

Greater Manchester Fire and Rescue Service

HMICFRS Improvement Action Plan

October 2020

Introduction

Following the introduction of a new inspection regime, Greater Manchester Fire & Rescue Service (GMFRS) welcomed a team of inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in November 2018. The inspection focused on our effectiveness, efficiency and how well we look after our people.

HMICFRS graded us good at understanding the risks we face and, crucially, responding to fires and other emergencies. This shows that when you call us to an incident, we are good at providing the required response to deal with it and keep you safe. We were also found to be good at making the Service affordable now and in the future.

We are, however, disappointed to have been rated as 'inadequate' at ensuring fairness and promoting diversity. A significant amount of work has already been undertaken in this area, including the introduction of an Equality, Diversity and Inclusivity Strategy, improved staff-training package and a core of passionate and dedicated staff carrying out diversity and inclusivity work. We are clear that the Service should reflect the communities it serves and following the success of the new attraction strategy, we had the second highest percentage of new female recruits, and the highest percentage of new recruits from minority ethnic backgrounds in England. Improving the overall culture of services was a common theme across the majority of inspections. At GMFRS, this change will be driven by senior leaders to create a culture that is progressive, innovative and supports and develops a diverse workforce at all levels.

The report also highlighted several other areas for improvement, and the Service is already taking action to address them. Our response to the Cube fire is a clear example of some of the positive changes already implemented. But there is always more that can be done, and we are committed to becoming a learning service, that seeks opportunities to identify and implement best practice from other services and sectors.

The threats facing our communities can be large and complex, requiring a modern, agile and progressive sector. GMFRS is committed to closer joint working with other public sector bodies to deliver a joined-up approach to tackling both specific local issues, and wider large-scale issues that single services cannot tackle on their own.

Over the last couple of years, GMFRS has been through some unprecedented and challenging times and the previous Chief Fire Officer, Jim Wallace, has done an outstanding job leading the Service through this difficult phase, building much firmer foundations and ensuring GMFRS is fit for the future.

GMFRS is a proud and capable Service. We will continue to build on the achievements so far, to create a long-term sustainable future in which all staff feel valued and have the opportunity to progress. We will work closely with staff, unions and partners to ensure we have a clear sense of shared purpose that enables us to focus on improvements and shape the future of the Service to protect and improve the quality of life for the people of Greater Manchester.



**Chief Fire Officer
Dave Russel**



**Deputy Mayor of Greater Manchester
Baroness Beverley Hughes**

Cause of Concern

The below section details the cause of concern recommendations identified by HMICFRS and what actions we have taken / planned to undertake to address these:

People – How well does the Service look after its people



Requires improvement

Getting the right people with the right skills



Requires improvement

HMICFRS Cause of Concern	Activities completed / underway	Further activities planned
<p>The Service should ensure that managers have quick access to and proper oversight of all records relating to staff training and skills</p>	<p>We launched a new Learning Management System Platform in October 2019, which encompasses all competency, training and learning records for all individuals across the Service.</p> <p>A dedicated LMS team was put in place to support the implementation and gather feedback to further refine the system.</p> <p>Planning underway for 2020 training model, which will look at revising the core corporate activity and devolving further areas to standard area based training. The use of associate trainer roles also to be explored to increase resilience in training delivery.</p> <p>Introduced more robust procedures and arrangements for providing support to watch based Apprentice Firefighters</p>	<p>Feedback on the LMS gathered from operational staff will be considered and, where appropriate, utilised to refine the system.</p> <p>Development of a robust reporting process to monitor staff training completion rates in relation to essential learning.</p> <p>Introduction of a Managers Training Needs Analysis Toolkit that will be linked to the PRA process.</p>

