

Cause of Concern 1 - The Service hasn't done enough since the last inspection to embed its values and associated behaviours, and promote a positive workplace culture.

Recommendation	No.	Actions	Theme	Key Milestones	Timeframe	Metric	Desired Outcome	Principal Officer	Lead Officer
<p>Improve how it engages with its staff to gain their commitment to the service's values and associated behaviours</p>	1	<p>Information Analysis. Use existing, qualitative and quantitative, data and capture new focused data to identify areas of concern (relating to culture) or good practice.</p>	Data and Analysis	1. Capture and analyse existing data.	May 22	<p>1. Delivery of analysis (infographic) of areas of concern or good practice to Improvement Board. 2. Uptake in survey participation.</p>	<ul style="list-style-type: none"> Understanding of areas for improvement and identification of priority areas for focus. 	Assistant Chief Fire Officer	AM Business Planning & Performance
				2. Capture and analyse existing data, using staff surveys and focus groups.	June 22				Business Partner Performance and Improvement Manager
	2	<p>Communication Review. Conduct an independent review of how the service communicates with Staff and deliver recommendations for improvement.</p>	Data and Analysis	1. Engage the LGA to conduct the review.	Mar 22	<p>1. Plan for review agreed. 2. Order placed. 3. Final report received. 4. Agreed plan to implement change.</p>	<ul style="list-style-type: none"> Increased reach of Service communications. Communication that resonate with all members of GFRS. 	Deputy Chief Fire Officer	AM Prevention, Protection & Communications
				2. Commission review.	May 22				Comms Business Partner
				3. Final report feedback to Improvement Board.	Sept 22				
	3	<p>Senior Management Engagement. Introduce a timetable of Principal Officer engagement visits to increase visibility and engagement whilst demonstrating a commitment to service values.</p>	Senior Leadership	1. Produce timetable of PO visits with a visit to each watch and team during 22/23.	Mar 22	<p>1. Timetable produced and published. 2. Visits completed within agreed timeframe.</p>	<ul style="list-style-type: none"> Increased visible leadership of Principal Officer Team. Increased trust and confidence in Principal Officer Team. A better understanding of the service values and associated behaviours. 	Chief Fire Officer	Chief Fire Officer's PA
				2. Visits to commence.	Apr 22				
	4	<p>Improvement Focus Group. Establish a group to 'road test' recommendations to ensure initiatives are realistic, impactful and understand any barriers to change.</p>	Right conditions for change	1. Identify the most effective team composition ensuring service-wide representation.	Mar 22	<p>1. Establishment of the focus group and terms of reference. 2. Level of engagement and productivity. 3. Report on barriers to change to Improvement Board.</p>	<ul style="list-style-type: none"> An effective group that will challenge recommendations. A group that has the confidence and trust to speak honestly and openly. Service understanding of barriers to cultural change. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation
				2. Advertise and select membership.	Apr 22				HR Business Partner
				3. Identify barriers to improvement to inform future planning.	July 22				

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Engage with its staff to develop a compelling vision of the service's future culture and set out a clear pathway to achieving this which staff can understand and relate to	5	Develop a vision of a values driven leadership culture. Engage with staff to develop a vision, reflecting service values and rooted in the purpose of the organisation.	Values Driven Leadership Culture	1. Engage with independent facilitator to agree scope and timeline for work of 'what does a leader in GFRS look like?'	Mar 22	1. Agreed vision of future values driven leadership culture and pathway to implement.	<ul style="list-style-type: none"> • A clearly understood and agreed vision of a values driven leadership culture that staff buy-into and own. • People Plan. • Comms and Engagement Plan. 	Chief Fire Officer	Assistant Chief Fire Officer Director of People and Digital
				2. Facilitate a series of workshops including senior leadership, other managers and staff groups to develop a clear vision for a values driven leadership culture.	May – June 22				
				3. Utilise Improvement Focus Group to assess the likely impact.	July 22				
				4. Engage with all staff to test, enable challenge, revise and finalise.	Sept 22				
				5. Development and launch of GFRS People Plan.	Sept 22 – Mar 23				
				6. Develop structured comms and engagement plan to embed People Plan.	Jan – Mar 23				
	6	Localised Plans. Update team plans with Values Driven Leadership Culture and EDI objectives from People Plan.	Values Driven Leadership Culture	1. Develop and implement an engagement methodology with teams to agree how the values driven leadership culture will be reflected in team priorities and plans.	Jan – Mar 23	1. Team level action plans with values driven leadership culture and EDI objectives. 2. Progress against objectives.	<ul style="list-style-type: none"> • Improvements in culture at team and service level. • Working towards cultural improvement seen as business as usual. 	Assistant Chief Fire Officer	All Area Managers
				2. Area Managers to provide assurance and scrutiny regarding progress of culture and EDI objectives within team plans.	Apr 23 – Mar 24				
	7	Recognise Good Values. Develop a recognition initiative to celebrate good work that demonstrates the values, and contributes towards the vision.	Values Driven Leadership Culture	1. Draft a recognition scheme.	Jun – Jul 23	1. Implementation of recognition scheme.	<ul style="list-style-type: none"> • Pride in service values. • Knowledge, understanding and demonstration of the cultural vision and value. 	Deputy Chief Fire Officer	AM Prevention, Protection & Communications Comms Business Partner
2. Road test with Improvement Focus Group.				Sept 23					

