

Gloucestershire Fire and Rescue Service **People Plan** 2023-2026

Intentionally Inclusive • Deliberately Developmental • Prioritising Professionalism

Version 2: November 2024

“Working together for a safer Gloucestershire”

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1.0 Foreword from the Senior Leadership Team

This people plan marks a new chapter for Gloucestershire Fire and Rescue Service and sets out the future vision for our workforce. We recognise that our people are our greatest asset and by working together we can fulfil our mission of providing the highest possible standard of community safety and emergency response to the people of Gloucestershire and fulfil all of our aspirations outlined within our Community Risk Management plan.

We firmly believe in developing and supporting every single person who works in our service and remain wholeheartedly committed to transformation and improvement. We know we can only achieve our best by having an engaged, motivated, well-led and resilient workforce who are able to respond positively to change.

We acknowledge that our service hasn't always gotten it right in the past and in order to produce an effective and credible people plan, which is fit to drive the future direction of our service, we have taken the time to listen to our staff and we have learnt what is important to them. We will therefore ensure that everything we do moving forwards is intentionally inclusive, deliberately developmental and always prioritises professionalism.

We acknowledge that most things rise and fall with leadership and so the way we lead, manage and behave are fundamental to the delivery of our vision and the improvement of our culture. We aim to develop the skills and capacity of each individual and team to maximise performance, health and wellbeing, making GFRS a great place to work.

We know that fire and rescue services are in the midst of significant reform and as we continue to develop our own service, the pace, scope and demand for change is likely to intensify. As we look forward over the next 3 years, like most public sectors our landscape is likely to be characterised by limited resources and multiple complex challenges. This plan will therefore be instrumental in helping to prepare our staff to adapt, evolve, develop and respond to an evolving landscape, which we understand can be difficult.

We need all of our staff to understand and own this collective vision for our workforce. Everybody will have an active part in delivering the commitments outlined on the following pages and from what staff have told us, they are ready and waiting to get started. It is important that the contents of this people plan is communicated and understood by all of our staff as it will guide day to day behaviours and activities across the service.

We are confident that the approach taken in this people plan will build on our successes and ensure that every member of the service feels valued, seen and heard. We know that together, we can build the fire and rescue service that we all want to see in the future.

2.0 Purpose

Put simply, the purpose of the people plan is to convey the future vision for our workforce and more importantly, outline how we will get there and how we will know when we have arrived. It will provide a framework to support our strategic objectives for the next three years which will inform the structure of annual team plans and general direction of work to ensure we are constantly aligned and focused on our common goals and target culture.

As well as offering the high level overall ambition, it will also provide the detail regarding how we will attract, recruit, develop, promote and support our employees moving forwards. It will focus on how we will ensure we have the right people in the right place, with the right skills to ensure we are as efficient and effective as we can be.

This plan will ensure that GFRS meets its legislative requirements set out in the next section, but more importantly, it will emphasise the value of our people and recognise the contributions everyone has made by demonstrating the service has listened. It will provide the platform for every member of staff to achieve their potential and guide the behaviours that lead to an inclusive, supportive and healthy environment, where teams are united in fulfilling our overall collective vision.

3.0 Drivers and Influencers

The government's fire reform agenda establishes a clear direction of travel to ensure fire and rescue services are efficient, accountable, and transparent and reflective of the communities they serve. This is underpinned by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) inspection programme, alongside the Fire and Rescue National framework for England which sets overall strategic direction for fire and rescue authorities to drive forward reform.

This people plan demonstrates how we will meet the obligations set out in these overarching drivers, but is also informed by the following influencers:

- Building Back Better in Gloucestershire 2022-2026
- GFRS Community Risk Management Plan 2022-2026
- The fire and rescue service act 2004
- Local Government Fire Vision 2024
- NFCC Leadership Framework
- NFCC Core Code of Ethics

Although the plan has been driven by the above, it has been influenced and shaped by our workforce. Our last inspection told us that we had work to do in regards to how well we look after our people. We are absolutely committed to changing this, we want to be excellent at looking after our people. Whilst we recognise that we have made some progress, there is still more to do and we need an ambitious plan that our workforce believe in.

In order to develop this vision for the future and a framework for success, the Senior Leadership Team have engaged extensively with the workforce to give people a meaningful voice on matters that affect their working lives, ensuring this plan was reflective of their opinions.

