Gloucestershire Fire and Rescue Service
Emergencies are our Business

Improvement Action Plan 2024-26

GFRS Delivery Plan	GFRS Delivery Plan Objective	HMICFRS Assessment Area	CoC/AFI	Activity	NFCC Best Practice	Critical Success Factor	Measurement Tool	Operational Lead	Strategic Lead	Improvement Board Completion Sign Off Y/N	Q1 2024	Q2 2024	Q3 2024	Q4 2025	Q1 2025	Q2 2025	Q3 2025	Q4 2026	Q1 2026	Q2 2026	Q3 2026	Q4 2027
CRMP 2026	CRMP 2026	Understanding the risk of fire and other emergencies	**AFI 1.1** The service needs to improve how it engages with its local community to build a comprehensive risk profile in its service area	The service will improve how it engages with its local community to build a comprehensive risk profile by; *Consulting with communities utilising the skills from an external vendor and partners* *Implementing a mechanism for consultation for community engagement* *Establishing a GFRS community stakeholder group for ongoing community engagement* *Publishing station risk profiles online so they are accessible for internal and external stakeholders* *Delivering awareness and training packages to staff on how to use station risk profiles*	Community Risk Management Planning Fire Standard Comms and Engagement Fire Standard Data Management Fire Standard Protection Fire Standard Stakeholder and Public Engagement Guidance	Robust mechanism for community engagement External stakeholders have regular opportunity to engage with service change Robust risk methodology allowing for a comprehensive understanding of local risks CRP accurately reflects risk profile for the county Internal and external stakeholders have access to and understand their local risks Staff are competent to interpret station risk profiles and understand the potential impacts for communities Staff are confident to interpret station risk profiles and understand the potential impacts for communities	Stakeholder feedback Staff Survey	Business Planning and Performance Manager	ACFO														
			AFI 1.2 The service should make sure the data it collects to inform its community risk management plan is understood and used to manage its risk within the county	The service will ensure the data used to inform its community risk management plan is understood and used to manage risk in the county by: *Using data/information from the Community Risk Profile to inform the Community Risk Management Plan 2026* *Clearly defining performance measures in the Community Risk Management Plan 2026* *Improving regular performance reporting of the Community Risk Management Plan performance measures internally and externally* *Ensuring the design of the Community Risk Management Plan 2026 allows for flexibility in how the service allocates protection, prevention and response resources*	CRMP Tools CRMP Strategic Framework Data Management Framework	Community Risk Management Plan is informed by risks identified in the Community Risk Profile Community Risk Management Plan has clearly defined links to risk and performance Performance measures are accessible and clear for internal and external stakeholders	Stakeholder feedback Staff Survey Our GFRS	Business Planning and Performance Manager	ACFO														
Protection	3.1 Identifying highest risk premises		**AFI 1.3** The service should make sure it gathers and records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency	The service will gather and record relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency by; *Implementing, training, monitoring and reviewing a process for firefighters to visit and inspect premises in accordance with building risk* *Implementing a robust mechanism for staff to record risk information onto MDTs* *Implementing a mechanism to communicate short term local risks to local crews/teams that could be involved following SAG meetings*	Data and Business Intelligence Guidance Engagement with PRU team	Robust methodology for collecting and updating building risk information following inspection Records accurately reflect premise risk information Staff are competent to inspect premises according to building risk Staff are confident to inspect premises according to building risk Staff are competent to access/record build risk information Staff are confident to access/record build risk information	Premise Risk Information Records Staff Survey Our GFRS	AM Service Delivery	DCFO														
Prevention	4.0 Minimise the risk of fire 4.5 Positive and proactive engagement	Preventing fires and other risks	**AFI 2.1** The service should make sure it allocates enough resources to meet its prevention strategy	The service will allocate enough resources to meet its prevention strategy by; *Increasing the number of full time community safety advisors* *Delivering training to wholetime and on-call firefighters and community safety advisors to improve quality of safe and well visits aligned to the people centred framework* *Defining stakeholders most at risk of fire, road, water and safety incidents in the Community Risk Profile* *Adapting to emerging risks and updating the Community Risk Profile where necessary* *Using multiple data sources to identify high risk areas and inform where to carry out targeted prevention activity* *Using data sources to set safe and well targets targetting those that are at high risk* *Improving governance of performance monitoring for safe and well targets* *Engaging and educating internal and external stakeholders on all preventative risks in the county (inlcuding dwelling fires, road, water and community safety)* *Implementing a new information management system that aligns to the people centred framework* *Collaborating with partners, including regular attendance at SW Prevention Subgroup and implementing good practice*	Review Person Centred Framework Prevention Fire Standard and engagement with NFCC Prevention team	Right number of trained staff to carry out safe and wells Staff are competent to carry out safe and well visits Staff are confident to carry out safe and well visits CRMP clearly defines those at risk of fire, road, water and community risk Stakeholders are regularly informed of local risks that could affect them and why Safe and wells targets are consistently met Robust methodology for monitoring training completion	Stakeholder feedback Staff Survey Our GFRS Safe and Well Data	AM Service Delivery	DCFO														
	4.1 Safeguarding 4.5 Positive and proactive engagement		**AFI 2.2** The service should make sure it targets the most vulnerable referrals as a priority, and that staff understand the service's high-risk categories	The service will target the most vulnerable referrals as a priority, ensuring that staff understand the high-risk categories by; *Educating all staff on the different categories of vulnerabilty and priority* *Defining stakeholders most at risk of fire, road, water and safety incidents in the Community Risk Profile* *Reviewing and improving the current information management system that aligns to the people centred framework* *Implementing a new information management system that aligns to the people centred framework* *Delivering training to wholetime and on-call firefighters and community safety advisors to improve quality of safe and well visits aligned to the people centred framework* *Delivering targeted and consistent campaign activity with internal and external stakeholders on preventative risks in the county (inlcuding dwelling fires, road, water and community safety)* *Collaborating with partners to increase catchment areas for engagement and implementing good practice where possible*	Prevention Evaluation Checklist Evaluation Methods Adopt NFCC National Campaigns to support limited resources	Accurate Community Risk Profile for the county Safe and wells targets are consistently met Staff are competent to identify and action high risk referrals Staff are confident in their understanding of high risk categories Staff are competent to carry out safe and well visits Staff are confident to carry out safe and well visits Robust methodology for monitoring training completion	Stakeholder feedback Staff Survey Our GFRS Safe and Well Data Training Attendance data	AM Service Delivery	DCFO														
