS Action Proposed	Target Date
Review and assess the effectiveness of existing training relating to the management of inappropriate behaviour. Engage with managers to understand barriers to challenging inappropriate behaviour.	Q1 2023/24
Expand the information and data collected with regards to poor behavior to enable more focused interventions	Q4 2022/23
Develop a methodology to assess the impact of organisational culture initiatives to inform planning.	Q3 2023/24
Review relevant policies, supporting guidance and training to ensure that they support managers to tackle inappropriate behaviour.	Q3 2023/24
Deliver appropriate training for supervisory managers to help support the development of positive behaviours and to tackle inappropriate behaviour.	Q4 2024/25

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 1.5

### Recommendation

Establish effective measures to monitor and manage staff workloads

GFRS Action Proposed	Target Date
Deliver holistic training to ensure leaders can manage workflow, time and resources efficiently. In addition, proactively support their teams to manage their own health and wellbeing	Q2 2022/23
Team plans should be used more effectively to track progress and escalate issues with workloads and timelines. Managers should be held to account to ensure appraisals and 1:1 meetings are taking place	Q3 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER



## People – CoC 1.6

### Recommendation

Make sure all staff have equitable access to appropriate welfare support

GFRS Action Proposed	Target Date
Review staff access to welfare support to identify areas of the service that are not accessible.	Q1 2022/23
Review the effectiveness of critical incident diffusing, to ensure it is effective and accessible.	Q4 2022/23
Ensure all members of staff have appropriate access to welfare support when involved in difficult situations such as discipline cases.	Q3 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 2.1

**Recommendation** Engage with its staff to develop 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.

GFRS Action Proposed	Target Date
Use existing qualitative and quantitative data and capture new focused data to identify areas of concern or good practice relating to EDI.	Q2 2022/23
Engage with employees to develop clear Equality Diversity & Inclusion objectives aligned to the values driven leadership culture to be included in the People Plan.	Q4 2022/23
Utilise external expertise to develop meaningful, relevant and impactful engagements and training that will improve staff commitment to a positive Equality Diversity & Inclusion environment.	Q3 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 2.2

**Recommendation** Improve how it engages and seeks feedback and challenge from all areas of the service.

GFRS Action Proposed	Target Date
Deliver a service-wide programme of engagement and training focusing on Equality Diversity & Inclusion	Q1 2024/25
Information and decisions need to be cascaded to teams by managers effectively. Feedback should be encouraged and utilised.	Q1 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 2.3

### Recommendation

Understand the reasons for low declaration of staff diversity information and put in place a plan to address this

GFRS Action Proposed	Target Date
Use existing data and staff engagement to identify issues affecting the collection of staff diversity information	Q2 2022/23
Develop and deliver a set of initiatives to increase the levels that staff declare diversity information.	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 2.4

**Recommendation** Assure itself it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.

GFRS Action Proposed	Target Date
Review the grievance process and develop actions to improve trust and confidence in the process.	Q3 2023/24
Link effective grievance training for all managers into the wider training plan, include ways to prevent and resolve concerns before formal grievances arise.	Q3 2023/24
Develop a process that captures key learning from discipline and grievance cases to ensure continuous improvement whilst protecting anonymity.	Q1 2024/25

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – CoC 2.5

### Recommendation

Improve the understanding and use of equality impact assessments in all aspects of its work and consider if policies and procedures are inclusive and support those with protected characteristics.