Ensuring fairness and promoting diversity



HMICFRS Cause of Concern	Activities completed / underway	Further activities planned
<p>The Service should put in place a programme to ensure that inclusion, fairness, equalities and professional development are priorities for the Service.</p>	<p>We have developed a new Equality, Diversity and Inclusion Strategy and delivery plan following a wide-ranging consultation made available to all staff.</p> <p>The delivery plan is a live document to ensure current EDI items are embedded, as part of the phased roll out of the strategy. This is owned and reviewed monthly at formal CLT to ensure all activities are on track.</p> <p>Appointed an Equality, Diversity & Inclusivity Manager to implement the strategy and ensure this is effectively embedded in the Service.</p> <p>Programme of work undertaken to improve the station facilities, inclusive of equality impact assessments.</p> <p>EDI KPI's for measuring progress have been developed and require final approval prior to implementation.</p> <p>EDI Impact Assessments are being completed for policies, procedures and relevant documents.</p>	<p>Delivery of the remaining objectives of the ED&I Strategy and delivery plan in years 2 and 3.</p> <p>Provide further support and training for the ED&I Manager, to ensure excellent EDI practice.</p> <p>Continue to develop robust links with NFCC Equality, Diversity and Inclusion forum to implement and share good practice.</p> <p>Ensure funding streams take into account future sustainability of EDI, to continue workforce development, partnership working and community engagement.</p> <p>Progress diverse panels for interview process across the organisation.</p> <p>Ensure Estates and Facilities Strategy includes measures to improve inclusion and accessibility.</p> <p>Firefighter Attraction Strategy and action plan introduced for 2019-2022.</p>
<p>The Service should ensure that everyone knows how they contribute to the values.</p>	<p>We have revised our service values and a communications strategy has been developed to support this work.</p> <p>Development centres have been delivered to the top 100 managers, which link to the NFCC Leadership Framework and incorporate the Service's values.</p> <p>The Personal Reflective Appraisal (PRA) process has been reviewed and updated approach implemented, which includes an area around values.</p>	<p>Design an organisational orientation that provides an insight to the work of the organisation and its values</p> <p><i>*See Values and Culture section above</i></p>

HMICFRS Cause of Concern	Activities completed / underway	Further activities planned
<p>The Service should ensure that the Chief Officer (CLT) team leads the programme, actively promoting the values of the organisation.</p>	<p>The Programme for Change, led by the CFO as the Senior Responsible Owner has a dedicated workstream on Leadership and Culture, which has a clear focus on reviewing the values.</p> <p>Our Corporate Leadership Team are fully active implementing and directing the Programme for Change. The Programme Board meets regularly to track progress and contains all CLT members.</p> <p>The Programme Board reports to the Programme Steering Group attended by the GMCA CEO, the Mayor and the Deputy Mayor.</p> <p>CLT have contributed and been fully active in the revision and promotion of these values.</p> <p>Extended Leadership Team event led by the Chief Fire Officer and CLT focusing on the new mission, vision and values.</p>	<p>Progress against the Leadership and Culture elements of the Programme for change will continue to be reported to the Programme Board and Steering Group.</p> <p>CLT will support the rollout of the revised values as part of a coordinated campaign for linking the Mission, Vision and Values.</p> <p>Roll out of new corporate branding to ensure consistency across the Service.</p>

Areas for Improvement

The below section details the areas for improvement identified by HMICFRS and the action, we have taken / planned to undertake to address these:

Effectiveness – How effective is the fire and rescue service at keeping people safe and secure from fire and other risks



Requires improvement

Understanding the risk of fire and other emergencies



Good

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should ensure its firefighters have good access to relevant and up-to-date risk information</p>	<p>A review of the Operational Intelligence System has been undertaken to revise the risk scoring process and better align this to the Risk</p> <p>Risk Based Inspection Programme for Protection. These changes will be implemented to better stratify risk.</p> <p>A review of Site Specific Risk Information Notes has been completed and changes are planned to simplify the categorisation of SSRIs and rationalise review dates.</p> <p>As an interim measure during the pandemic, changes have been implemented to the process to gather risk information remotely. A hard copy form is sent to premises requesting the appropriate risk information, and upon return, the system is updated as required.</p>	<p>Revised Policy on Gathering Operational Information is being progressed and will be supported by further training and guidance.</p> <p>System changes are planned which will calibrate the Emergency Responder risk scores between OIS and CRMS. This will mean that once the trigger point has been reached from risk scoring in the CRMS system by Protection staff an auto-prompt will be generated for</p> <p>Operational Crews to undertake 7(2)(d) visits. This is contained within Phase 2 of the proposed changes.</p>