Protection	3.1 Best use of data and intelligence to identify the highest risk premises in Gloucestershire 3.2 Provide the highest inspection team standards	Protecting the public through fire regulation	**CoC 3.1** The service will provide enough appropriately trained and experienced staff to meet the inspection, reporting and enforcement requirements of its risk-based inspection programme.	The service will provide enough appropriately trained and experienced staff to meet the inspection, reporting and enforcement requirements of its risk-based inspection programme by; *Analysing recruitment difficulties within existing Protection Workforce Plan.* *Establishing a continuous recruitment process to employ and train new staff.* *Closer alignment to NFCC retention model* *Utilising managerial positive action training to improve recruitment and retention for roles within fire safety* *Restructuring/aligning existing resources to meet the needs of the Protection team.* *Implementing an annual RBIP review to identify further scheduling opportunities.* *Utilising a short audit process for lower risk RBIP premises to improve target schedules.*	Protection Fire Standard Leading and Developing People Fire Standard NFCC Protection Reform Unit (PRU) Protection Workshop Competency Framework for Fire Safety Regulators PRU VLE – training courses PRU Strategic Protection Forum PRU Heads of Protection update meetings PRU Communications Updates PRU Inspection / Audit training and validation PRU Recruitment and Retention analysis Implementation team competency toolkit	Robust audit methodology for the service. Maintenance of staffing levels. Succession planning for delivery of protection function. Robust retention plan in place to meet protection delivery needs. RBIP targets met. Risk based inspection programme (RPIB).	Maintain RBIP & statutory consultation KPIs/LPIs Staff survey	Protection Manager	DCFO	YES 04/10/24														
	3.1 Best use of data and intelligence to identify the highest risk premises in Gloucestershire 3.2 Provide the highest inspection team standards 3.4 Work collaboratively to ensure a standardised approach and sharing of information		**CoC 3.2** The service will make sure it has enough appropriately trained and experienced staff, so it can take reasonable and proportionate enforcement action. This should include prohibition, investigation and, where required, prosecution. The service should have enough staff for this to take place without affecting the risk-based inspection programme and other protection work	The service will make sure it has enough, appropriately trained and experienced staff, so it can take reasonable and proportionate enforcement action, including prohibition, investigation and, where required, prosecution without affecting the risk-based inspection programme and other protection work by; Although we can carry out enforcement activity presently, we are aiming to have a fully qualified team within 18months subject to training *Reviewing and communicating Enforcement Strategy and associated procedures to ensure full range of powers are fully understood.* *Introducing monthly standardisation enforcement training to cover full range of enforcement options.* *Establishing a dedicated enforcement support role from current team structure, to limit the impact of enforcement on RBIP.* *Implementing a dedicated role to attend SW NFCC Enforcement Working Group to align GFRS processes with SW NFCC FRSs.* *Undertaking collaboration and increased joint working with GCC Trading Standards to gain best practice for investigation and prosecution.* *Evaluating and implementing a new process for 24 hour, 7 day response to capture enforcement action learning.* *Implementing and embedding a new letter process to support enforcement pathways through to prosecution.*		Robust Fire safety enforcement strategy for the service. Building safety regulator for the service. Resilient response (24 hour/ 7 day) to fire safety concerns. Right number of trained, experienced staff confident in taking reasonable and proportionate enforcement. Enforcement Strategy and procedures providing continuous service improvement. Positive working relationship with partner regulators. Robust pathways to formal enforcement	Audit findings/ Enforcement case reviews SW NFCC partner feedback	Protection Manager	DCFO														
	3.3 Working smarter, working better		**CoC 3.3** The service will provide resilient fire safety advice 24 hours a day, 7 days a week and, where necessary, take immediate action to keep people safe	The service will provide resilient fire safety advice 24 hours a day, 7 days a week and, where necessary, take immediate action to keep people safe by; *Consulting with existing staff on the contractual change for implementing a new Duty Fire Safety Officer role for 24 hour, 7 day response* *Implementing a new Duty Fire Safety Officer (DFSO) role for 24 hour, 7 day response to provide a resilient response for specialist advice and initiate enforcement action to ensure public safety.* *Implementing a quarterly quality assurance standardised framework and where an incident occurs out of hours, they will be subject to a internal case review for providing 24 hour, 7 day response* *Reviewing, evaluating and updating associate enforcement procedures to better support inspectors and public safety.* *Implementing an evaluation cycle to review new service arrangements to shape future organisational learning.*		Resilient 24/7 fire safety advice provision. Staff are competent to conduct 24/7 response Staff are confident to conduct 24/7 response Enforcement procedures are up to date and understood Robust methodology for shaping training from learning outcomes	Staff survey PDRPro Career development data Number of 24/7 incidents	Protection Manager	DCFO														
	3.2 Providing the highest inspection team standards 3.3 Working smarter, working better		**AFI 3.4** The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard	The service will make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard by; *Creating a new Business Support Officer role to better support consistency and quality of Quality Assurance (QA) work.* *Reviewing and modifying, where appropriate, the existing QA process aligned to NFCC Evaluation model.* *Embedding managerial, peer and system QA to ensure regular and consistent approach to all work.* *Continuing to work to obtain third party accreditation with IFE (Eng. Tech.)* *Undertaking regular staff engagement / feedback sessions to ensure sharing of learning and best practice with staff.* *Implementing an external customer satisfaction form to further shape training and improve the consistency and quality of all protection delivery outcomes.*	Evaluation Methods Fire Standard workshops Fire Inspection Fire Standard Protection Fire Standard Community Risk Management Planning Fire Standard	Robust QA methodology for processes, systems and individuals aligned to national models Staff are competent in QA processes and systems Staff are confident in using QA processes and systems Staff recorded on external IFE Auditor Register Robust ICT system (CFRMIS) to record QA process Robust satisfaction evaluation methodology for customers Frequent & structured staff CPD sessions	Staff survey Customer survey PDRPro Career development data IFE Auditor register Audit findings	Protection Manager	DCFO														
	3.1 Best use of data and intelligence to identify the highest risk premises in Gloucestershire 3.4 Work collaboratively to ensure a standardised approach and sharing of information 3.6 Innovative solutions to deliver reduction and engagement for businesses		**AFI 3.5** The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.	The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations by; *Undertaking department restructure to better identify opportunities to support local businesses and other organisations* *Introducing monthly fire safety surgeries to help businesses understand what they need to do to keep their buildings safe and comply with regulations* *Maintaining current guidance and support to operational crews conducting Business Safety Checks and conduct regular QA to ensure consistency and quality of work* *Implementing an agreement with the local business enterprise group (SoGlos) to support messaging for local businesses with legal obligations and steps to maintain building safety* *Collaborating and consulting with GCC Trading Standards & Office for Product Safety Standards or primary authority partnership opportunities*	BSR Positions and work NFCC PRU Protection Workshop and follow up activities Technical Guidance on Higher Risk Occupancies & Risk Based Approaches	Robust retention plan in place to address competitive recruitment environment. Staff are competent to advise and support businesses on fire safety regulation compliance. Staff feel confident to advise and support businesses on fire safety regulation compliance. Robust communication strategy and feedback process for business safety checks. Robust methodology for recording building information, building evacuation and audit correspondence with business owners. Robust collaboration structure to work with local businesses and other organisations on compliance with fire safety legislation. Regular and well attended monthly fire safety surgeries. Collaboration with data cleansing. Collaboration with operational crews to conduct business safety checks. Collaboration with potential partnerships within Primary Authority Scheme and structured business engagement work.	Staff survey Customer survey PDRPro Career development data Audit findings	Protection Manager	DCFO														
