



Bedfordshire

Fire & Rescue Authority

28 September 2023

Dear Councillor

FIRE AND RESCUE AUTHORITY - TUESDAY, 3RD OCTOBER, 2023


I am now able to enclose, for consideration at next Tuesday, 3rd October, 2023 meeting of the Fire and Rescue Authority, the following reports that were unavailable when the agenda was printed.

Agenda No Item

11. **HMICFRS Inspection update – Appendix 2 Action Plan (Pages 3 - 6)**

Yours sincerely

Graham Britten
Monitoring Officer

 (01234) 845000

Democratic.services@bedsfire.gov.uk

www.bedsfire.gov.uk

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Inspection Area	AFI ref	HMICFRS Area for Improvement	Action Ref	Action	Proposed New Key Deliverable	Progress Summary (Sept 23)	PO Lead	Owner	Target End Date	Amended End Date	Additional Budget Req'd? Y/N	If Additional Budget, quantify below £
Preventing fire & other risks	1	The service should develop a clear prevention plan that implements the prevention strategy in its community risk management plan. The prevention plan should target people most at risk and make sure the level of activity is proportionate to reduce that risk.	1.1	To produce a draft prevention strategy and underpinning annual delivery plan which clearly sets out a specific measurable and targeted delivery plan for each area of prevention (home safety, road safety, water safety, children and young people, deliberate fire reduction).	Prevention Strategy Annual Delivery Plan	A plan is in the process of being developed. The plan will set out activities for the remainder of the year and become the template for future years	DCFO	Head of Prevention & Protection	31/03/2024	31/03/24	N	
Preventing fire & other risks	2	The service should make sure it targets its prevention work at people most at risk.	1.2	Continue to develop and use risk profiling tools to identify and target vulnerable segments of the community. Analyse data collected during Home Fire Safety Visits (HFSV) to identify which referrals/activities are most effective in reaching people most at risk. Provide feedback to teams planning and delivering HFSV to assist them in improving targeting. Amend prevention plan as necessary based upon evaluation outcomes. Develop KPI based upon national measures to enable corporate monitoring and benchmarking.	New KPI	Data shows that in Q1 23-24 the proportion of HFSV delivered to 'vulnerable' groups as defined by Home Office/HMICFRS was 69% (this is higher than the national average for 21-22 of 61%). Wider data from the HFSV system also demonstrates that HFSV are effectively targeted. Data shows that partner referrals tend to be for vulnerable households and that our prioritisation triage is effective. A presentation of Q1 HFSV data evaluation will be communicated to all teams delivering HFSV by end of September 23.	DCFO	Head of Prevention and Protection	02/01/24		N	
Preventing fire & other risks	3	The service should make sure it quality assures its prevention activity, so staff carry out safe and well visits and home fire safety visits to an appropriate standard.	1.3	Finalise and publish revised HFSV policy setting out quality assurance arrangements. Produce quality assurance plan for remainder of 23-24 in accordance with policy requirements. Implement plan for quality assurance of HFSV processes and compliance with record keeping requirements e.g. booking and delivery of visits within priority parameters, referral processes, delivery of visits and accuracy / completeness of records. Report outcomes of QA activity to all levels of management/governance to promote continuous improvement and provide assurance that standards are being met. Take corrective action where standards are not being met.	Revised HFSV Policy Quality Assurance Plan QA Reports	Day to day quality assurance of performance is ongoing by prevention team, with issues identified reported via Service management meetings. Revised HFSV policy is in draft. GC Prevention has drafted written QA plan.	DCFO	Head of Prevention & Protection	31/12/23	31/12/2023	N	
Protecting the public through fire regulation	4	The service should assure itself that it has effective systems and processes in place to manage its risk-based inspection programme (RBIP).	2.1	Complete the Fire Risk Data Warehouse (FRDW) Project in accordance with the project Project Implementation Document (PID). Take into account of the latest national guidance on risk based intervention programmes (RBIP). Use the FRDW to generate and implement a frequency based RBIP for audit of high risk premises and a sampling programme for other premises and fire safety check programme. Revise policy documentation to reflect the new RBIP processes.	