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				3. Communicate and engage with staff.	Sept 23				HR Business Partner
				4. Revise approach and implementation plan.	Oct 23				
<p>Make sure all staff understand the behaviours which are expected of them and how these relate to the service's culture</p>	8	<p>Values driven leadership. As the critical driving force for change develop all Managers as inclusive leaders.</p>	Management Development	1. Complete gap analysis to identify appropriate training and development requirements for existing managers in relation to People Plan	Mar 23 – May 23	<p>1. Culture/EDI module to SM Development Programme. 2. Delivery of Ethical Leadership Course. 3. Bi-monthly non-operational CPD days for SMs 'safe space' conversations. 4. All senior manager PDRs will include relevant objectives regarding values driven leadership culture.</p>	<ul style="list-style-type: none"> Increased workforce engagement and involvement in EDI/Cultural initiatives. Proactive EDI/Cultural leadership. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation
				2. Develop 'Ethical Leadership' training to all existing Station Managers as an identified target sub culture.	May 23				HR Business Partner
				3. Provide relevant and regular CPD opportunities for Station Managers linked to values driven leadership culture.	Dec 22				AM Response & Resilience
				4. Add relevant objectives regarding values driven leadership culture to all senior manager PDRs.	Apr 23				
	9	<p>Fire specific Communication. Communications and training material to be developed clearly demonstrating both positive and inappropriate behaviour in the work place</p>	Values Driven Leadership Culture	1. Source/produce relevant communications and training material.	Dec 22 – Mar 23	<p>1. Effective material sourced and road tested 2. Delivery of regular scenarios. 3. Positive feedback from pilots and engagement.</p>	<ul style="list-style-type: none"> Communication and training on cultural values and behaviours that resonates with all staff and has a positive effect. 	Deputy Chief Fire Officer	AM Prevention, Protection & Communications
				2. Commence publication of a series of fire specific scenarios linking them to the values linked to launch of People Plan.	Apr 23				Comms Business Partner
				3. Deliver a series of fire specific communications that demonstrate the negative effects of inappropriate behaviour.	May 23				HR Business Partner