Preventing fires and other risks



Requires improvement

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups.</p>	<p>Strategic workshop to review Safe & Well and identify proposals and solution design for the future delivery model.</p> <p>Developed a new Community Risk Management (CRM) model, which will improve how we identify and plan responses to risks within the communities of Greater Manchester.</p> <p>Risk stratification activities undertaken and final prioritisation lists have been distributed to stations to assist with targeting prevention activities focused on those in the very high / high-risk categories.</p> <p>Borough risk profiles have been produced and used to inform community risk registers and the development of Borough Action Plans.</p> <p>Work has commenced to review our approach to risk modelling to ensure emerging risks, affecting our communities, are modelled effectively.</p> <p>‘Safer Driving for Longer’ Project set up to address the rising trend in older drivers to expand on the current interventions already in place aimed at younger drivers.</p> <p>A revised suite of corporate and internal KPIs introduced to enable targets and measures to be closely monitored, and provide an opportunity to identify trends and areas for improvement / targeted activities.</p> <p>Social media is utilised by the Comms Team to promote key messages linked to performance trends and campaigns.</p>	<p>Implementation of new Safe & Well delivery model, which will be primarily driven by operational crews and supported by Community Safety Advisors.</p> <p>Vulnerable Persons dataset to increase legal and statutory compliance will be developed and further work planned to identify opportunities to increase data sharing between partners and improve consistency.</p> <p>A risk screening process is being developed with supporting software systems including risk algorithm.</p> <p>Development of online self-assessment tool that will grade risk at first point of contact, enabling prioritisation based on risk - with high risk subject to fast track and bespoke visits.</p> <p>Implementation of new working practices to undertake review of risk information stored to ensure efficiency and legal compliance.</p> <p>Alignment of GMFRS systems to national frameworks (NFCC Person Centred Fire Risk Assessment process).</p> <p>Funding secured to recruit a Road Safety Lead that will focus on all age drivers and will link to the National NFCC Programme ‘StayWise’.</p> <p>More robust intelligence-led initiatives ensuring campaigns and initiatives are effectively targeted.</p>

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should ensure staff understand and apply the correct process for safeguarding referrals</p>	<p>Firefighter Apprenticeship sessions have been completed for SDS and FDS, which includes DSO Awareness.</p> <p>All new FF apprentices receive Safeguarding training within their induction.</p> <p>A revised universal eLearning package has been commissioned through Barnados and will be implemented across the Service once produced.</p> <p>A dedicated Safeguarding Officer post has been approved in the Prevention Service Delivery structure to support, which will ensure delivery of safeguarding requirements.</p> <p>Safeguarding training has now moved under the corporate umbrella and is included within the organisational L&D Strategy.</p>	<p>Safeguarding knowledge awareness will be proactively programmed with Crews utilising the Learning Management System.</p> <p>Launch the new Safeguarding eLearning and implement as mandatory for all staff.</p> <p>Recruit to the new Safeguarding Officer post.</p>



HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should ensure that it has allocated sufficient resources to a prioritised and risk-based inspection programme</p>	<p>A baseline audit of all protection teams was undertaken to identify current practices and areas for improvement.</p> <p>Working groups established, with each one producing recommendations for improving ways of working. A detailed implementation plan is currently being developed from the recommendations to deliver and embed changes.</p> <p>A full review of the Risk Based Inspection Process has been undertaken and changes made to risk scoring.</p> <p>A new structure has been agreed and 10 new Regulators recruited with further recruitment planned at six monthly intervals.</p> <p>Revised job descriptions developed aligned to the Competency Framework and revised Training Needs Analysis approved ensuring the holistic development of all Fire Safety Regulators.</p> <p>A new suite of performance measures have been introduced and new Corporate KPIs agreed which better evidence the outcome of activities.</p> <p>Changes have been made to recording systems and the allocation of Building Regulations consultations are now aligned to competency rather than area and response dates monitored. All consultations are up-to-date.</p>	<p>System changes identified enabling a more agile risk profiling of premises will replace the static list of premises, which forms the current Risk Based Inspection Programme.</p> <p>More effective targeting of resources at known and emerging risks in line with Regulator Competency and local knowledge.</p>