Fire Risk Data Warehouse	The FRDW project has a formal plan which currently predicts the FRDW will go live in December 2023. This is a complex project which deals with large amounts of data from variety of sources. The FRDW aims to stratify risk based upon a range of data including: use, building footprint, building height, audit compliance history, response time, heritage status, number of premises within the building, (Unwanted Fire Signals)UWFS history, deliberate fires in the locality etc. There is no single reliable source of data for premises with property classifications required for protection purposes. Maintaining comprehensive up to date database of premises is a significant challenge requiring extensive data validation processes. Steady progress is being made. The project is also dependent upon implementation of a significant upgrade to the protection management information system by the system supplier. FRDW output is already being used and helping with data validation and risk profiling. It is planned to phase in use of the FRDW during Q3 to generate the RBIP replacing the interim determination of high risk premises based upon the use category (e.g. hospital, care home etc.)	DCFO	Head of Prevention and Protection	31/03/24	31/03/24	Y	£43,479 funded via the Home Office Protection uplift grant
Protecting the public through fire regulation	5	The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	2.2	Undertake further action including peer assessment to ensure that quality assurance process is effective. Ensure that adequate QA and supervision of work carried out on fire engineered solutions by Fire Engineering Design Technician is in place.	Additional QA	Contact has been made with other FRS in the region to compare practice	DCFO	Head of Prevention & Protection	31/03/24	31/03/24	N	
Protecting the public through fire regulation	6	The service should have effective processes to manage the burden of false alarms (unwanted fire signals).	2.3	Review protection process for reducing unwanted fire signals in premises regulated by the fire safety order. The review will establish an efficient method of targeting premises using fire risk data warehouse output and appropriate resourcing. This will include appropriate business engagement to educate premises on arrangements they should have in place and to deter businesses from calling FRS without having first investigated to determine the cause of the alarm. Implement the revised process from Q4 23-24 with a plan for evaluating the effectiveness of the process. Update the relevant Service Order.	Revised Protection Process for unwanted Fire signals.	First use of fire risk data warehouse to identify buildings with excessive UWFS is underway. This identified incorrect data issue which has now been corrected. Additional Area Fire Safety Manager post has been created supported by protection grant to lead on work in this area, which commences in October.	DCFO	Head of Prevention & Protection	31/03/2024	31/03/2024	Y	£5,400 funded from Home Office Protection uplift grant
Protecting the public through fire regulation	7	The service should make sure it works with local businesses and other organisations to share information and expectations on compliance with fire safety regulations.	2.4	Develop a business engagement strategy and plan for implementation commencing in Q4 23-24. The strategy will be based upon research of FRS best practice and available national guidance. Resource the plan appropriately. Explore purchase of email marketing system to support business (and other community/public) engagement. Develop a plan for evaluating the effectiveness of the business engagement. This will be developed with the Communications team and utilise available NFCC engagement tools.	Business Engagement Strategy Business Engagement Plan	Working with Communications Team BFRS is supporting National Fire Chiefs Council (NFCC) Business Safety week. BFRS will also be using NFCC Building Safety Act 2022 – Section 156 toolkit for FRS. Additional Area Fire Safety Manager post has been created supported by protection grant to lead on work in this area, which commences in October.	DCFO	Head of Prevention & Protection, Head of Strategic Communications	31/03/2024	31/03/2024	Y	£5,400 funded from Home Office Protection uplift grant
Responding to fires and other emergencies	8	The service should make sure its response strategy provides the most appropriate response for the public in line with its community risk management plan.	3.1	Response Strategy agreed at CMT which links to the Community Risk Management Plan (CRMP). This Response strategy will deliver response activity and address current or emerging risks identified in Community Risk Assessment (CRA). Only minor changes may be required to assure we provide appropriate response. Is complete, but further work on golden thread plans on-going.	CRMP standards proposals linked to minor adjustments in the plan. The outputs from the plan e.g. roaming pump will enhance the response to the public. Head of operational Response (HOR) to liaise with Communications team and Operations Commanders to make the plans more accessible to end users and able to flex to need.	Key objectives in the plan are on track. Roaming pump is live in 2 weeks and conclusions from the Luton pump trial have been fed into the wider risk cover review. Awaiting further explanation on what the resource to risk gap is. Service Improvement Manager (SIM) has met with the HMICFRS Service Liaison lead (SLL) to seek clarity. SLL feedback was around end user understanding of what they are doing and how it fits into the plan. The plan needs to be better communicated and understood by both the public and teams on station. Communications strategy linked to strategic plans appear to be working. HOR to test making the station plans more reactive to these and visible to station personnel. e.g. Station turn out times campaign. Do end users understand how this links back to CRMP standards? The golden thread is the key thing missing at the moment. Operations Command Team (OCT) action for November.	DCFO	Head of Response	31/03/24	31/03/24	N	Met from On Call 2023/24 base budget increase