Response	8.0 Continuous Response Improvement 10.0 Our strategic commitments -Implementing	Responding to fires and other emergencies	**AFI 4.1** The service should make sure it has an adequately resourced plan to adopt national operational guidance, including joint and national learning	The service will make sure it has an adequately resourced plan to adopt national operational guidance, including joint and national learning by; *Ensuring a fully resourced team by refining the team structure* *Continuing to complete the strategic gap analysis* *Converting all SOPs and Brigade information system to new NATOG aligned policy frameworks and operational information notes (OINS) to ensure content is aligned to best practice and NATOG.* *Producing elearning packages which align with information from NATOG specifications.* *Collaborating with Learning & Development to produce training packs and specifications* *Producing training packages and equipment notes to accompany guidance*	Operational Learning Fire Standard NFCC Organisational Learning Library Operational Learning Process Learning Submission process	Level of completion of Strategic Gap Analysis Methodology for recording and tracking trainign complete through PDR Pro and Learn pro Staff are competent to carry out operational role to the NATOG standards Staff are confident to carry out operational role to the NATOG standards Implementation of new training courses to meet training expectations Removal of all SOPs (Standing Operational Procedure) and BIS (Brigade information System) documents Comprehensive suit of standardised policy and procedures	SGA Dashboard (part of NFCC website) Station audits PDR Pro records	AM Protection, Health, Safety and Assurance	DCFO														
			AFI 4.2 The service should make sure it has an effective system for staff to use learning and debriefs to improve operational response and incident command	The service will make sure it has an effective system for staff to use learning and debriefs to improve operational response and incident command by; *Reviewing, updating and communicating the Debrief policy* *Reviewing the 28 days timeframe and set a new time frame if applicable* *Collaborating with ICT to develop new debriefing and recording system* *Completing station audits by SM's to check understanding* *Educating station staff on where to find learning debriefs* *Recording debriefs completed by Fire fighters on PDR pro* *Collaborating with communications team share debrief & learnings to service*	Fire Control Fire Standard National Operational Guidance Operational Competence Fire Standard Operational Learning Fire Standard Operational Preparedness Fire Standard Data Management Fire Standard Data Management Framework	Staff are competent to implement the debriefing policy and processes Staff are confident to implement the debriefing policy and processes Realistic timeframe to complete review and share outcomes Robust system for recording debriefs Accessible learning records Staff have awareness of shared learning from debriefs with other agencies or partners.	OPA system PDR pro completion data BRAG rating sytem on tracker Monitoring trends through national workplace group/ regional groups Audits through Assure system Number of debriefs per quarter Data from station audits	AM Protection, Health, Safety and Assurance	DCFO														
	6.0 Training and Exercising 7.0 Multi-agency Working 10.1 Our strategic commitments -Collaboration	Responding to major and multi-agency incidents	**AFI 5.1** The service should make sure it is well-prepared to form part of a multi-agency response to major incidents. It should make sure its procedures for responding are understood by all staff and are well tested	The service will make sure it is well-prepared to form part of a multi-agency repsonse to major incidents and will make sure its procedures for responding are understood by all staff and are well tested by; *Linking service exercise plan with station team plan* *Communicating exercise plans with operational staff* *Recording multi-agency exercises undertaken on dashboards* *Collaborating with LRF and southwest region exercise group to establish multi agency exercises* *Communicating and educating service on the GFRS definition and difference of major and multi-agency exercises* *Creating, publishing and completing an annual programme of 1X major multi agency per calendar year, 1X SARA joint EX, over border exercises for stations bordering other services, targeted at all relevant staff* *Implementing a quality assurance methodology to ensure all relevant staff have completed an over boarder exercise*	National Operational Guidance Emergency Preparedness and Resilience Fire Standard Implement Fire Control Guidance Implement Terrorist Attack Guidance	Operational staff are competent to act in major and multi agency incidents Operational staff are confident to act in major and multi agency incidents Effective oversight of exercises Clearly communicated programme of major and multi-agency incident training and exercising Effective managerial monitoring and oversight of training and exercising Improved incident assessment and planning with our neighbours	OPA records PDR Pro records Performance measures from exercises Number of recorded debriefs Neighbouring services feedback	AM Service Delivery	DCFO														
			AFI 5.2 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 all staff and are well tested	The service will 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 all staff and are well tested by; *Reviewing and improving annual refresher training of MTA CPD sessions to provide robust assurance that all staff holding MTA qualifications have tested and trained annually in line with the assurance framework set up by National resilience* *All staff receive elearning covering MTA and TST (Ten second triage)* *Running 1X Multi agency MTA exercises in September 2024* *Providing ongoing and latest updates of training and exercising for specialist responders* *Recording current and future MTA exercises on dashboards* *Providing assurance that all staff have up to date and regular training for dealing with terrorist incidents (PDR Pro)*		Maintenance of operational skills for staff and specialist responders, on-call and whole time Operational staff are competent to respond to MTA's Operational staff are confident to respond to MTA's	PDR Pro records Attendance numbers for desktop and practical training Staff survey	AM Service Delivery	DCFO														
			AFI 5.3 The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place	The service will make sure it has an effective method to share fire survival guidance information with multiple callers and that is has a dedicated communication link in place by; *Implementing national operational guidance around tall buildings across the service* *Developing the feasbility to document tall building training and exercising on dashboards* *Developing an options paper to support major incidents in control through evidence from other FRS* *Recognising and utilising the Operation Willowbeck (instructing neighbouring Control teams to take emergency calls) process when required* *Carring out a cost, risks, benefits appraisal for GFRS to control MDT app and vision solution* *Considering including the NEC app into mobilising system.*		Operational staff are competent to manage tall building incidents Operational staff are confindent to manage tall building incidents Robust methodology in Control for the ability to handle high volume calls Reliable system to handle recording and transfer of information between control room and incident	PDR Pro records Attendance numbers for training Staff survey Vision 5 call volume data	AM Service Delivery	DCFO														
			AFI 5.4 The service should make sure it participates in a programme of cross-border exercises, with learning from them recorded and shared	The service will make sure it participates in a programme of cross-border exercises, with learning from them recorded and shared by; *Recording cross-border exercising on dashboards* *Recording and communicating annual neighbouring FRS exercises* *Creating an annual exercise forecast planner on SharePoint, accessible for staff annual* *Embedding learning from exercise training completed by ops assurance* *Educating and communicating with all on-call managers to inform them to record current and forecasted exercises* *Recording attendance for cross border training/exercising with neighboruing FRS on PDR Pro* *Completing specific training packages to increase staff awareness of cross border training and exercise types, delivered by the ops assurance team* *Improving annual major exercises to incorporate other agencies and neighbouring services* *Implementing quarterly performance monitoring for all exercising that includes key learning and barriers delivered to SLT*		Staff are competent to find information on cross border exercising Staff are confident to find information on cross-border exercising Robust methodology for arranging and overseeing exercise programme Increase in the number of cross border exercises completed annually Increase in the number of staff involved in cross-border exercises annually SLT are assured that staff are competent in cross-border exercises	Yearly exercise forecast planner PDR Pro data Staf Survey Number of completed exercises	AM Protection, Health, Safety and Assurance	DCFO														