Our staff have told us what is important to them. Without question, our people feel immense pride to work for the fire and rescue service and protect their communities, but there is a sense that opportunities for development have been limited and unstructured in the past, with a perception that the wellbeing arrangements require significant improvement.

A reinvigorated focus on competence and professionalism is a key priority for our workforce. Our staff want to see honest, trusted and visible leadership, with a focus on empowerment and accountability throughout. We also know that we need to be more flexible and adaptable in catering for an evolving workforce, where our demographic continues to positively change. We have captured all of our staff feedback in detailed consultation document, which underpins this people plan.

Listening to our staff and using their feedback as the building blocks for this plan gives us assurance that together we can improve our culture and provide the opportunity for every member of staff perform at their best and be part of strong and inclusive teams that are resilient and responsive to change.



4.0 Our Ambition

We know that organisations thrive and become their very best by having a clear and collective vision for the future. A vision which is established together and owned by all. We have given our staff a meaningful voice in the development of our workforce vision and production of this people plan, in order to establish a motivating and supportive environment to achieve our aspirations set out in our Strategy.

In order to set out our workforce vision as clearly as possible, it is displayed in three parts; our target culture, which will act as our 'North Star.' This is an overarching description which will articulate what it will feel like to work in GFRS in the future. It will help us to remain focussed on our future culture and aligned to our goals, despite the challenges and hurdles we may face in the future.

The second part is our Workplace Charter, which will set the standard of behaviour and conduct for people on a day-to-day basis, ensuring everybody feels valued and respected and is clear about what we will and will not stand for. These will be supported by six strategic commitments outlined in this people plan, which give more detail of what good looks like, provides guidance of how we will achieve our aspirations and most importantly, how we will hold ourselves accountable.



4.1 Our Target Culture



Gloucestershire Fire and Rescue Service will be an organisation that is excellent at looking after its people. We will promote a culture where everybody feels valued, seen and heard in a workforce which is well-resourced, well-trained and well supported. We will role model a new standard of passionate, energetic and inclusive leadership, which is driven by values and focused on improvement.

We will be clear about what we will and will not stand for and remain committed to the behaviours and conduct we expect to see from each other, which we have developed together. The way we treat each other will build a trust and respect which flows in to our communities, helping us to be a responsive fire and rescue service, equipped to deal with change.

Day to day, in everything we do, we will be intentionally inclusive, deliberately developmental and always prioritise professionalism.



4.2 Workplace Charter

Workplace Charter Our behaviours, ethics and values



Gloucestershire
Fire and Rescue Service
Working together for a safer Gloucestershire

I will:

Accountability

Consistently take **accountability and responsibility** for my behaviour, decisions, and actions

Be **responsible** for the **health and safety** of myself and others

Integrity

Act as a **professional**, with **integrity**. Build a **trusted and respected presence** within the community

Be **empathetic and compassionate**, offering **support** to those who need it

Equality, Diversity and Inclusion

Bring my **authentic self** to work and act as a **role model** to my colleagues and communities

Support **under represented groups** and **remove barriers** to them joining our Service

Empowerment

Take **responsibility** for the **development of myself** and others

Share my ideas and vision to positively **improve the Service**



Leadership

Communicate information to people that is **clear, relevant** and timely and promote **two-way conversation**

Recognise, **challenge** and **educate** others when I witness **inappropriate behaviours**

Dignity and Respect

Acknowledge my own **unconscious bias**, **celebrate differences** and treat people with **respect**

Create an environment where **everyone** has an **equal voice**, is **listened to**, and **all perspectives** are considered

Excellence

Understand how my **role contributes** to the aims of the Service

Take responsibility for **improving myself** and others performance and always **learn from my mistakes**

Putting Communities First

Commit to and understand my responsibility for **safeguarding in my community**

Take an **active role** in **understanding** my **local community** and its risks

Our Core Code of Ethics

- Dignity and Respect
- Integrity
- Equality, Diversity and Inclusion
- Leadership
- Putting Communities First

NFCC Leadership Framework

- Personal Impact
- Organisational Effectiveness
- Outstanding Leadership
- Service Delivery

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4.3 Strategic Commitments

1. We will develop and embed effective, people centred leadership throughout which is driven by values.
2. We will increase and demonstrate our commitment to Equality, Diversity and Inclusion.
3. We will prioritise developing and investing in our people.
4. We will focus on operational competence and our standard of response delivery.
5. We will prioritise health, fitness and wellbeing.
6. We will aim for excellence and drive performance.

