AREA INSPECTED

Getting the right people with the right skills

HMICFRS RECOMMENDATION

The service should ensure that managers have quick access to and proper oversight of all records relating to staff training and skills

STRATEGIC OWNERSHIP	WHAT WE WILL DO	PROGRESS UPDATE	COMPLETION RATE	TIMESCALE
Corporate Leadership Team *Lead-* Director of Business Support	• Incorporate a database for training and skill records into our new Learning Management System • Ensure the database is robust and sustainable • Ensure oversight is accessible to those that require it • Ensure access is quick and user friendly • We will offer technical system support to our Managers (internal ref: Improvement Action Plan item no:77)	• We are launching a new, cohesive Learning Management System platform on October 1st 2019 • This will encompass all competency, training and learning records for all individuals across the Service • Managers will have quick and easy access to their reports, and senior managers will have 'super-user' access to enable access to Service-wide records • The platform is currently being piloted to ensure that it meets user requirements • A dedicated team of people are available to provide support, as well as comprehensive online help	25% 50% 75% 25% 50% 75% 100% 25% 50% 75% 25% 50% 75% 25% 50%	This work is already in progress and we aim to fully complete by December 2019

AREA INSPECTED
Ensuring fairness and promoting diversity

HMICFRS RECOMMENDATION
Put in place a programme to ensure that inclusion, fairness, equalities and professional development are priorities for the service

STRATEGIC OWNERSHIP	WHAT WE WILL DO	PROGRESS UPDATE	COMPLETION RATE	TIMESCALE
Corporate Leadership Team *Lead*- Director of Human Resources & Organisational Development	• We will develop and implement a Strategy for Equality, Diversity and Inclusion • We will appoint a Diversity and Inclusivity Manager • We will ensure that inclusion, fairness, equalities and professional development are recognised as priorities for the Service • We will improve our communications so that everyone knows how to contribute • Review and implementation of improvements for mechanisms to effectively engage staff (internal ref: Improvement Action Plan item no:79, 80, 81,82)	• We have a draft Equality, Diversity and Inclusion Strategy which is awaiting approval and publication • We created a new post and have now appointed a Diversity and Inclusivity Manager • GMFRS Programme for Change incorporates a review of leadership and Culture. This is recognised as a priority for the service. • Within our work are reviewing how improvements can be made in communication with staff • Within our work are reviewing how improvements can be made in how we effectively engage with staff	25% 50% 75% 25% 50% 75% 100% 25% 50% 25% 50% 25% 50%	This work is already in progress and we aim to complete this by December 2019

AREA INSPECTED
Ensuring fairness and promoting diversity

HMICFRS RECOMMENDATION
Ensure that the chief officer team leads the programme, actively promoting the values of the organisation

STRATEGIC OWNERSHIP	WHAT WE WILL DO	PROGRESS UPDATE	COMPLETION RATE	TIMESCALE
Corporate Leadership Team *Lead*- Director of Human Resources & Organisational Development	• We will ensure our senior leaders take an active role in leading the programme • We will ensure our senior leaders take an active role in promoting our organisational values (internal ref: Improvement Action Plan item no:79,82)	• Our Corporate Leadership Team are fully active in implementing and directing the Programme for Change. • We are revising our service values and our Corporate Leadership Team are fully active in the revision and promotion of these values	25% 50% 25% 50%	This work is already in progress and we aim to complete this by December 2019

AREA INSPECTED
Ensuring fairness and promoting diversity

HMICFRS RECOMMENDATION
Ensure that everyone knows how they contribute to the values

STRATEGIC OWNERSHIP	WHAT WE WILL DO	PROGRESS UPDATE	COMPLETION RATE	TIMESCALE
Corporate Leadership Team *Lead-* Director of Human Resources & Organisational Development	• We will review, revise and communicate our values • We will ensure our values are embedded as part of our culture • We will actively promote our values at all levels • We will ensure our values are visible and transparent (internal ref: Improvement Action Plan item no:79,80)	• We are revising our service values and a communication strategy will be used to support this work.	25% 50%	This work is already in progress and we aim to see our values demonstrated at all levels by December 2019