Response	6.0 Training and Exercising 7.0 Multi-agency Working 10.1 Our strategic commitments -Collaboration	Responding to major and multi-agency incidents	**AFI 6.1** 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 community risk management plan	The service will show a clear rationale for the resources allocated between protection, prevention and response activities which will link to risks and priorities set out in the community risk management plan by; *Reviewing, consolidating and improving the services' approach to workforce planning ensuring that resource allocation, including responses to future challenges and horizon scanning, is aligned to the community risk management plan*		Improved budget forecasting across all departments Effective succession and workforce planning arrangement consolidated into one plan Staff retention/low turnover in prevention and protection departments CRMP resourced across all service areas linked to risk and priority	Succession and workforce planning tool Staff turnover/retention data Staff survey	AM People and Organisational Development	DCFO														

Medium Term Financial Plan 2024-2	Efficiency and Productivity Plan 2024-2	Making best use of resources	**AFI 6.2** The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan	The service will have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan by; *Launching work day structure for whole time firefighters based on evidence from the time in motion study* *Monitoring productivity and performance by station managers* *Training station managers on how to use performance data dashboards on stations* *Installing tv screens on all stations to display performance data dashboards* *Monitoring CRMP performance management through quarterly performance reports and annual statement of assurance* *Delivering prevention activity training on learn pro* *Delivering protection business safety training to operational staff* *Introducing standard setting day aiming to recognise the importance of prevention and protection work for operational staff* *Reviewing initial prevention and protection training course* *Reviewing current arrangements for appraisals to CPD, CRMP through Team plans - link to appraisals* *Creating a manager handbook with role expectations and role map* *Raising awareness of protection and prevention work through vlogs* *Completing consultation and implementing recommendations, where appropriate, from the 2024 Response Review*	CRMP Strategic Framework Community Risk Management Planning Fire Standard Data Management Fire Standard Data Management Framework Evaluation Methods Research from NFCC Productivity, Efficiency and Effectiveness Forum	Accessible KPIs Efficiency and effectiveness plan Staff are competent to deliver prevention and protection against CRMP objectives Staff are confident to deliver prevention and protection against CRMP objectives Operational staff are clear on the expectations set for their days work Standards setting day delivered and recorded on PDR Pro	PDRPro KPI data Home office utilisation report Dashboards Quarterly reporting CRMP Annual statement of assurance Team plans Station dashboards Staff survey	AM Service Delivery	DCFO	
	Business Continuity management plan		**AFI 6.3** The service should make sure it has appropriate business continuity arrangements in place. It should regularly review the arrangements and test them to make sure they take account of all foreseeable threats and risks	The service will make sure it has appropriate business continuity arrangements in place. It should regularly review the arrangements and test them to make sure they take account of all foreseeable threats and risks by; *Reviewing/consulting/implementing/educating/evaluating and improving policy for testing business continuity plans* *Creating/consulting/implementing/educating and evaluating a business continuity plans process* *Creating/consulting/implementing/educating and evaluating an audit process for quality assurance* *Aligning review dates* *Reporting business continuity figures to SLT* *Providing support and guidance on business continuity through the business continuity lead* *Recording business continuity plans on SharePoint*		Business continuity plans reviewed and updated regularly for all departments Business continuity plans are practiced and updated (if necessary) Staff are competent to deliver business continuity plans and their associated responsibilities Staff are confident to deliver business continuity plans and their associated responsibilities Improved relationship with business continuity lead	Plan testing data Staff survey Lessons learnt from business continuity events	AM Business Planning and Transformation	GCC Business Continuity Lead (Mark Whitten)	
	Collaboration framework		**AFI 6.4** The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration	The service will make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration by; *Liasing with other FRS to establish good practice for collaboration frameworks* *Increasing our understanding the Gloucestershire County Council and Safer Gloucestershire Evaluation processes* *Establishing a collaboartion evaluation criteria* *Delivering collaboration training to the service* *Establishing, implementing and embedding a reporting process* *Establishing a communication methodology to showcase the benefits of collaboration* *Reviewing and improving the collaboration framework*		Evaluated benefits and results of collaborative working with partners Robust methodology for the collaboration framework process Robust monitoring methodology for the collaboration framework evaluation Staff are competent to deliver the collaboration framework methodology Staff are confident to deliver the collaboration framework methodology Increased effective working with partnerships, helping us deliver our CRMP and GCC's 'Building back better' Strategy	Collaboration framework recording system Staff survey SLA Contracts Feedback from partners	AM Service Delivery	DCFO	
Fleet, Logistics and resources delivery plan	Future Challenges/revenue Budget funding	Making the fire and rescue service affordable now and in the future	**AFI 7.1** The service should make sure it has sufficiently robust plans in place which address the medium-term financial challenges beyond 2023/24 and secure an affordabe way of managing the risk of fire and other risks	The service will make sure it has sufficiently robust plans in place which address the medium-term financial challenges beyond 23/24 and secure an affordabe way of managing the risk of fire and other risks by; *Including additional staffing posts in the current financial base budget* *Updating the terms of reference for the Financial Monitoring Group (FMG) to focus on future financial challenges and horizon scanning* *Completing the Medium Term Financial Plan spanning four years* *Completing scenario planning and utilsing business planning tools, SWOT/PESTLE, across all departments to review productivity and efficiency* *Producing and monitoring productivity and efficiency plan through FMG* *Improving governance for the sign off of horizon planning suggestions through SLT/AMPOs*	CRMP Strategic Framework Data Management Framework Research from NFCC Productivity, Efficiency and Effectiveness Forum	Additional staffing posts Governance and process for workforce planning Sustainable funding options appraised to determine future staffing requirements Staff understand the medium-term financial challenges and how the service are addressing them Staff feel involved in the process addressing medium-term financial challenges Robust methodology for the annual business planning process Community risk profile informing medium-term financial plan annually	Community Risk Profile Cost vs Benefits analysis Peer review for financial planning Staff survey	Head of Finance & Compliance	ACFO	
	Fleet and asset management plan		**AFI 7.2** The service should make sure that its fleet and estates management programmes are linked to the community risk management plan, and it understands the effect future changes to those programmes may have on its service to the public	The service will make sure that its fleet and estates managegment programmes are linked to the community risi management plan, and it understands the effect future changes to those programmes may have on its service to the public by; *Improving the links between GCC fleet and estates and GFRS logistics and resources* *Maintaining strategy plans for the estate, including the service specific area asset management plans, that directly link to the CRMP* *Utilising property management data for effectiveness and efficiency* *Implementing and evaluating the new fleet management system* *Planning future strategic procurement* *Completing annual review of fleet and asset management plan* *Completing review of asset and fleet management plan against the CRMP every four years* *Aligning fleet, asset and estate plans to the county council strategies* *Ensuring the new Asset Management and Property Services project process links to current and future CRMP* *Implenting an accessible SharePoint site for the service to share current and future strategies and plans, reviewing and amending when required*		Suite of fleet, estate and asset plans that link to the CRMP Robust methodology and plan for procuring service appliances and equipment linked to the CRMP Improved relationships and effective working with GCC fleet and estates team County Council fleet, estate and assets strategy linked to the CRMP	CRMP Fleet and asset management plan Staff survey	Head of Logistics and Resources	DCFO	