5.0 Strategic Commitments 'Our People Plan Objectives'

5.1 We will develop and embed effective, people centred Leadership throughout which is driven by Values.

Leadership in GFRS has never been more important than it is right now to improve and transform our service. We recognise this is an area which has lacked focus in the past, which is why 'values driven leadership' now forms the bedrock of our people plan. We need to attract, develop and retain positive leaders with the right skills to drive change and motivate others to help improve our organisation together. In GFRS, we believe that leadership should be distributed, with empowerment and accountability acting as a golden thread.

Recognising that leadership is defined by the difference that we make to the people around us, this objective will focus on how our leaders will establish trust, encourage learning, improve engagement and build safe and productive working environments where people excel. We know that many challenges lie ahead and the future can often be uncertain, but a service which is well led can deliver exceptional service to people of Gloucestershire.

What does good look like?

- Our leaders will demonstrate and role model the values and behaviours that we have developed together as an organisation in everything they do.
- We will strengthen leadership at all levels ensuring that managers have the professional skills and knowledge to lead change and create a healthy and productive environment which is geared for success.
- Our leaders will be competent, empowered and accountable, whilst empowering others and expecting accountability in return.
- Our leaders will be intentionally inclusive, recognising their personal responsibility to ensure everyone in GFRS is seen and heard.
- Leaders will act with integrity, using honest and effective communication to demonstrate transparency and build trust.
- Our leaders will listen and use emotional intelligence to put themselves in the shoes of individuals affected by their decision-making.
- Our leaders will understand and believe in our mission and clearly understand the part they play in achieving our aspirations.
- Our leaders will be visible, motivated and enthusiastic about improving our organisation, creating a culture of learning and innovation, where people are compelled to explore new ways of working.
- Our leaders be clear in what they will and will not accept and be confident to call out and deal with poor behaviour if it arises.

How will we make it happen?

- We will develop and publish an inclusive workplace charter that everybody in the organisation has had the opportunity to contribute to, which will be clear and leaders can use as a benchmark for how we expect to treat one another.
- We will communicate effectively with all of our leaders through regular forums to ensure we create the right leadership culture, led by the senior leadership team.
- We will produce clear career pathways for everybody which recognise the importance of leadership development. Offering the right level of support and training, we will equip our leaders to perform across all areas and reach their full potential.
- We will improve our appraisal system to ensure managers have clear guidance and direction in their roles right through the organisation.
- We will improve communication between leadership and all staff by creating a variety of effective opportunities to feedback to all leadership levels, where people's contributions feel valued. This will include both visible feedback routes such as rolling attendance at SLT Board meetings alongside confidential feedback mechanisms.
- We will invest in education and training to ensure that leaders are culturally intelligent and equipped to apply the principles of inclusion in their managerial roles.
- We will encourage our leaders to work together, providing safe space opportunities, where learning can be shared and people can be supported.
- We will ensure that we create ongoing opportunities for professional development, such as higher level managerial apprenticeships, which are available to all and enhance leadership capability across the organisation.
- We will improve our communication and engagement to ensure that our workforce understand leader's rationale for decision-making and continue to increase the opportunity to challenge and feedback.
- We will focus on continually developing and improving our promotion methodologies to ensure that we are attracting and selecting the right leaders for the future, guided by the NFCC leadership framework.

How we will measure and evaluate our success?

- We will use our staff survey as a tool to measure workforce perceptions of leadership on an annual basis. Specifically, we will ask our workforce directly how well leaders model the service values, where our expectation should be as close to 100% as possible.
- We will use our Learning Management software to track the progress of leaders working through their career pathways. Our expectation is that all existing managers will have completed their pathways fully at the conclusion of this people plan (2025).
- We expect to see an increase in the number of leaders seeking further personal development opportunities in the form of higher level education and coaching and mentoring uptake. We will measure the expected growth in both of these areas.
- We will monitor and track the number of completed staff appraisals across the organisation, aiming for a 100% completion rate to ensure clarity of the mission.
- We expect to see an increase in leadership diversity over the course of this people plan, as we seek to make our promotion processes inclusive and our leadership culture attractive. We will measure and compare our demographic data at each level of leadership to ensure our approach is effective.
- As Leadership visibility and approachability improves, we expect to see a significant increase in the level of feedback, suggestion and staff contributions through the various engagement mechanisms offered.
- Undoubtedly, we anticipate the number of formal disciplinary and grievance cases to decrease by the conclusion of this people plan, as we equip our leaders to be proactive in managing performance at the early stages. However, we recognise this may not be the case initially as we empower managers to challenge poor behaviour.