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should ensure it addresses effectively the burden of false alarms</p>	<p>The new Automatic Fire Alarms (AFA) Policy piloted in April 2019, has been further refined and implemented from 1st August 2020 with commercial premises not receiving an attendance between 08:00 – 19:00 and a reduced PDA of one appliance will be sent to residential and sleeping risk premises.</p> <p>Extensive engagement has been undertaken with key stakeholders to provide advice about reducing false alarms and the importance of ensuring that Alarm Receiving Centres have up to date information.</p> <p>Mailshots have been sent to Local Authorities, Housing Providers and Care Home Providers in advance of the Policy going live and Protection Staff have pro-actively targeted regulated premises following an AFA incident.</p>	<p>Operational Crews to leave information including advice on reducing false alarms at all AFA incidents, which are not in domestic premises.</p> <p>Reducing false alarms advice given by crews will be recorded on IRS with changes made to the system to ensure that Protection can effectively target premises where there are concerns about the fire safety arrangements.</p>
<p>The Service should ensure its staff work with local businesses and large organisations to share information and expectations on compliance with fire safety regulations</p>	<p>Developed revised ways of pro-actively engaging with businesses to share information. This has been implemented with Housing Providers and Managing Agents with two events held to share information about ensuring compliance with the Government Advice on High Rise Buildings and other Flats.</p> <p>Work has commenced with the Greater Manchester Health and Social Care partnership to develop consistent approaches and guidance for various forms of specialised housing with workshops held with Commissioners, Housing Providers and Social Care partners and work initiated to provide guidance with Shared Lives.</p> <p>A review has been undertaken of the GMFRS website and recommendations for improving the information available to businesses made.</p> <p>Advice has been targeted at businesses from the Risk Based Inspection Programme as part of the Business Continuity Management arrangements during the period the RBIP is suspended.</p>	<p>Business Engagement events is one of the new performance measures introduced for Protection and each area will be responsible for arranging events aligned to area priorities.</p> <p>The GMFRS website to be improved to ensure there is wide range of information available to businesses on a self-serve basis.</p>

Responding to fires and other emergencies



HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should assure itself that staff are competent in safety-critical areas such as incident command and breathing apparatus</p>	<p>Ops Alerts and Safety Alerts have been embedded in our MiLearning system to ensure that all operational personnel confirm they have read the information.</p> <p>A Station Standards Framework has been launched setting out the required standards expected on stations and providing quick and easy access to associated policies and procedures.</p> <p>Review of Incident Command Assessments completed and key recommendations have been implemented. This will be assessed on an annual basis by external body</p>	<p>Ongoing planning to capture all In role incident command assessments to continue and incorporate improvements, where identified.</p> <p>A new simulated training aid has been launched July 2020 and will provide additional learning support to incident commanders.</p> <p>A new scoring matrix and core assessing team implemented to provide better consistency when assessing candidates.</p> <p>Breathing Apparatus Procedure introduced to capture emerging themes and learnings identified from recent exercises, and assessments, to address use of Entry control board, BA set servicing and BA wears.</p>
<p>The Service should assure itself that changes to procedures are understood by all staff</p>	<p>All procedural changes have been incorporated into new eLearning packages ensuring these have been completed by staff to underpin knowledge and understanding.</p> <p>Completion of updated packages, in relation to procedural changes, are performance managed, including a knowledge check to confirm understanding. This is now automated through the system providing the ability to check and monitor completion rates.</p>	<p>Procedural changes relating to risk critical elements such as high-rise / fire firefighting tactics, postponed due to COVID restrictions, will be planned for the next training year. eLearning will be utilised to support knowledge and understanding.</p>
<p>The Service should assure itself that risk assessments are accurately recorded and passed to oncoming crews</p>	<p>The current paper based system of operational risk assessments has been reviewed by the OA/OIT Teams and led to;</p> <ul style="list-style-type: none"> • An Ops Alert to confirm procedural requirements for officers to complete ARAs • Additions to operational guidance • Setting up of improved filing systems within Area admin folders 	<p>The Active Monitoring System requirements to be finalised and an 'options paper' produced outlining proposals to support final decision-making.</p> <p>Final product will introduce the electronic recording of risk assessment via a mobile device enabling information to be easily shared with operational officers and other responding officers/crews.</p>