Response	5.0 Proposal for the Future		**AFI 7.3** The service should ensure it has sufficient capability and capacity to manage future change	The service will ensure it has sufficient capability and capacity to manage future change by: *Implementing an updated cloud based version of CFRMIS software for protection* *Researching, procuring and implementing an updated prevention database system* *Improving the link between Vision 5 and Gartan, withthe possible inclusion of extending to mobile data system, by end of 2024* *Reviewing and integrating the links between all GFRS ICT systems to align contract renewal dates*		ICT Systems work effectively and efficiently to deliver service requirements ICT System contracts are aligned Improved collaboration between IT and other service departments Updated ICT Systems are user friendly Staff are competent to use updated ICT systems Staff are confident to use updated ICT systems Improved capacity and capability to deliver our plans Improved ability to monitor and manage vacant posts	User Testing for CFRMIS upgrade Staff survey Data dashboards Staff retention data Workforce management planning tool	AM Service Delivery	DCFO	
People Plan	5.1 We will develop and embed effective, people centred Leadership throughout which is driven by Values 5.3 We will prioritise developing and investing in our people 5.6 We will aim for excellence and drive performance			The service will ensure it has sufficient capability and capacity to manage future change by: *Increasing the accessibility of a process flow chart for all staff to improve their understanding of managing a project* *Implenting an accessible SharePoint site for the service to share contract guides and templates* *Utilising the corporate workforce planning tool to identify future resources required* *Running promotion processes based on forecasting from workforce and succession planning* *Investigating the feasibility for introducing incentive packages for roles that are challenging to recruit for and retain* *Implementing a robust methodology for evidence gathering for upcoming inspections/audits*	Leading the Service Fire Standard Leading and Developing People Fire Standard Talent Management Toolkit Leading the Service Fire Standard Leading and Developing People Fire Standard Talent Management Toolkit Workforce Planning Leadership Framework Supervisory Leadership Development Programme Middle Leadership Development Programme	Staff are competent to complete project management Staff are confident to complete project management Talent management strategy and framework identifies, develops and supports high-potential staff Stat feel confident how the talent management strategy and framework identifies, develops and supports high-potential staff	Staff survey Your GFRS Recruitment, retention and promotion data Staff diversity data PDRPro Career development data	AM People and Organisational Development	ACFO	
People Plan	5.1 We will develop and embed effective, people centred Leadership throughout which is driven by Values 5.2 We will increase and demonstrate our commitment to Equality, Diversity and Inclusion	Promoting the right values and culture	**CoC 8.1** The service will 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	The service will assure itself that it can monitor cultural improvement by; *Creating, implementing and monitoring a GFRS quantitative cultural dashboard that measuresoutcomes in the People Plan*	Maturity Model workshops Code of Ethics Fire Standard Embedding Core Code of Ethics	Robust methodology in place for measuring and monitoring cultural quantitative data.	Cultural dashboard	Business Planning Manager	ACFO	
				The service will assure itself that it can monitor cultural improvement by; *Creating, implementing and embedding a GFRS qualitative cultural assessment framework (Your GFRS') to monitor staff's experience of cultural improvement*		Robust methodology in place for measuring and monitoring cultural qualitative data.	Our GFRS	Transformation Project Manager	ACFO	
				The service will expand leadership connection sessions, to encompass leaders at all levels of the service, to ensure the service vision is understood by all staff by; *Reviewing current communication channels and implementing appropriate recommendations* *Embedding a sustainable framework for leadership connection sessions, across all levels of the service*		Improved understanding by leaders of what is expected of them. Increased leadership visibility & approachability Staff feel confident to approach leadership at all levels Improved workforce perception of leaders on modelling and maintaining service values Robust methodology for monitoring leadership connection sessions framework	Staff survey Our GFRS Leader attendance at leadership connection sessions	GM Transformation	ACFO	
				The service will further embed its' compelling vision and workplace charter by; *All leaders committing to complete Leadership pledges* *Delivering the staff's workplace charter "what one thing" campaign* *Embedding Workplace Charter managerial conversations in appraisals*		All leaders have completed workplace charter "what one thing" leaderships pledges All service areas/teams have received a workplace charter "what one thing" campaign package Regular workplace charter managerial conversations completed across the service	Appraisal report data Campaign delivery data Staff survey Our GFRS	AM People and Organisational Development	ACFO	
				The service will communicate the compelling vision of the service's future culture by; *Publishing improvement plan internally and externally.* *Distributing "People Plan on a page" directly to all staff from CFO.*		Achieving level 5 on government business maturity matrix. Staff receive 'Plan on a page' to home address and electronically Staff understand the service's vision for future culture Staff feel confident in the pathway to achieving the service's future culture	Staff survey Our GFRS	GM Transformation	ACFO	
				The service will further update the appraisal system to make it inclusive to all members of staff from different duty systems by; *Reviewing, monitoring and embedding the appraisal process* *Improving accessibility to record 1-2-1 conversations* *Delivering targeted training on 1-2-1 conversations recording*		All staff have had an annual appraisal Staff feel relevant and meaningful conversations are taking place in 1-2-1's Improvement of the number of 1-2-1 conversations recorded across the service Managers are competent to complete 1-2-1 conversations Managers feel confident to complete 1-2-1 conversations	Annual appraisal data Quality assurance through dip testing Staff survey Our GFRS	AM People and Organisational Development	ACFO	
				The service will set a clear pathway for staff on how to achieve its compelling vision of future culture by: *Providing clarity regarding the pathway to achieving our target culture by distributing the "People Plan on a page" (including target culture to all staff)* *Embedding career development pathways which act as an enabling tool for individuals contribution to achieving the target culture* *Providing support and guidance for managers regarding career development pathways* *Monitoring completion of career development pathways*		Staff receive 'Plan on a page' to home address and electronically All whole time and green book staff have completed core development aspect on career pathway elements within two years. All on call staff have completed core development aspect on career pathways within four years. Staff understand how career development pathways contribute to achieving the service's compelling vision of future culture Staff feel confident in the career development pathway to achieve the service's future culture	PDRPRo Career development data Staff survey Our GFRS	AM People and Organisational Development	ACFO	