GFRS Action Proposed	Target Date
Review of Equality Impact Assessments and produce a gap analysis.	Q1 2023/24
Review the corporate Equality Impact Assessment processes and guidance with relevant teams to ensure it is fit for purpose.	Q3 2022/23
All managers will be trained to deliver a meaningful Equality Impact Assessment in the workplace.	Q4 2023/24
Implement an assurance and review process for equality impact assessments alongside relevant council teams.	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 26

### Area for Improvement

The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

GFRS Action Proposed	Target Date
Create a consistent approach to consultation with staff (policy/process) to include stakeholder analysis and tool kit. Must include a review (Gloucestershire County Council Human Resources / Chartered Institute of Personnel and Development)	Q4 2022/23
Additional managerial resource to be allocated to Response and Resilience to ensure that managers are more accessible to station based staff	Complete
Review the Service's agile working arrangements to ensure they are fit for purpose	Q3 2022/23
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 Senior Leadership Team	Q2 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 27

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Service to implement a process for monitoring and recording working hours for those staff with more than one contract	Q1 2023/24
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	Q1 2024/25

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER



## People – AFI 28

### Area for Improvement

The service should ensure its programme for testing and maintaining equipment has suitable managerial oversight.

### GFRS Action Proposed

### Target Date

Embed an asset management system to achieve central oversight of the testing, maintenance and replacement for all equipment

Q4 2023/24

**Strategic lead:** *DEPUTY CHIEF FIRE OFFICER*

## People – AFI 29

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Develop and publish the People Plan 2023-28 including a process map for how the Annual Training Plan is generated from the People Plan and risks outlined within the Community Risk Management Plan	Q4 2023/24
Develop and publish the 2023 Annual Training Plan using the process map in the People Plan, using the risks outlined in the Community Risk Profile and Community Risk Management Plan	Q4 2023/24
Develop and publish the Operational Competence Policy	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 30

### Area for Improvement

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.

GFRS Action Proposed	Target Date
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)	Complete
Quarterly performance management dashboard for all core skill training to be presented at Senior Leadership Team	Complete
Formal contract with external supplier (Fire Service College) to take on all higher level Incident Command (L3 + L4) validation for 3-5 years)	Complete
Engage with PDRPro to explore the addition of custom reports being added to the existing system	Complete
Ensure the Annual Training Plan 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	Q1 2023/24
Ensure the operational competence policy shows a clear link between National Operational Guidance and the Annual Training Plan	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 31

### Area for Improvement

The service should ensure it has development support for all newly promoted managers.

GFRS Action Proposed	Target Date
Embed development pathways and supervisory leadership package, in line with National Fire Chiefs Council guidance and National Operational Standards, for newly promoted managers	Q2 2023/24
Embed a process to ensure that a training needs analysis is carried out for all staff upon appointment of a new role	Q4 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 32

### Area for Improvement

The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.

GFRS Action Proposed	Target Date
Deliver a programme of service wide cultural intelligence training (appropriate to each managerial level), delivered by 'Above Difference', for all managers	Q4 2022/23
Create a leadership development programme for all managers	Q4 2023/24
Facilitate regular and ongoing supervisory and station manager 'safe space forums' to create a learning environment for specific topical issues	Q4 2023/24
Review and update the Grievance policy	Q3 2023/24
Inclusively develop a 'target culture statement' and articulate the target culture within the new people plan	Q1 2023/24

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 33

### Area for Improvement

The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

GFRS Action Proposed	Target Date
Review the promotion process following recruitment in 2022 and ensure recommendations are reported to Senior Leadership Team.	Q3 2022/23
Review arrangements for provision of coaching and mentoring to ensure it is more accessible for staff.	Q4 2022/23
Develop a 'pre-promotion criteria'	Q4 2022/23
Review the Personal Development Review process to ensure that it identifies aspirations for promotion	Q4 2022/23
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	Q3 2022/23

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER

## People – AFI 34

### Area for Improvement

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.

GFRS Action Proposed	Target Date
Build process for succession planning through the workforce planning group which focuses on skills and competencies, linked to the People Plan	Q2 2023/24
Positive action training for all managers	Q2 2023/24
Equality Diversity & Inclusion allies group to develop a positive action awareness package which can be delivered remotely. To include the benefits of our values	Q2 2023/24
Evaluate the current internal control to operational station manager process	Q3 2023/24
Explore the benefits of the National Fire Chiefs Council direct entry scheme	Q4 2024/25

**Strategic lead:** ASSISTANT CHIEF FIRE OFFICER