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Support managers to confidently challenge and manage inappropriate behaviour	10	Analysis. Review and assess the effectiveness of existing training relating to the management of inappropriate behaviour. Engage with managers to understand barriers to challenging inappropriate behaviour.	Data and Analysis	1. Review effectiveness of the current training provision in relation to tackling inappropriate behaviour.	Mar 23 – Apr 23	1. Delivery of review paper with recommendations to Improvement Board as part of training gap analysis. 2. Identification of barriers. 3. Identification of core behaviours that lead to issues.	● Detailed information that can inform on planning to support managers.	Assistant Chief Fire Officer	AM Organisational Development & Transformation
				2. Manager engagement to identify barriers and potential support linked to CPD sessions.	Dec 22				AM Response and Resilience
	11	Data Quality. Expand the information and data collected with regards poor behaviour to enable more focused interventions.	Data and Analysis	1. Review information already available and identify data required to inform interventions.	Sept 22	1. Production of data. 2. Review paper presented to SLT.	● Accurate and detailed data that enables planning for interventions.	Assistant Chief Fire Officer	AM Organisational Development & Transformation
				2. Data collection and analysis to identify core behaviours that lead to issues.	Sep – Dec 22				HR Business Partner
				3. Implement a robust performance management framework to inform SLT of ongoing activity, trends and interventions.	Jan - Mar 23				
	12	Measurement of Effect. Develop a methodology to assess the impact of organisational culture initiatives to inform planning.	Data and Analysis	1. Produce draft methodology linked to wider corporate workforce planning dashboard.	Apr 23	1. Publication of methodology. 2. Effect measured for culture and EDI initiatives.	● The Service understands what initiatives are working and where appropriate adjust focus and resources to maximise effect.	Assistant Chief Fire Officer	AM Organisational Development & Transformation
				2. Pilot methodology for effectiveness.	July 23				AM Business Planning & Performance
				3. Quarterly measurement of effect for values driven leadership culture, EDI initiatives and Organisational Development.	Sept 23				HR Business Partner
	13	Policy. Review relevant policies, supporting guidance and training to ensure that they support managers to tackle inappropriate behaviour.	Management Development	1. HR to review and update policies and supporting materials with appropriate engagement relating to 'early intervention' and guidance for managers.	June - Sept 23	1. Revisions to policies and supporting material developed and in place. 2. Positive feedback from the focus group.	● Policies that support managers and acts as a guide to challenging inappropriate behaviour.	Assistant Chief Fire Officer	AM Organisational Development & Transformation HR Business Partner

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			2. 'Road-test' policy with managers, representative bodies and staff focus groups and adjust accordingly.	Sept 23				
			3. Develop and implement an appropriate communication and engagement plan with managers and staff.	Oct 23				
14	Training. Deliver appropriate training for supervisory managers to help support the development of positive behaviours and to tackle inappropriate behaviour.	Management Development	1. Use the learning from 11 & 12 above and design appropriate training.	Dec 23	1. Number of managers trained in early intervention. 2. Delivery of CPD events 3. Positive feedback on culture.	<ul style="list-style-type: none"> Managers confident and capable in developing individuals and teams with the right behaviours and in challenging inappropriate behaviour. Poor behaviour being stopped or changed early. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation
		2. Pilot and review.	Mar 24	HR Business Partner				
		3. Deliver training for all managers.	Mar 24 onwards	AM Response and Resilience				
		4. Deliver targeted training during manager's non-operational CPD days.	Mar 24 onwards					
		5. Evaluate training and review progress.	Ongoing					
Establish effective measures to monitor and manage staff workloads	Targeted Training. Deliver holistic training to ensure leaders can manage workflow, time and resources efficiently. In addition, proactively support their teams to manage their own health and wellbeing.	Management Development	1. Raise manager's awareness of existing training for managing workloads and resilience.	Apr 22	1. Numbers of senior managers accessing training courses. 2. Positive feedback.	<ul style="list-style-type: none"> Managers with the skills and knowledge needed to effectively manage workflows. Managers with the knowledge to be resilient under pressure and the confidence to ask for help. Reduction in work related stress. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation
			2. Deliver 'building resilient teams' and 'personal resilience and leadership' training to all senior managers.	Apr – Jul 22				HR Business Partner
			3. Deliver Stress Risk Assessment training to all managers.	Apr – Jul 22				
16	Monitoring Staff Workloads. Team Plans should be used more effectively to track progress and escalate issues with workloads and	Staff Health and Well-being	1. Produce an accurate monitoring process for staff appraisals and one to ones.	June 22	1. Number of completed PDRs. 2. Reduction in accrued TOIL. 3. Active use of the escalation process.	<ul style="list-style-type: none"> Managers monitoring and controlling workloads. A process of escalation Reduction in stress absence. 	Assistant Chief Fire Officer	AM Business Planning & Performance