Responding to fires and other emergencies	9	The service should make sure fire control is sufficiently resourced and has resilience arrangements and appropriate fallback cover.	3.2	We have good, predetermined resilience measures in terms of: * Overflow emergency calls will route to our call taking buddy, Essex fire control * We have a 're-call to duty' mechanism, albeit voluntary, to help increase emergency call management capacity * We are in the process of developing a potential "On-call fire control" role to further support resilience. Business case and JD to Service delivery leadership Team (SDLT) in August. Links to Fire Control enhancement team proposals. * For incidents where the emergency call management capacity is or is likely to be outside of our existing arrangements, we are active members of the national call re-distribution scheme, Operation Willow Beck. This scheme means emergency calls will not wait in a queue unnecessarily but may be managed by other professional fire control personnel around the UK. * BFRS knowingly ended our previous technical resilience with Essex fire control to pursue an ambitious move to the UK's first cloud-hosted mobilising system; we knew we would be 'alone' until others caught up. * Essex have now gone live on the same system and have written the requirement to establish technical links with us (to share incident-related information between the two fire controls) into their contract. * BFRS did not have foresight when the specification was written, circa 2019. We await the impact of this, having it recorded as a risk on Mercury board. Depending on the contractual arrangements technically this can be achieved. This is within the capability of the system, it is purely a contractual issue. We anticipate this is linked to being fully cloud hosted in 12 months time. This will also allow Essex to move into their second phase which includes appointing a buddy.	Resilience arrangement with Essex Fire and Rescue Service or explore consortium options with Herts and Norfolk.	We assisted Essex FRS with the implementation of their system and have a signed statement of intent with Essex FRS to be fallback buddies.	DCFO	Head of Response	31/03/2025	31/03/2025	TBC	Costs unknown at this early stage
Responding to fires and other emergencies	10	The service should make sure it uses its on-call crews effectively to respond to incidents based on risk in line with its community risk management plan.	3.3	This is being addressed through the On-Call Project at the time of inspection. The project was recently re-energised with a new Group Commander (GC) joining in late 2022. Two Watch Commander B (WCB)posts have been recruited to. WCB are responsible for delivering on Call development training twice a month, for planning and delivering assessments, for ensuring that appliance availability is maximised using on call to whole time and whole time to on call stations (where crewing permits). The Watch Commanders will be delivering incident command support and looking to develop new commanders across the Service. These options will reinforce the ability to support a range of activities including extra lectures and study sessions as well as practical sessions and concrete experience on busier stations as well as ensure appliances are available as much as they can be to give great exposure and experience. This should accelerate completion of all phases of development including acquisition of skills and skill maintenance. There is a regional collaboration between Bedfordshire, Cambridgeshire and Hertfordshire to look share initial training courses, this means that the initial core skill courses will be greater and shared across the Services meaning a reduced financial impact for each service by one third. Progress against this AFI will be tracked in the On-Call Project. Objectives captured in the project plan Extra budget added for this project and resources as set about above, Extra GC and two WCB. This is tracked and progressed through the project board and is on track. This is a whole CRMP project. Elements will be delivered periodically over the whole duration	Improved On-Call availability, through better recruitment and retention.	We have a GC in post and a fully live PID, we have recruited watch commander On Call liaison officers who are already having an impact on appliance availability. We have delivered a number of additional training evenings enhancing skills and increasing morale and retention. We have moved a green book system support member of staff into the project team.	DCFO	Head of Response	31/03/25	31/12/25	N	Met from On Call 2023/24 base budget increase