5.2 We will increase and demonstrate our commitment to Equality Diversity and Inclusion

We are committed to actively promoting Equality, Diversity and Inclusion (ED&I) for all across our workforce and in the community – not just those with protected characteristics. We will increase the diversity of our workforce through positive action to ensure we reflect the communities we serve. ED&I and Cultural improvement remain a service priority and we are absolutely committed to provide equality of opportunity for all.

As part of this commitment we have introduced an ED&I Allies Group (EDIAG). This is a new approach to developing and promoting Equality, Diversity & Inclusion and will help us improve the service culture and ED&I.

Engagement with staff has made it clear that we have not always done a good job of communicating the links between positive action and how having a diverse workforce helps us achieve our aims to make communities safer and we need to address this. We want to attract a diverse range of applicants to join our service because we know that evidence shows that this will help us achieve our aims. However, although we aim to attract a diverse range of candidates we will never lower standards and always appoint those who we believe to be the best for the job.

Inclusion is about 'everyone or no one' and independent external cultural improvement practitioners have been key to delivering a new programme of cultural intelligence to all GFRS managers. We want to facilitate and celebrate cultural differences and improve community engagement so that both our staff and communities feel valued and included. We are encouraging everyone to be part of the conversation, understanding cultural intelligence and strengthening community engagement across Gloucestershire communities.

We are also aware that when behaviours are not inclusive that we need to deal with it effectively. We have a 'Speak up if it's not right' campaign to ensure staff members know what to do if something does not feel right, but we need to do more to make staff feel able to speak out when something is not right and able to challenge prejudice and discrimination when they see or experience it.

Based on staff feedback we have updated our ED&I objectives - these can be found in Appendix 1, page 19.

What does good look like?

- All staff understand and act in line with our values and standards of behaviour.
- The diversity of our workforce at all levels, will be representative of the communities we serve and we will be seen as an employer of choice in the community.
- All of our staff will understand the benefits of a diverse workforce and how positive action helps us to make communities safer.
- We remove barriers and give equality of opportunity to all our staff and communities.
- All staff will be an ambassador for Equality, Diversity and Inclusion and believe that we always select the best candidate for the job.
- All staff feel confident in bringing their whole selves to work, knowing that they will be respected and valued and use their diversity to improve what we do.
- We regularly celebrate diversity both in our staff and the community.
- Engaging and building relationships with our diverse communities is seen as part of everyone's responsibility and part of the day job.
- All of our policies and practises ensure that everyone feels equally valued whatever their background.
- All staff feel able to speak up to challenge prejudice and discrimination and has access to support when they need it.
- Everyone feels confident in vocalising their point of view, ensuring that they feel heard without fear.

How will we make it happen?

- Develop a Workplace Charter with our staff that defines the expected behaviours in accordance with our Core Values and the NFCC Code of Ethics.
- Ensure that Equality Impact Assessments are effective and go beyond the protected characteristics and remove disadvantage to any group and actively promotes equality, diversity and inclusion.
- Work with our staff and partners to engage with our local communities, helping us to understand the diverse needs of the people we serve so we can tailor our services and prevention messages to those who need them most.
- Provide learning and development opportunities as part of our career development pathways in equality and diversity and inclusion training, to develop an inclusive culture and to equip our people with the skills, knowledge and support to successfully deliver their roles.
- Promoting equal opportunities in employment and progression within the Service by continuing to review our recruitment processes to ensure we reflect best practice and are able to attract and appoint a diverse pool of candidates who are the best fit for the role.
- Improve our exit interview process to capture any concerns about equality and inclusion with leavers.
- An ongoing focus on encouraging employees to speak up if they have a concern and to take seriously the complaints of those who do.
- Make sure we have thought about opportunities to promote equality, eliminate discrimination and create a sense of inclusion across all staff groups when making decisions.
- Use the NFCC maturity model to ask our staff where we need to improve so that we target our improvement plan in the right areas.

How we will measure and evaluate our success?

- We will use our staff survey as a tool to measure workforce perceptions on equality, diversity and inclusion.
- Increased number of applicants for roles from under-represented groups.
- An increase in workforce diversity at all levels in the organisation as we make our recruitment and promotion processes more inclusive.
- Reduction in the numbers and types of disciplinary and grievances that are against our Core Values.
- Increased number and quality of Equality Impact Assessments.