	<ul style="list-style-type: none"> • A review of Ops 50 (handover) forms <p>The current Active Monitoring System requires improvement that will provide the ability to incorporate other operational activities and tasks; therefore, procurement of a replacement software system is currently underway.</p>	In addition, the data from ARAs will be available for Ops Assurance to review and identify learning/themes.
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Responding to national risks



Requires improvement

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
The Service should ensure that all operational managers/commanders have opportunities to engage in the programme of cross-border and multi-agency exercises	Process implemented to manage exercises centrally through our ER Hub with a new exercise register capturing details and nomination of officer attendance.	Over the border exercises will continue to be undertaken with neighbouring FRSs. Work is ongoing to explore opportunities for broader multi-agency and cross-border activities .
Greater Manchester FRS should have its own MTFA response that is both resilient and timely	Negotiations are currently ongoing with the FBU regarding the reintroduction of GMFRS MTA Specialist Responder Capability. Exhausted all internal options with FBU to reintroduce MTA and subsequently referred to NJC Joint Secretaries and discussion are ongoing.	This activity is linked to agreed progress as part of the National discussions . We are continuing to work with Representative bodies and Government to seek resolution to the current issues relating to the role of a firefighter, which encompasses MTA specialist response.
The Service should ensure it is properly prepared as part of a multi-agency response to terrorist incidents. This includes the provision of a timely response to ensure public safety. Response procedures must be understood by all staff and properly exercised and tested.	Following removal of full specialist response capability within GMFRS in February 2019, the service engaged with Merseyside FRS to provide a specialist response capability in the event of a MT(F)A incident. This is further supported by the ability to request national assets through National Resilience arrangements . New MTA Standard Operating Procedure issued with updated guidance, training continuing for FDS in awareness. Further training required for SDS staff to embed SOP into service.	MTA Joint Operating Principles were issued by the Home Office early 2019. These were reviewed and converted into MTA SOP for GMFRS and published onto our Corporate Document Centre. A mandatory e-learning package was also produced for all operational FFs, CM and WMs. It is available on the corporate learning management system and must be completed once in every 12-month training period (April-March).

Efficiency – How efficient is the Service at keeping people safe and secure



Requires improvement

Making best use of resources



Requires improvement

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service needs to ensure that it allocates its resources appropriately and prioritises activities, which address the risks identified in its integrated risk management plan (IRMP).</p>	<p>Due to the impact of the pandemic, the production of the Fire Plan has been placed on hold, therefore the current IRMP has been extended until we are able to produce and consult on the new Fire Plan.</p> <p>A robust evidence based review of our Fire Cover was undertaken to assess our emergency response capability and our current fleet configuration reflects this updated modelling.</p> <p>A detailed review into the use and effectiveness, and location of special appliances, specifically aerial appliance and water incident units is underway.</p> <p>Review of our non-SDS stations commenced to look at providing a more efficient and sustainable model that provides public value, and a sustainable and resilient crewing model with good levels of staff recruitment and retention.</p> <p>Commenced activities to review how we identify people at risk. We are looking to move to a triage model that includes a definition of ‘at risk person’ to assist with improving how we target those most at risk.</p> <p>Change process in place with North West Fire Control via the designated single point of contact to ensure any changes or issues are addressed, but opportunities identified to further improve processes.</p>	<p>Resources, risk and demand will be considered as part of the production of our Fire Plan and Annual Delivery Plan (IRMP). Delivery requirements or impacts will be highlighted to enable the senior management team to consider proposals.</p> <p>Review of our current risk model to incorporate the wider risks faced by communities, such as built environment, flooding, wildfire etc. and future risks, such as HS2, expansion of the airport and increasing population etc.</p> <p>We will be working with North West Fire Control to review the current service provision to identify where we can exploit best practice and identify opportunities to streamline and improve.</p> <p>Utilising the analysis from the Cube Fire and other significant incidents to review against our current fire cover and planning assumptions and identify any further work or development required.</p>