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		timelines. Managers should be held to account to ensure appraisals and 1:1 meetings are taking place.		2. Appraisals format/template to be updated with a compulsory conversation about workloads. 3. Process of monitoring working hours of HQ and supervisory managers.	Dec 22 Sept 22				
Make sure all staff have equitable access to appropriate welfare support	17	Analysis. Review staff access to welfare support to identify areas of the service that are not accessible.	Data and Analysis	1. Complete accessibility review to identify unequal access to support. 2. Engage with staff to identify any welfare support mechanisms are not accessible.	May 22 June 22	1. Accessibility review produced with recommendations. 2. Recommendations considered and delivered where appropriate.	<ul style="list-style-type: none"> A Service where all members of staff have equal access to welfare support. 	Assistant Chief Fire Officer	AM Business Planning & Performance HR Business Partner
	18	Critical Incident Diffusing. Review the effectiveness of critical incident diffusing, to ensure it is effective and accessible.	Staff Health and Well-being	1. Conduct survey for users of critical incident diffusing. 2. Survey/engage with flexi-duty officers to assess effects on diffusers. 3. Deliver review document including recommendations. 4. Implement improvement recommendations.	Sept 22 Sept 22 Dec 22 Jan – Mar 23	1. Diffusing review produced with recommendations.	<ul style="list-style-type: none"> Critical Incident Diffusing that supports staff. The appropriate level of support for FDO's and Diffusers. 	Assistant Chief Fire Officer	AM Business Planning & Performance
	19	Access to Support. Ensure all members of staff have appropriate access to welfare support when involved in difficult situations such as discipline cases.	Staff Health and Well-being	1. Update guidance materials including discipline and grievance policy and guidance. 2. Communicate welfare support mechanisms, including during engagement. Consider barriers to accessing the support. 3. Take feedback from those who access the support.	June – Sept 23 Oct 23 Nov 23	1. Discipline and grievance policy and guidance updated to reflect changes. 2. Relevant communication and engagement plan involving with all members of staff.	<ul style="list-style-type: none"> Equal access to staff welfare support. Increased understanding of welfare support available. Reduction in mental health absence. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation AM Prevention, Protection & Communications Comms Business Partner HR Business Partner

Cause of Concern 2 - The service hasn't done enough since the last inspection to improve understanding of the importance of equality, diversity and inclusion (EDI) and remove barriers to establishing EDI in the service.

Recommendation	No.	Actions	Theme	Key Milestones	Timeframe	Metric	Desired Outcome	Principal	Lead Officer
Engage with its staff to develop clear EDI objectives and a plan to increase awareness of EDI and its importance across the organisation. This should include understanding and addressing the impact positive action is having on staff	1	Information Analysis. Use existing qualitative and quantitative data and capture new focused data to identify areas of concern or good practice relating to EDI.	Data and Analysis	1. Capture and analyse existing data, to identify themes and trends within underrepresented groups across all areas of the service.	June 22	1. Delivery of analysis (infographic) of areas of concern or good practice to SLT. 2. Uptake in survey participation.	<ul style="list-style-type: none"> • A detailed understanding of service areas/groups that need to be prioritised for development and engagement. • Knowledge of what and where the issues are. 	Assistant Chief Fire Officer	AM Business Planning & Performance GCC Performance Lead
				2. Further explore using benchmarking against comparative organisations.	July 22				
				3. Produce analysis report with recommendations for SLT.	Sept 22				
	2	Values driven leadership culture. Engage with employees to develop clear EDI objectives aligned to the values driven leadership culture to be included in the People Plan.	Values Driven Leadership Culture	1. Engage with EDI Network, improvement focus group and Rep Bodies to develop values driven leadership culture.	Jul -Sept 22	1. Collaborative production of objectives and People Plan. 2. Increased level of engagement.	<ul style="list-style-type: none"> • Objective and plan owned by the workforce. • Sense of belonging for employees. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation HR Business Partner
				2. Undertake engagement with the wider service to feedback on draft objectives which will be included in the people plan.	Jan - Mar 23				
	3	Impactful Training Material. Utilise external expertise to develop meaningful, relevant and impactful engagements and training that will improve staff commitment to a positive EDI environment.	ED&I	1. Design and production of training material aligned with wider council approach.	Mar 23 – May 23	1. Positive staff feedback from pilot group.	<ul style="list-style-type: none"> • Delivery of training and engagement material that resonates with priority areas of the service. • A workplace that has the confidence and trust to have open and honest conversations about EDI appropriately. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation Culture and Inclusion Manager
				2. Pilot material with priority service areas identified in the analysis.	June 23				
				3. Commence training delivery.	July 23 onwards				