People Plan	5.1 We will develop and embed effective, people centred Leadership throughout which is driven by Values 5.2 We will increase and demonstrate our commitment to Equality, Diversity and Inclusion 5.3 We will prioritise developing and investing in our people 5.6 We will aim for excellence and drive performance	Promoting the right values and culture	**CoC 8.2** The service will support managers to confidently challenge and manage inappropriate behaviour	The service will support managers to confidently challenge and manage inappropriate behaviour by; *Educating and raising awareness of inappropriate behaviour using the "Is it happening here?" campaign* *Providing focused CPD sessions for middle managers on dealing with inappropriate behaviour* *Providing focused CPD sessions for supervisory managers on dealing with inappropriate behaviour* *Embedding a sustainable framework for CPD sessions* *Delivering cultural awareness training to all managers* *Delivering cultural awareness training to all staff* *Communicating with staff the key themes and service performance from employee relation casework*	Leadership Framework Supervisory Leadership Development Programme Middle Leadership Development Programme	Staff feel confident in the management process of inappropriate behaviour Managers are competent to deal with inappropriate behaviour Managers feel confident to deal with inappropriate behaviour Robust methodology for monitoring CPD sessions All leaders act as role models to challenge and manage inappropriate behaviour Decrease in staff experiencing bullying, harassment and discrimination Staff understand key themes and service performance from employee relation casework	Staff survey Our GFRS PDRPRo Career development data Cultural awareness training attendance CPD session attendance Formal disciplinary and grievance cases.	HR Business Partner/ OD/HR	ACFO	
				The service will develop the content of GFRS inductions to include clear expectation setting for leaders to challenge and manage inappropriate behaviour by; *Embedding a sustainable framework for senior leaders to be present at all induction sessions to articulate expectations of new managers or promoted members of staff*		Robust methodology for monitoring senior leadership attendance at inductions Managers are competent to deal with inappropriate behaviour as they have clarity on their leadership expectations Managers feel confident to deal with inappropriate behaviour as they have clarity on their leadership expectations	Staff survey Our GFRS Staff induction attendance	People and Organisational Development Manager	ACFO	
				The service will set a clear pathway for leaders to challenge and manage inappropriate behaviour by; *Embedding HR elements of career development pathways relating to managing inappropriate behaviour by communicating expectations with staff* *Providing support and guidance for managers regarding HR elements of career pathways* *Monitoring completion and uptake of HR elements for career pathways*		Managers feel confident to challenge and manage inappropriate behaviour. Managers are competent to challenge and manage inappropriate behaviour HR elements of career pathways are completed	PDRPro Career development data Our GFRS Quality assurance of HR elements	People and Organisational Development Manager	ACFO	
				The service will focus our promotion processes on selecting future leaders with right values and attributes to challenge and manage inappropriate behaviour by; *Establishing an independent body to assess values and attributes of candidates* *Reviewing and evaluating the independent body*		Future leaders are selected on their values, attributes and ability to challenge and manage inappropriate behaviour	Staff survey Our GFRS	People and Organisational Development Manager	ACFO	
				The service will reinforce good practice and performance at the annual workplace charter award by; *Developing and communicating recognition policy with staff* *Shortlisting award nominations* *Hosting awards and communicating outcomes to staff*		Staff feel valued and provide good examples of meeting the Workplace Charter Positive reinforcement that managers are competent to challenge and manage inappropriate behaviour	Annual number of nominations Our GFRS Staff survey	People and Organisational Development Manager	ACFO	
				The service will provide managers with a toolkit to challenge and manage inappropriate behaviour by; *Establishing performance management capability policy* *Implementing the performance management and capability policy* *Establishing and monitoring mechanisms of use of the capability policy* *Providing a recognised avenue for performance management*		Managers are competent to challenge and manage inappropriate behaviour Managers feel confident to challenge and manage inappropriate behaviour Staff are confident that inappropriate behaviour will be challenged and managed appropriately	Staff survey Our GFRS ER case review	OD/HR	ACFO	
People Plan	5.5 We will prioritise health, fitness and wellbeing	Promoting the right values and culture	**CoC 8.3** The service will establish effective measures to monitor and manage staff workloads	The service will effectively measure and monitor staff workloads by; *Embedding and monitoring our appraisal system and 1-2-1 conversations with welfare and workload related questions* *Signposting managers to workload management tool kit* *Embedding a sustainable framework for CPD sessions* *Providing CPD sessions to managers on workload management tool kit*		Staff feel that meaningful conversations are taking place in 1-2-1's about their workload Staff feel their workloads are manageable Managers are competent to discuss and action workload management in 1-2-1 conversations Managers feel confident to discuss and action workload management in 1-2-1 conversations Robust methodology for monitoring CPD sessions	Staff survey Our GFRS PDRPRo appraisal data Quality assurance through dip testing CPD session attendance Stress management toolkit	AM People and Organisational Development	ACFO	
People Plan	5.5 We will prioritise health, fitness and wellbeing	Promoting the right values and culture	**CoC 8.4** The service will make sure all staff have equitable access to appropriate welfare support	The service will improve the welfare provision for our diverse workforce by: *Reviewing/consulting/implementing/educating/evaluating and improving relevant reasonable adjustment policy and processes* *Raising staff awareness on reasonable adjustment passport*		Staff with protected characteristics are supported Staff with protected characteristics feel supported Managers are competent to support colleagues with their welfare Managers feel confident to support colleagues with their welfare Fair and equal access to appropriate welfare provision for all staff	Staff survey Our GFRS Number of EqIA completed Quality of EqIA Staff network feedback	AM People and Organisational Development	ACFO	
				The service will improve the welfare provision for our diverse workforce by: *Reviewing the provision of services provided by Occupational Health Services*		An Occupational Health Service tailored to fit the organisation's needs. Agreed LPIs between the service and Occupational Health Staff are confident in the service, timeline and process provided by Occupational Health	Annual Occupational Health usage data Staff survey Our GFRS	AM People and Organisational Development	ACFO	
				The service will tailor our offer of the provision of critical incident diffusing by; *Implementing recommendations from staff consultation*		Staff are well supported after a critical incident Staff feel they are well supported after a critical incident Managers are competent to support staff after a critical incident Managers are confident to support staff after a critical incident	Staff survey Our GFRS Attendance of critical diffusing sessions	AM Protection, Health, Safety and Assurance	DCFO	
People Plan	5.1 We will develop and embed effective, people centred Leadership throughout which is driven by Values	Promoting the right values and culture		The service will expand leadership connection sessions, to encompass leaders at all levels of the service, to ensure that senior managers are visible by; *Reviewing current communication channels and implementing appropriate recommendations* *Embedding a sustainable framework for leadership connection sessions, across all levels of the service*		Increased leadership visibility & approachability Staff feel confident to approach leadership at all levels Improved workforce perception of leaders being visible and demonstrating service values Robust methodology for monitoring leadership connection sessions framework	Leader attendance at leadership connection sessions Staff survey Our GFRS	GM Transformation	ACFO	
				The service will develop an 360 degree feedback mechanism for SLT staff members to review their managerial performance by; *Researching best practice for 360 degree feedback models* *Creating a 360 degree feedback model* *Consulting with stakeholders (SIGM/UB/Staff networks/rep bodies) on the proposed 360 degree feedback model* *Communicating and implementing the 360 degree feedback mechanism with SLT staff members* *Evaluating and monitoring the 360 degree feedback process*		SLT have an understanding of the impact they have on others SLT take positive steps to improve how they demonstrate and role model service values through leadership behaviours Staff feel SLT demonstrate the service's values through leadership behaviours	Staff survey results Our GFRS PDRPro completion data	AM People and Organisational Development	ACFO	

