

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
<p>Corporate Leadership Team</p> <p>Lead-Director of Business Support</p>	<ul style="list-style-type: none"> 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 <p>(internal ref: Improvement Action Plan item no:77)</p>	<ul style="list-style-type: none"> We have launched a new, cohesive Learning Management System platform on October 1st 2019 This now encompasses 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 was piloted to ensure that it meets user requirements. We are actively seeking and acting on feedback. We are planning a dedicated team of people are available to provide support, as well as comprehensive online help. We are listening to user feedback. 		<p>This work is already in progress and we aim to fully complete by December 2019</p>

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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

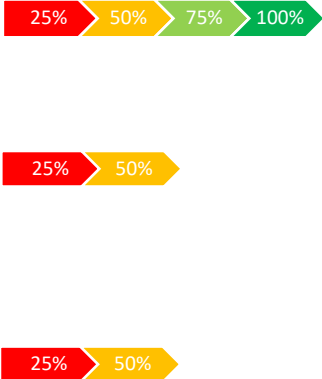
STRATEGIC OWNERSHIP	WHAT WE WILL DO	PROGRESS UPDATE	COMPLETION RATE	TIMESCALE
<p>Corporate Leadership Team</p> <p>Lead- Director of Human Resources & Organisational Development</p>	<ul style="list-style-type: none"> We will develop and implement a Strategy for Equality, Diversity and Inclusion We will 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 <p>(internal ref: Improvement Action Plan item no:79, 80, 81,82)</p>	<ul style="list-style-type: none"> We have a draft Equality, Diversity and Inclusion Strategy which has been published. We have a new governance structure which supports and gives our staff networks accountability. We have 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. We have appointed a 'Diversity Champion' within our Corporate Communications Team. We have again completed the 'Stonewall Workplace Quality Index' survey and await results, available in January. We have also recently completed a staff survey for GMCA staff and await findings. 	<p>25% 50% 75% 100%</p> <p>25% 50% 75% 100%</p> <p>25% 50%</p> <p>25% 50%</p> <p>25% 50% 75%</p>	<p>This work is already in progress and we aim to complete this by December 2019</p>

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

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<p>Corporate Leadership Team</p> <p><i>Lead-</i> Director of Human Resources & Organisational Development</p>	<ul style="list-style-type: none"> 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 <p>(internal ref: Improvement Action Plan item no:79,82)</p>	<ul style="list-style-type: none"> Our Corporate Leadership Team are fully active in implementing and directing the Programme for Change. We are reviewing our service values and our Corporate Leadership Team are fully active in the revision and promotion of these values A coordinated campaign for linking the Mission, Vision and Values has been developed and is due to be launched early in 2020. 	 <p>The completion rate for the first item is 100%. The completion rate for the second and third items is 50%.</p>	<p>This work is already in progress and we aim to complete this by December 2019</p>

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HMICFRS RECOMMENDATION

Ensure that everyone knows how they contribute to the values

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<p>Corporate Leadership Team</p> <p>Lead- Director of Human Resources & Organisational Development</p>	<ul style="list-style-type: none"> 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 <p>(internal ref: Improvement Action Plan item no:79,80)</p>	<ul style="list-style-type: none"> We are revising our service values and a communication strategy will be used to support this work. The values will form part of our new branding Development centres are being scoped out in line with the NFCC Leadership Framework A review of the PRA process will include an area around values. 	<p>25% → 50%</p> <p>25% → 50%</p> <p>25% → 50%</p> <p>25% → 50%</p>	<p>This work is already in progress and we aim to see our values demonstrated at all levels by December 2019</p>