<p>The Service should have effective measures to ensure that staff are productive and using their time efficiently to meet the priorities in the IRMP.</p>	<p>New approach implemented for Service Delivery teams with regards setting targets, production of the borough based action plans and development of Station Standards Framework.</p> <p>A new suite of performance measures have been introduced and new Corporate KPIs agreed which better evidence the outcome of activities.</p>	<p>Work is currently ongoing to implement new targets and performance management process to align to the new governance arrangements and the new station standards framework.</p>
<p>HMICFRS Area for Improvement</p>	<p>Activities completed / underway</p>	<p>Further activities planned</p>
<p>The Service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.</p>	<p>Development of a new evaluation pathway to be used across the organisation. The pathway outlines a process for staff to follow when conducting evaluation and will also consider how learning from evaluation leads to organisational learning and continuous improvement.</p> <p>Currently developing a new Evaluation Toolkit. This toolkit outlines tools and techniques staff can use when conducting evaluation activities across the organisation</p>	<p>The evaluation pathway to be presented and signed off by senior management before implementation. There is still some development work outstanding on the evaluation toolkit.</p> <p>To embed both the evaluation pathway and evaluation toolkit, workshops and training will be completed with members of staff across GMFRS.</p> <p>Going forward, it is anticipated that evaluation activities and associated learnings and recommendations will be reported on, and colleagues will be accountable for any actions or recommendations that emerge from evaluation activities.</p> <p>Undertake cost benefit analysis to illustrate the public value provided by GMFRS by assessing lives and properties saved as a result of our operational response to incidents, compared with the operational costs.</p>

People – How well does the Service look after its people



Requires improvement

Promoting the right values and culture



Requires improvement

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should assure itself that managers visibly act as role models and staff at all levels demonstrate commitment to service values through their behaviours.</p>	<p>Leadership and Culture development is a key element of the GMFRS Programme for Change and there is a dedicated workstream to support associated activities.</p> <p>CLT and LT colleagues have introduced and maintained a comprehensive programme of station visits</p> <p>Weekly service wide communications from the CEO of GMCA and from the CFO have been maintained throughout the COVID Crisis</p> <p>A wide-ranging consultation exercise has taken place resulting in revised vision, mission and values statements.</p> <p>The NFCC Leadership framework has been adopted at all management levels. The top 100 managers have undertaken personal development workshops to compare current leadership capabilities against the framework.</p> <p>A Station Manager’s Handbook has been introduced linked to the Leadership Framework and the vision, mission and values.</p> <p>A programme of CLT leadership development has been delivered including executive coaching for the CLT.</p> <p>Weekly MS Team meetings across all Service Delivery Managers on stations.</p>	<p>The station visit schedule will be published and maintained to provide transparency of all planned visits.</p> <p>Weekly service wide communications will be maintained providing updates and key messages.</p> <p>A service-wide communication exercise with a Manager’s Handbook will be delivered to fully embed and reinforce the vision, mission and values.</p> <p>The outputs from the personal development workshops will be used to generate personal leadership development plans, a Leadership development programme and to support talent and succession management</p> <p>Development of an organisational employee charter outlining expectations for all staff linked to the Vision, Mission and Values.</p> <p>A further programme will be delivered to include LT to ensure leadership behaviours are consistent with the Vision Mission and Values and the Leadership framework</p> <p>Investment in new AV equipment across all stations to bring aging equipment up-to-date and support the new ways of working and undertaking meetings through MS Teams.</p>