5.3 We will prioritise developing and investing in our people

We have acknowledged in our Community Risk Management Plan (CRMP) that our workforce is changing. We know that we have a high number of staff who are due to retire in the next 3 years and a subsequent large number of people who are already new to the organisation. We also recognise the skills our staff will need to keep the community safe will continue to evolve. So, in order to build a workforce that is fit for the future we must take the opportunity to invest in our new staff and recognise our duty to continue to develop existing staff in equal measure.

We acknowledge that the loss of skills and experience over time will be a challenge and we recognise the need to increase our learning and development capability across the board and provide positive opportunities for our existing staff to pass on their invaluable skills and experiences. Our staff have told us they believe teams become stronger when we invest in individuals and it is important that access to development is available for all.

This objective sets out how we aim to create a thriving learning culture and fulfil our commitment to develop and invest in all of our people, regardless of where or when they work in GFRS. Using a collaborative approach to succession planning, this plan will ensure that we have the right number of people, with the right skills, in the right area to deliver our CRMP.

What does good look like?

- We will establish a 'brand' that enables us to be seen as an employer of choice within the sector, attracting the best people with the right values to join our organisation.
- We will establish a thriving development culture, where everybody understands what training and development is expected of them and how the organisation will support them in their role.
- It will be clear to everybody how they can progress or achieve promotion.
- People will be given the correct professional skills and necessary support before being promoted into new roles.
- Our recruitment and promotion processes will be fair, open and transparent, with trust and credibility at the forefront.
- Personal development opportunities will be available to everybody and people will feel inspired to reach their full potential in a way that suits them.
- We will have effective arrangements in place to ensure that people can access training and development, whilst balancing the immediate operational needs of their role.
- Succession planning will be joined up and inclusive where shaping our organisation for the future will be a collaborative endeavour.
- We will be assured that our working practices in all areas are fit for purpose, sustainable and best-value, offering flexibility to staff and resilience for the community.
- Traditional barriers in relation to progression will be broken down, helping to create new opportunities for staff to move through or across the organisation.

How will we make it happen?

- We will develop and embed clear career pathways for every individual in the organisation, ensuring we offer the appropriate development and support.
- We will use our career pathways to show people the opportunities that are available to them and how they can progress their careers.
- We will link our career pathways directly to our annual training plan to ensure that we have the capacity and resources to deliver the necessary requirements. We will complete everyone's pathway, both new and existing staff, by the conclusion of this people plan.
- We will maximise the efficiency and quality of our training capability by seeking collaborative opportunities with other FRS's and making effective use of the apprenticeship levy.
- We will establish, embed and communicate clear recruitment and promotion policies which distinctly articulate our methodologies to the workforce to ensure everybody is clear on how they can achieve promotion within GFRS.
- We will regularly review and update our recruitment and promotion policies, honouring and demonstrating our commitment to listen to the feedback of our staff.
- Our strategic approach to workforce planning will be delivered through a collaborative workforce planning group that meet monthly.
- We will identify and produce regular and accurate workforce data that helps to inform evidence based decision-making.
- We will build stability and resilience into our workforce planning by recruiting into succession pools for filling future vacancies, which will help to prepare people for their future roles. We will be clear and transparent about how we allocate our pools and always commit to developing people who are not successful.
- We will continue to establish new progression routes for staff, such as non-operation to operational career pathways, including a commitment to opening up new roles as wide as possible to all areas of the workforce as and when vacancies arise.
- We will provide training and development in multiple formats that supports different learning styles, including making use of technology, such as virtual reality software or eLearning.

How we will measure and evaluate our success?

- If we get this right and become an employer of choice we expect to see an increase in the number of applications for each level of the service, when we come to advertise for new vacancies or opportunities. This will be monitored and compared each time we evaluate and update of recruitment or promotion process.
- We will evaluate perceptions of the fairness of our promotion policies through the GCC staff survey.
- We will have succession pools established at every level of the service to ensure that we are planning effectively for the future.
- Career pathways will be recorded and tracked for every individual through our Learning Management software. At the conclusion of this people plan, every individual will have undertaken all the relative development in the pathway for their substantive role.
- We will increase the amount of funding accessed from the apprenticeship levy to deliver initial training and higher level education.
- We will be able to evidence that we have evaluated and explored how we work and demonstrate that we operate with the most suitable working practices to offer flexibility, sustainability and best value for GFRS.
- We will demonstrate the impact and importance of the workforce planning group, where collective decisions are made to positively develop and shape the organisation.