AFI 5.5 The service should assure staff that senior managers are visible and reasonable actions taken through this framework.	The service will support managers to demonstrate the services' values through their behaviours and decisions. *Educating and raising awareness of inappropriate behaviour using the 'is it a people issue?' campaign* *Providing focused CPD sessions for middle managers* *Providing focused CPD sessions for staff informed by local employee relations cases dealing with inappropriate behaviour* *Providing focused CPD sessions for staff informed by local employee relations cases dealing with inappropriate behaviour* *Embedding a process to monitor staff contracts* *Establishing arrangements with all staff members to monitor their working hours*	Managers understand the impact they have on others Staff feel confident in the accessibility and accessibility of senior leaders Staff feel confident in their immediate leadership commitment of the services' values Managers feel confident to challenge behaviour not role modelling the service values through their behaviour Managers feel confident to challenge behaviour not role modelling the service values through their behaviour All leaders act as role models to challenge and support inappropriate behaviour and decisions Decreases in staff experiencing bullying, harassment and discrimination	Leading the Service Fire Standard Leading and Developing People Fire Standard	Staff survey Our GFRS CPD attendance Formal disciplinary and grievance cases.	AM People and Organisational Development Manager	AFO			People Plan	Looking the right people with the right skills	5.3 We will develop and embed effective, people centred working
AFI 5.6 The service should assure staff that future more than one contract.	The service will assure staff that it has the facility to monitor and record working hours for those staff that have more than one contract. *Reviewing, updating and communicating the Working Time Directive and Flexible Working Policy* *Establishing arrangement with all staff members to monitor their working hours* *Embedding a process to monitor dual contracts* *Establishing arrangements with all staff members to monitor their working hours*	Effective process to monitor staff working hours All staff understand their responsibilities and are achieving a work life balance Effective process to monitor staff working hours. All staff understand their responsibilities and are achieving a work life balance Assurance that staff are compliant with monitoring their working hours Staff feel confident that the service is responsible and responsibly managed	Innovative Working Patterns	Annual appraisal data Our GFRS Role management timesheet data	AM People and Organisational Development	AFO			People Plan		5.3 We will develop and embed effective, people centred working
AFI 5.1 The service should make sure its workforce plan takes full account of the necessary skills and capabilities to deliver its current and future community risk management plan.	The service will assure staff that it has the facility to monitor and record working hours for those in more than one contract by: *Reviewing, updating and communicating the Working Time Directive and Flexible Working Policy* *Embedding a process for monitoring secondary employment outside of GFRS employment* *Establishing arrangements with all staff members to monitor their working hours* *The service will make sure its workforce plan takes full account of the necessary skills and capabilities to deliver its current and future community risk management plan.* *Creating a short term operational and long term strategic workforce plan* *Conducting workforce planning workshops with managers to ensure a balanced operational and strategic workforce plan* *Communicating and engaging with staff on workforce planning and how it fits with the service* *Evaluating and monitoring our workforce plan and its impact on the service* *Embedding career development pathways which act as an enabling tool for individuals to challenge their current roles and aspirations to carry out the community risk management plan* *Monitoring completion of career development pathways*	Effective process to monitor staff working hours All staff understand their responsibilities and are achieving a work life balance Assurance that staff are compliant with monitoring their working hours Staff feel confident that their skills and capabilities will carry out the community risk management plan	Staff survey Our GFRS Recruitment, retention and promotion data PDRPro Career development data	AM People and Organisational Development	AFO			People Plan	Looking the right people with the right skills	5.3 We will develop and embed effective, people centred working
AFI 5.2 The service should make sure it provides an appropriate range of staff skills training for all managers, and development support for newly promoted managers	The service will make sure it provides an appropriate range of staff skills training for all managers, and development support for newly promoted managers by: *Educating and raising awareness of inappropriate behaviour using the 'is it a people issue?' campaign* *Providing focused CPD sessions for middle managers* *Providing focused CPD sessions for staff informed by local employee relations cases dealing with inappropriate behaviour* *Providing focused CPD sessions for staff informed by local employee relations cases dealing with inappropriate behaviour* *Delivering cultural awareness training to all managers* *Implementing a formalised skills and capabilities assessment process* *Implementing a formalised skills and capabilities assessment process* *Embedding the use of personal development plans and discussions in the career development pathways*	Managers feel confident to challenge inappropriate behaviour Newly promoted managers feel supported in their role Newly promoted managers are supported in their role Managers feel supported in their role Staff feel confident in the management process of inappropriate behaviour Managers are confident to deal with inappropriate behaviour Managers feel confident to deal with inappropriate behaviour Managers are confident to deal with inappropriate behaviour Robust methodology for monitoring CPD sessions Robust methodology for monitoring and conducting skills and capabilities	Leadership Framework Supervisory Leadership Middle Leadership Development Programme Middle Leadership Development Programme	Staff survey Our GFRS PDRPro Career development data Other training records/ attendance Training evaluation Individual training history CPD session attendance Management/ staff attendance Skills gap analysis	AM People and Organisational Development	AFO			People Plan	Looking the right people with the right skills	5.3 We will develop and embed effective, people centred working
CoC 10.1 The service will engage staff in a dialogue about EDI objectives and a plan to increase awareness of EDI and its impact on our ability to deliver our services, including understanding the impact positive actions is having on staff	The service will communicate the compelling nature of the service's co-created EDI objectives and their importance by: *Reviewing our EDI objectives* *Distributing 'People Plan on a page' directly to all staff from CFO* The service will improve awareness and importance of EDI by: *Engaging and understanding the needs and meetup of local communities to tailor EDI activities* *Using data modelling to understand local demographic trends* *Providing analysis and support to managers to tailor their local engagement approach* The service will deliver positive action awareness sessions to all duty systems across the service to increase awareness of EDI and its impact on our ability to deliver our services. *Establishing a comprehensive framework for positive action awareness sessions* *Evaluating and communicating effectiveness of positive action awareness sessions* *Using staff feedback from positive action awareness sessions to inform the corporate positive action plan* *Embedding positive action awareness sessions as a mandatory contribution to wider positive action campaigns and improve recruitment processes* The service will review and improve the established formal representative staff consultation network by: *Reviewing current ways of working* *Reviewing collaboration with existing GCC staff networks* *Formalising a process for staff to feed into the development of the strategic staff networks to feed into an overarching improvement group* *Providing a mechanism for staff to feed into corporate governance structure* *Communicating changes made as a result of staff feedback* *Providing ongoing mechanism for two way feedback to senior leaders*	Leadership Framework Supervisory Leadership Middle Leadership Development Programme EDI Hub Recruitment Toolkit EDI Maturity Model Leading the Service Fire Standard Leading and Developing People Fire Standard EDI Maturity Model	Staff survey Our GFRS Workforce diversity data Positive action awareness session questionnaire Workshop evaluation questionnaire Our GFRS Staff survey Our GFRS Staff network feedback/minutes	AM People and Organisational Development	AFO			People Plan	Ensuring fairness and promoting diversity	5.2 We will increase and demonstrable our commitment to quality, Diversity and Inclusion