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Actions 3, 4 & 8 (Cause of Concern 1) contribute towards this recommendation.										
Improve how it engages and seeks feedback and challenge from all areas of the service.	4	Delivery Programme. Deliver a service wide programme of engagement and training focusing on EDI,	ED&I	1. Undertake workshops to develop values driven leadership culture with a specific focus on EDI.	May – Jun 22	1. Delivery of initial programme. 2. Delivery of routine CPD events. 3. Improved EDI understanding. 4. Improved EDI measures.	<ul style="list-style-type: none"> • A developed openness to EDI. • EDI engagement is seen as 'normal business'. 	Deputy Chief Fire Officer	AM Organisational Development & Transformation AM Prevention, Protection & Communications Comms Business Partner Culture and Inclusion Manager	
				2. Utilise the improvement focus EDI Network to assess impact.	July – Sept 22					
				3. Feed EDI network outcomes and objectives into the development of the GFRS People Plan.	Sep –Mar 23					
				4. Develop a structured communications and engagement plan to embed EDI (Positive Action) benefits in line with launch of People Plan.	Jan – Mar 23					
				5. Monitor and measure effect.	Apr 23 Onwards					
	5	Senior Leadership Team Cascade and Feedback. Information and decisions need to be cascaded to teams by managers, effectively. Feedback should be encouraged and utilised.	Review of Processes	1. Reinstate core brief outlining SLT decisions.	Apr 22	1. Publication of core brief 2. Increased levels of feedback. 3. Increase in number of staff that consider they are well informed and able to challenge. 4. Number of messages sent and responded to 'ask the chief' mailbox	<ul style="list-style-type: none"> • Increased level of engagement and feedback from staff. • A better informed organisation. 	Deputy Chief Fire Officer	AM Prevention, Protection & Communications Comms Business Partner	
					2. Team managers to discuss the core brief with teams and encourage feedback.					Apr 22
					3. Initiate a process for collecting feedback and responding accordingly.					Apr 22
					4. Create an 'Ask the Chief' Mailbox that will be serviced by the Principal Officers to respond to feedback and ideas.					Mar 22

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<p>Understand the reasons for low declaration of staff diversity information and put in place a plan to address this</p>	6	<p>Information Analysis. Use existing data and staff engagement to Identify issues affecting the collection of staff diversity information.</p>	Data and Analysis	1. Review all data collection processes, including, Green and Grey Book.	June 22	<p>1. SLT paper identifying recommendations. 2. SLT to make a decision on next steps.</p>	<ul style="list-style-type: none"> ● Identification of process issues relating to the collection of diversity information. ● Identification of trust/confidence or culture issues. ● Recommendations for improvement. 	Assistant Chief Fire Officer	<p>AM Business Planning & Performance. Performance Business Partner</p>
				2. Use staff surveys and staff engagement to identify reasons for low staff uptake.	June 22				
				3. Produce paper to SLT identifying recommendations for improvement.	Sept 22				
	7	<p>Diversity Data Initiative Develop and deliver a set of initiatives to increase the levels that staff declare diversity information.</p>	ED&I	1. Following data review, develop initiatives to overcome process barriers.	Oct 22	<p>1. Levels of staff diversity information (benchmarked). 2. Accuracy of staff diversity information.</p>	<ul style="list-style-type: none"> ● Increased staff diversity information that can be used to progress EDI projects and organisational understanding. 	Assistant Chief Fire Officer	<p>AM Organisational Development & Transformation Culture and Inclusion Manager AM Prevention, Protection & Communications Comms Business Partner HR Business Partner</p>
				2. Develop initiatives to overcome culture barriers using staff engagement groups.	Nov - Dec 22				
				3. Communicate the use, value and benefits of staff diversity data.	Jan - Mar 23				
				4. Start to implement and deliver initiatives.	Apr 23 onwards				