5.4 We will focus on operational competence and our standard of response delivery

Operational safety and effectiveness is everybody's responsibility and our Safer Firefighter programme will work in conjunction with this people plan to place the correct level of focus on achieving a high standard of operational response delivery. Our changing workforce demographic requires us to place a significant emphasis on providing high quality initial and ongoing operational training.

This will not only provide assurance of the basic risk critical skills required, but take account the future challenges and emerging risk profiles identified through our CRMP. Our staff need the confidence, skills, knowledge and competencies to keep themselves and the public safe as we look towards the next 3 years. Fundamental to this goal is the provision of excellent training and operational assurance with the delivery of high quality learning outcomes through blended learning opportunities which make our training delivery more accessible, effective and efficient.

Our operational training and development will be guided by national best practice and standards – we will adopt the professional standards outlined in the Fire Professional Framework and use National Operational Guidance to shape training development. This approach will enable us to deliver first class training, to help develop and allow GFRS staff to excel, providing the best possible service to the communities of Gloucestershire.

What does good look like?

- Operational staff will fully understand how they obtain operational competence, how it is maintained and what happens if they do not maintain their skills.
- We will have full confidence and assurance that the operational skills and competencies of our workforce are being diligently maintained.
- To give all of our operational staff the opportunities to ensure they are highly trained and competent within the suite of skills they possess.
- Ensuring valid, up to date information with changing technology, equipment, practices, and innovation so that we can deliver effective and efficient training.
- To have a workforce that are nurtured and prepared for new and emerging risks.
- To provide delivery of high quality learning to grow the skills and knowledge of all staff and contribute to firefighter and community safety, with operational competence at its heart.
- To offer expanded and enhanced blended learning options and virtual training delivery to provide flexible learning and development opportunities to our staff.
- Ensuring robust quality assurance mechanisms in are in place.
- Training facilities which meet the needs of our workforce and are fit for the future.

How will we make it happen?

- We will develop and publish an operational competency framework which clearly sets out how operational skills are acquired and maintained in GFRS. This will also detail the expectations of individuals and provide details of support from the organisation if competency is not maintained.
- We will record, track, monitor and scrutinise the competence levels of our operational workforce through and established reporting framework which is fully transparent and prompts supportive action where necessary.
- We will evaluate all opportunities to provide the best training for our staff following the conclusion of the Severn Park Training centre contract. We will provide a business case for our future training solution and begin the work for the recommended option to ensure we are ready for the year 2027/28.

- We will continue to make effective use of the apprenticeship levy for operational training and explore opportunities to expand this initiative wider into our On-Call workforce.
- As part of our career pathways, we will apply further external accreditation to our Operational Competence by introducing standards established through the Institution of Fire Engineers (IFE).
- We will develop and implement a clear operational exercising policy and framework, to ensure provide a healthy and proactive learning environment.
- We will enable individuals to stay current in their knowledge, and own their development and learning.
- Where poor performance is identified, interventions will be used in the early stages and we will work with the individual or team to support their development.
- We will continue to embed National Operational Guidance and the Fire standards within our Learning and Development delivery.
- We will continue to maximise the benefits of current e-learning platforms and explore fully the potential of new innovations in how we develop our staff through a variety of mediums
- We will be supportive and recognise continuous professional learning throughout our career.
- Creating greater opportunity for learning through the embedding of an annual exercising policy.
- Will continue to deliver and drive the completion of operational debriefs, OPA's, Station audits and the assurance at Service exercises.
- We will continue to develop neurodiversity in learning and provide varied support mechanisms for all employees.
- We will ensure a robust Annual Training Plan is in place and aligned to the Competency Framework.
- Develop a high quality training framework for Fire Control staff.

How we will measure and evaluate our success?

- Reporting of competence figures to SLT quarterly.
- Performance meetings held by Response Station Management to review performance figures, including competency levels.
- Health and Safety Improvement Group will monitor all Health and Safety incidents and take action where necessary.
- We will use the Fire Standards Implementation Tool which demonstrates if compliance is met.
- Monitoring of Learn Pro and PDRPro and in particular, the Core skill figures with actions taken by managers where necessary.
- Liaison with Severn Park and external training providers for course feedback and qualification verification.
- Performance reporting from Severn Park and external training providers in terms of course up take and delivery.
- Reporting of Appraisals % completion through relevant performance meetings.
- The Organisational Development team can be monitored through our one year team plans.
- Operational Assurance will continue to deliver Operational Debriefs, Station Audit and Operational Performance Audits and assure training and service exercising.