CoC 10.2 The service will understand the reasons for low declaration of staff diversity information and plan a phase in plan to address the issue.	The service will use its recent research report into low staff diversity data declaration rates to inform its approach to this issue by: *Completing educational campaigns addressing why staff diversity data is required* *Completing educational campaigns to address how staff declare their diversity data* *Eliminating system barriers* *Eliminating system barriers* *Ensuring managers understand their obligations to staff diversity data collection in their teams* *Understanding our workforce profile to influence our policies and practices, improving the quality of EqIAs* The service will assure staff that it has an effective grievance procedure by: *Reviewing options for a professional standards unit* *Developing and communicating a single grievance procedure that eliminates informal level* *Providing a mechanism that analyses and identifies Employee Relation data trends to inform strategic issues and our performance framework* The service will identify and implement ways to improve staff confidence in the grievance process by: *Communicating and engaging with staff on Employee Relations case outcomes* *Providing management information on Employee Relations case outcomes* *Implementing relevant and effective training for managers dealing with grievances at an informal stage* *Signposting staff to available mechanisms for raising concerns and challenges*	EDI Hub Recruitment Toolkit EDI Maturity Model	HR data EqIA data (HR/Equality) Attendance of education campaigns Staff survey Our GFRS Staff survey Our GFRS ER case data	AM People and Organisational Development	AFO			People Plan	Ensuring fairness and promoting diversity	5.2 We will increase and demonstrable our commitment to quality, Diversity and Inclusion
CoC 10.4 The service will improve the methodology and cover of equality impact assessments to all aspects of its work and consider of its policies and practices to ensure they support those with protected characteristics.	The service will ensure policies and procedures are inclusive and support those with protected characteristics by: *Establishing an accurate reflection of the workforce demographic* *Using accurate data to inform our policies and practices, improving our staff engagement process* *Reviewing our current staff engagement and consultation process and ensure staff include promotional publication, staff feedback forms* The service will improve equality by improving the effectiveness of the bullying, harassment and discrimination policy by: *Ensuring policy is accessible and understood by all staff* *Monitoring and evaluating the effectiveness of the bullying, harassment and discrimination policy* *Educating all staff on appropriate behaviour and discrimination in relation to bullying harassment and discrimination* *Educating all staff on appropriate behaviour and discrimination via 'is it happening here?' campaign* *Delivering cultural awareness training for all staff*	Robust EqIA methodology Managers are competent to complete EqIAs Robust process for internal and external consultation Staff feel informed of changes following an EqIA process Robust EqIA methodology Managers are competent to complete EqIAs Robust process for internal and external consultation Staff feel informed of changes following an EqIA process Maturity Model benchmarking Listen and Learn podcasts	Number of policies with an EqIA Staff survey Our GFRS Staff survey Our GFRS Staff survey Our GFRS Employee Relations Case data	AM Business Planning and Transformation/ ODHR AM Business Planning and Transformation/ ODHR ODHR ODHR	AFO			People Plan	Ensuring fairness and promoting diversity	5.2 We will increase and demonstrable our commitment to quality, Diversity and Inclusion
AFI 11.1 The service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders	The service will put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders by: *Completing a gap analysis against the People Fire Standard* *Reviewing and evaluating the current promotions process, implementing change as a result of feedback from staff and managers* *Researching best practice for a talent management strategy and framework* *Completing a gap analysis against the People Fire Standard* *Consulting with stakeholders (SSMs/SUP/Staff network leads/ bodies) on the proposed talent management strategy and framework* *Communicating and implementing the talent management strategy and framework* *Evaluating and monitoring the talent management strategy and framework*	Talent management strategy and framework identifies, develops and supports high potential staff and framework identifies, develops and supports high potential staff Staff feel confident in the talent management strategy and framework identifies, develops and supports high potential staff Staff feel confident in the talent management strategy and framework identifies, develops and supports high potential staff Staff feel confident in the talent management strategy and framework identifies, develops and supports high potential staff Staff feel confident in the talent management strategy and framework identifies, develops and supports high potential staff Recruitment, retention and promotion data Our GFRS Staff survey Our GFRS Staff diversity PDRPro Career development data	AM People and Organisational Development	AFO			People Plan	Balancing performance and developing leaders	5.3 We will develop and embed effective, people centred working
AFI 11.2 The service should make sure it has effective and well understood arrangements in place to promptly and appropriately manage staff performance and behaviour.	The service will make sure it has effective and well understood arrangements in place to promptly and appropriately manage staff performance and behaviour by: *Implementing a capability policy* *Establishing and implementing a capability policy* *Providing a recognized avenue for all performance management policies* *Reviewing our current performance management policies* *Improving accessibility to record 1-2-1 conversations* *Establishing a performance management framework that ensures managers take a consistent approach to promptly and appropriately deal with staff performance and behaviour*	Staff feel confident that the service is responsible and responsibly managed Staff feel confident that the service is responsible and responsibly managed Staff feel confident that the service is responsible and responsibly managed Improvement in performance conversations recorded across the service Robust methodology for monitoring performance	Leading the Service Fire Standard Leading and Developing People Fire Standard Talent Management Toolkit Leading the Service Fire Standard Leading and Developing People Fire Standard Talent Management Toolkit Supervisory Leadership Leadership Framework	Staff survey Our GFRS Employee Relations Annual appraisal data Quality assurance through dip testing	AM People and Organisational Development	AFO			People Plan	Balancing performance and developing leaders	5.3 We will develop and embed effective, people centred working
AFI 11.3 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	The service will put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders by: *Researching best practice for a talent management strategy and framework* *Creating a talent management strategy and framework* *Consulting stakeholders (SSMs/SUP/Staff network leads/ bodies) on the proposed talent management strategy and framework* *Communicating and implementing the talent management strategy and framework* *Evaluating and monitoring the talent management strategy and framework* *Using staff feedback from positive action awareness sessions to inform the corporate positive action awareness session delivery* *Evaluating and communicating effectiveness of positive action awareness sessions* *Using staff feedback from positive action awareness sessions to inform the corporate positive action plan* *Embedding career development pathways which act as an enabling tool to actively manage their careers* *Monitoring completion of career development pathways*	Talent management strategy and framework manages staff careers and diversifies the pool of Staff understand how the talent management strategy and framework manages staff careers and diversifies Staff feel confident when discussing positive actions, Staff feel confident when discussing positive actions, Staff feel confident when discussing positive actions, Staff feel confident when discussing positive actions, Our future leaders are actively managed and diversify the Our future leaders are actively managed and diversify the Staff understand how the talent management Staff understand how the talent management Leadership Framework Supervisory Leadership Leadership Framework Middle Leadership Development Programme	AM People and Organisational Development	AFO			People Plan	Balancing performance and developing leaders	5.3 We will develop and embed effective, people centred working