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should put in place mechanisms to effectively engage all staff.</p>	<p>Staff engagement generally is now measured annually using the Best Companies’ survey, and the Stonewall equality index used to measure the ED&I agenda. Both measures indicate an improvement in staff engagement.</p> <p>Four Staff networks have been established for BAME, LGBT and Allies, Women and People with Disabilities, each of these having a CLT champion.</p> <p>The staff networks link to the EDI governance structure through the EDI working group with 95 members from across GMCA and GMFRS. Performance against the EDI action plan is monitored bi-monthly through the EDI Strategy Group chaired by the Deputy Chief Fire Officer.</p> <p>40 EDI and Single Points of Contact (SPOCs) have been recruited to oversee and champion ED and activity across the service.</p> <p>Regular emails and videos to all staff from CEO and CFO incorporating key messages linked to EDI</p> <p>Regular features in weekly bulletin to all staff e.g. IDAHOBIT day, the impact and implication of Covid-19 inequalities, Black Lives Matter support etc.</p> <p>Refreshed online training portal including specific webinars on a wider range of ED&I topics e.g. Inclusive Language, Allyship, and Race Bias & Equality Impact Assessments.</p> <p>Internal EDI ICT Systems are continually improving to ensure quality assurance process are in place to evidence impact for future planning priorities.</p>	<p>Specific engagement action plans are being developed by Service Functions to further improve staff engagement.</p> <p>The equality index improvement recommendations have been built into the ED&I strategy and delivery plan</p> <p>Further development of Staff Networks with a wider range of issues presented for input, utilising the networks for consultation on new policies, projects and initiatives.</p> <p>Development of submissions to national and local EDI recognition awarding bodies to showcase success of individuals and the organisation.</p> <p>Recruitment of additional SPOC’s to ensure all stations are covered. Development of SPOC’s will be ongoing to support them in their activity.</p> <p>EDI Communications Strategy delivery including materials shared on stations and head office to promote EDI best practice.</p> <p>Inclusive of CLT/LT inclusive leadership training, Reverse Mentoring programme, trans awareness training, Anti-Racist & Discrimination training, and Freedom to Speak up Guardian & Champion training for EDI SPOCS.</p> <p>Internal systems developed for quality assurance, performance management and efficient communication to all EDI leads across the service e.g. EDI sites on the CDC and SharePoint.</p> <p>‘Freedom to Speak Up’ initiative to ensure staff feel that they can have their say.</p> <p>Enhancement of the flexible working offer.</p>

Managing performance and developing leaders



Requires improvement

HMICFRS Area for Improvement	Activities completed / underway	Further activities planned
<p>The Service should put in place a talent management process to identify, develop and support high-potential staff and aspiring leaders.</p>	<p>The Crew and Watch Manager Gateway process has been reviewed, with the key aim of refining the process for all involved and now ensures an increasingly fair process for evaluating the potential of an applicant for promotion.</p> <p>Introduction of FF to CM workbook, improvements to assessments, application forms, support for candidates and promotion of the pathways through the staff networks.</p> <p>The programme around developing future leaders is also being supported by the OD team through the Management Development Programme and is well underway.</p>	<p>Consideration being given to developing a Graduate Fast-Track entry into the Service.</p> <p>Development of a third pathway for entry into the Service via a Conversion pathway, which works alongside Apprenticeships and Inter-Service Transfer systems.</p> <p>Building on the Gateway and PRA reviews to implement a Talent and Succession Management Strategy that will cover all aspects of career management and which will link to our EDI strategy during this financial year.</p> <p>Review of the current Gateway process for all ranks in 2021.</p>
<p>The Service should ensure it has an effective system in place to manage staff development, performance and productivity.</p>	<p>The Personal Reflective Appraisal process has been substantially reviewed following consultation with a wide range of stakeholders</p>	<p>A further PRA review will be undertaken to better link performance management with staff development and talent and succession management.</p>