5.5 We will prioritise health, fitness and wellbeing

We are committed to managing risk and preventing injury and ill health to both our workforce and others affected by our activities. Through this plan, we aim to achieve continued improvements in our health and safety performance and react to changing demands. Put simply, our goal is to promote and sustain a positive health, safety and wellbeing culture.

We are required under section 2(3) of the Health and Safety at Work etc. Act 1974 to set out our policy for managing health and safety. This gives us an opportunity to be clear about how we achieve the standards we strive for and regularly review our practices. We recognise that health, safety and wellbeing is a priority as it is an integral part of the activities we perform.

We have already conducted two specific wellbeing workforce engagement campaigns which related to access to welfare support and a review into critical incident defusing. Both subjects having wide reaching organisational and individual benefits. This objective has been put together based on the feedback to ensure plans for our wellbeing arrangements are tailored for our workforce.

What does good look like?

- We will have strong health and safety policies, systems and procedures to ensure protection is in place and that our staff feel safe at work. Our policies will be readily available and understood by staff.
- Our workforce, across all roles, will understand their level of responsibility and feel empowered to promote a positive health and safety culture.
- We will have effective and well understood procedures regarding wellbeing, including staff having easy access to and knowing the location of a wide range of support.
- We will listen to and understand the needs of our workforce and act accordingly to improve wellbeing support and address health and safety concerns.
- We will have a workforce who are supported to maintaining their own health, safety, wellbeing and fitness associated with their role.
- We will be fully compliant with the content and spirit of the Health and Safety at Work etc. Act 1974 and its associated legislation, regulations and guidance.
- We will understand and recognise national issues relating to health, safety and welfare to ensure early identification and control measures for emerging trends.

How will we make this happen?

- Health & safety training will be included within development pathways for every role to ensure the workforce are trained to the highest standard, correct levels of responsibilities are understood and managers gain the skills to deal with health, safety and wellbeing issues.
- Regular reviews and updates of health and safety policies will take place in line with any regulation changes and employee feedback.
- We will continue to provide a forum for consultation with employee safety representatives on health and safety concerns through our Health and Safety Improvement Group (HSIG).
- We will review our HSIG procedures to identify continual improvements.
- We will build upon the foundation of the Wellbeing Champions to ensure the group achieves its full potential bringing about positive change.
- We will report RIDDOR incidents to the HSE as required by regulation and review these events to eliminate or reduce reoccurrence.
- We will review and subsequently update the workforce on any changes regarding access to welfare support. We will target ease of access and equitably of wellbeing information.
- We will review current operational incident welfare arrangements.

- We will ensure all work practices are risk assessed and regularly reviewed.
- We will maintain an effective system for informing our workforce of safety critical events (STOP/GO messaging).
- Effective monitoring of all near misses and accidents will take place to reduce hazards and prevent reoccurrence.
- We will review our defusing process to provide scalable support following critical incidents ensuring it is suitable and sufficient to meet the needs of our workforce.
- We will continue to identify new ways to improve and publicise the welfare support arrangements offered. We will also increase awareness of the wide-ranging wellbeing support offered by our Employee Assistant Programme.
- We will provide suitable health monitoring to maintain the health of our workforce.
- We will increase awareness of mental health issues to all staff.
- We will develop our existing fitness testing for operational staff to ensure a consistent and robust approach in maintaining the national fitness standard. In addition to this, we aim to introduce guidance on maintaining strength and flexibility to reduce the potential for work place injuries. We also aim to improve support for those struggling to meet the required standard by offering professional fitness and nutrition plans.
- We will understand our data to help target and reduce causes of absence from work. Identify additional programmes or approaches to reduce stress and musculoskeletal injuries.
- We will introduce welfare and workload related questions in staff 1-2-1's and appraisals giving an opportunity for these conversations to take place with line managers.
- We will enable staff to establish social sport events through the Sports and Welfare Association.
- We will ensure GFRS are working collaboratively and have representation on South West Health and Safety Group, NFCC Wellbeing Group, GCC and Occupational Health Wellbeing Stakeholder Group and links to national learning identified through NOL and JOL.
- We will provide equipment which is suitable for the task, fit for purpose and suitably maintained.