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Assure itself it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process	8	Grievance Review. Review the grievance process and develop actions to improve trust and confidence in the process.	Review of Process	1. Review process, take feedback and identify reasons for concern about confidentiality breaches.	May 23	1. Identify recommendations for improvement. 2. Implement approved recommendations.	<ul style="list-style-type: none"> • Understanding of process issues. • Identification of how we can increase trust in the grievance process. • Increased trust and confidence in the grievance process. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation HR Business Partner
				2. Conduct staff engagement to identify ways to increase trust.	July 23				
				3. Develop and deliver actions for improvement.	Sept 23				
				4. Liaise with neighbouring services to assess the value of inter-service (third party) grievance investigations.	Oct 23				
				5. Implement recommendations.	Dec 23 Onwards				
	9	Training. Link effective grievance training for all managers into the wider training plan, include ways to prevent and resolve concerns before formal grievances arise.	Management Development	1. Development of relevant training for managers.	July - Nov 23	1. Production of training package. 2. Reduction in grievance appeals. 3. Increase in successful grievance resolution.	<ul style="list-style-type: none"> • Managers well trained to deal with staff grievances. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation HR Business Partner
				2. Development and delivery of conflict resolution training for managers as part of the wider programme.	Dec 23 onwards				
	10	Identifying Lessons. Develop a process that captures key learning from discipline and grievance cases to ensure continuous improvement whilst protecting anonymity.	Values Driven Leadership Culture	1. Develop 'Lessons Learnt' process and governance.	Jun – Sept 23	1. Production of lessons learnt process. 2. Number of lessons identified and shared.	<ul style="list-style-type: none"> • Continuous improvement and confidence in the grievance process. 	Assistant Chief Fire Officer	AM Organisational Development & Transformation HR Business Partner
				2. Test the process with the Improvement Focus and EDI groups.	Jan – Mar 24				
				3. Communicate the changes along with the positive outcomes that can be achieved with a grievance.	Apr 24				

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<p>Improve the understanding and use of equality impact assessments in all aspects of its work, and consider if its policies and procedures are inclusive and support those with protected characteristics</p>	11	<p>Information Analysis. Review of Equality Impact Assessments and produce a gap analysis.</p>	ED&I	1. Review the EIAs for GFRS policies, procedures.	June 22	<p>1. Production of the gap analysis and recommendations. 2. Implementation of recommendations.</p>	<p>• Clear recommendations to inform EIA development.</p>	Assistant Chief Fire Officer	<p>AM Organisational Development & Transformation Culture and Inclusion Manager</p>
				2. Complete the NFCC Maturity model for EIA's to assess the current standard.	Sept 22				
				3. Produce gap analysis and report back to SLT.	Jan 23				
				4. Implement recommendations complete monitoring process.	Feb 23 onwards				
	12	<p>EIA Development. Review the corporate EIA processes and guidance with relevant teams to ensure it is fit for purpose.</p>	ED&I	1. Review template and guidance and revise if necessary.	Sept 22	<p>1. Production of a standard EIA toolkit that easily understood.</p>	<p>• Increased awareness and usability of EIA's.</p>	Assistant Chief Fire Officer	<p>AM Organisational Development & Transformation Culture and Inclusion Manager</p>
				2. Road test template to ensure usability.	Oct – Dec 22				
	13	<p>Equality Impact Assessment Training. All Managers will be trained to deliver a meaningful EIA in the workplace.</p>	Management Development	1. EIA training developed for Manager Development Programmes.	Jan – Mar 23	<p>1. Percentage of managers trained 2. Six monthly CPD training.</p>	<p>• Managers competent to deliver effective good quality EIA'.</p>	Assistant Chief Fire Officer	<p>AM Organisational Development & Transformation Culture and Inclusion Manager</p>
				2. Training to be delivered to existing Managers.	Apr 23				
				3. Regular updates to be delivered through Managers non-operational CPD events.	Apr 23 onwards				
	14	<p>Management and Assurance. Implement an assurance and review process for equality impact assessments alongside relevant council teams</p>	ED&I	1. Design an assurance process with EDI Network scrutiny.	May 23	<p>1. EIA's in date. 2. Quality of EIA's.</p>	<p>• A well-managed, well governed EIA process.</p>	Assistant Chief Fire Officer	<p>AM Organisational Development & Transformation Culture and Inclusion Manager</p>
				2. Implement assurance process and scrutiny.	June 23				