How we will measure and evaluate success?

- Continued monitoring of safety data regarding near misses, accidents, investigations and safety critical 'stop/ go' reports. Reduced work place accidents and injuries year on year.
- Confidence of the workforce in reporting health and safety concerns will be monitored through near miss reporting data.
- Monitoring and reviewing significant safety events including trends, investigations and absence and wellbeing.
- Quarterly reporting of data and trends to Senior Leadership Team to allow senior managers to make informed decisions regarding health, safety and wellbeing issues.
- We will evaluate staff perceptions of HSW effectiveness through staff surveys, along with staff focus groups to ensure staff feel safe at work and that their welfare is considered.
- Monitoring of Occupational Health services being used to identify emerging trends.
- Health surveillance including fitness testing.
- Monitor usage of EAP support facility.
- Monitoring stress levels through specific staff surveys yearly to identify trends and offer further support to staff.
- The Operational Assurance team will complete annual checks of health and safety compliance through station audits.
- Competence levels are monitored through our Operational Assurance and OPA process.

5.6 We will aim for excellence, and drive performance

The aim of good performance management is to ensure we are all working to achieve our aims and all of our people know what they should be doing, that we are doing the right things at the right time and take responsibility for what we all achieve. If we are going to deliver the outcomes required by the Service our work needs to be based on key priorities and objectives to improve the outcome for our communities.

Managing the performance of staff is essential to ensure that we are all delivering excellent services. Managers need to be accountable for knowing if their team is performing well and that behaviours are in line with our values and the NFCC Code of Ethics. Staff need to be accountable for how they are performing and supporting their own development.

Our people are our most valuable resource and supervision plays a key role in supporting our workforce to deliver high-quality services. Effective supervision supports good working relationships, helps us to address any issues but also to celebrate the achievements and hard work of our staff. It also provides the opportunity to discuss learning and development and to support our staff to improve and develop and become the best they can be.

All staff should have regular one to ones with their manager to review their work and provide support. These meetings should be used to review workloads, set the expected standards, monitor and review performance, identify learning and development opportunities but also most importantly to check on an individuals wellbeing and offer support and signpost to help where they need it.

It also enables learning from others and learning from our own experiences and mistakes. Most of all it prioritises what gets done and ensures there are sufficient resources to do it. Identifying and rectifying poor performance at an early stage is key and we aim for this to be a supportive process to support staff who are under performing to improve and develop.

What does good look like?

- All staff receive a face to face annual personal performance review that they know is valuable.
- Regular one to ones take place with staff receiving and acting on feedback.
- Staff know their goals and how they contribute to the Service aims.
- Staff are clear about what training and development they can expect and receive the support learning and development they need to be the best they can be.
- Staff own their own development needs and feel supported by their managers.
- Good performance is celebrated and rewarded.
- Poor Performance is supported to improve.
- Poor behaviour is challenged, addressed and improved.

How will we achieve this?

- Make sure our managers have the right tools and training to manage well
- Have clear policies that support managers and staff and that everyone understands what is expected of them
- Introduce and keep under review an Appraisal that is supportive, timely, relevant and beneficial
- Provide support and training to managers on how to undertake a good appraisal and carry out one to ones

- Review our discipline and grievance process with a bigger focus on early formal intervention that supports improved performance
- Provide training in the form of action based learning for all managers, new and current, on how to manage performance and use our policies for a positive impact
- Introduce a capability policy for managers and roll out training
- Have annual events to celebrate the achievements of staff

How we will measure and evaluate our success?

- Reporting of % completion of Appraisals
- Staff survey results (need to look at specific questions and add)
- Numbers of discipline and grievances
- % on PDR pro that are maintaining required development
- % managers trained

Appendix 1

Our Equality, Diversity and Inclusion Objectives

- ▶ **Actively promote Equality, Diversity, and inclusion (ED&I) Across our entire workforce and provide equality of opportunity for all.**
- ▶ **Increase the diversity of our workforce through positive action to ensure that we reflect the communities we serve.**
- ▶ **Develop and improve our cultural awareness to strengthen our community engagement, so our communities feel valued and are safer as a result.**
- ▶ **Continue to build our inclusive culture, through effective communication and engagement.**

All staff will model our agreed behaviours set out in our Workplace Charter and are empowered to speak up when something is not right

Gloucestershire Fire and Rescue Service

People Plan 2023-2026