Responding to fires and other emergencies	11	The service should do more to align with national operational guidance to improve a coordinated response to the most high-risk incidents.	3.4	NOG Training Integration Officer post has been filled. Project Board ensures delivery against the project action plan. Cross organisation representation on the project board. Reported at Corporate Performance Board. Project Plan is based on realistic resource allocation and benefits from looking for opportunities for effective delivery. Estimated at least 24-36 months delivery	4 further packs to be delivered by Dec 31st 2023. further packs have commenced the strategic gap analysis	2 packs delivered - Incident Command, Operations The following packs are complete awaiting sign off in October: Fires in buildings Incidents involving Animals Water Rescue	ACFO	Head of Response	31/12/23 3/31/2024	31/03/24	N	Met from existing budget.
Responding to fires and other emergencies	12	The service should make sure it has an effective system for learning from operational incidents and assure itself that all areas of the service can contribute to debriefs.	3.5	1. The service has a current strategic project underway to fully review our operational assurance process. The project includes the implementation of new operational assurance software to better manage our operational learning from station audits, incidents, exercises and operational monitoring, employing better systems to reduce the time from event to debrief and ensure consistency of debrief records. The project is split in the following phases: a. Station and Control audits – The go live day for first audits is Jan 24, with all sections to have been audited by the end of 2024. b. A Implementation of all debrief modules (Hot Debrief, On Scene, Debrief, Structured Debrief, Command Review, Multi-Agency Debrief, Control Debriefs) – The go live day for phase 2 of the project is Feb 24. c. Active Monitoring & Simulation Monitoring implementation - The go live day for phase 3 of the project is Jul 24. Success of this project will be measured via end of project review including all stakeholders. 2. The Terms of reference (TOR) for the Assurance Working Group are to be reviewed to confirm that all relevant departments are included in the working group and ensure conformity with the National Operational Learning: Good Practice Guide. The TOR for the Assurance Working Group are due to be revised and go live in Dec 23 to pre-empt the implementation of phases 1&2 of the operational assurance process review. 3. Bedfordshire Fire and Rescue are working with the Bedfordshire Local Resilience Forum (LRF) to establish a multi-agency Joint Operational Learning (JOL) assurance group to share learning across LRF partners and make sure opportunities to learn are not lost. This is an LRF action but BFRS are supporting as a key partner. The establishment of a JOL assurance group is planned to be complete by April 2024.	Implementation of new operational assurance software Revision of terms of reference for the Assurance Working Group Establishment a multi-agency LRF JOL assurance group	9/8/23 - Action plan created.	DCFO	Head of Training and Assurance	1. Jul 2024 2. Dec 2023 3. Apr 2024		Y	The cost of the operational assurance software is an indicative £11,700 increase on our annual subscription. This will be a budget 2024/25 budget bid.
Responding to major and multiagency incidents	13	The service should make sure it has an effective method to simultaneously share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	4.1	We will ensure we have an electronic system to do this. We will have an interim solution in place by November 23. We will then compare two procurement options with existing providers. Response Support Manager (RSM) to continue work with Airbus UK to deliver a working solution during this fiscal year. The off the shelf product is available for us to develop within the Response Support team. Station Commander (SC) King has showcased this to CMT and will provide further costings. Motorola also have an option which is being considered but is linked to further contractual arrangements. There are two options from existing providers. We need to evaluate cost and pros and cons of each system. This is being tracked through CMT and is a live action. We expect a final decision in this fiscal year and a budget bid made for the preferred solution	Electronic system for Fire Survival guidance, with a manual fall back system and supporting operational guidance and policy.	Supplier A have been in and showcased their solution. CMT have been presented with a summary of this and the similar product supplied by supplier B. CMT are awaiting costings from both suppliers before deciding on pipeline project work.	DCFO	Head of Response	31/03/2024	31/03/2024	Y	£12-50k depending on provider and functionality selected. Staff cost for project implementation will be sized as part of the scoping per option. 2024/25 budget bid.
Responding to major and multiagency incidents	14	The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.	4.2	Draft cross functional exercise strategy has been developed since the inspection. This includes cross-border, multi agency, LRF and Business Continuity. Will go to next SDLT for sign off This is on the SDLT agenda for sign off, strategy to be monitored by the OA team for compliance. Will be tracked in SDLT and ODT. Policy is complete, Exercises already take place this is to add governance and oversight. This is already in draft, ready for sign off Sign off Friday 6/10/23	Exercising Strategy to encompass over border, high risk, LRF and business continuity exercises. Linked to station plan outputs.	Draft strategy created, Operational Assurance (OA) team considering how they will measure the end user understanding and delivery outcomes. Similar to the response plan the golden thread to operational personnel across all levels is key to its success. Communications plan and agile station plans will be required. OA working group and OCT action for November.	DCFO	Head of Response	10/06/23	01/11/23	N	
Making best use of resources	15	The service needs to show a clear rationale for the allocation of resources between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its community risk management plan.	5.1	This will form part of the forthcoming 2024/25 budget and CRMP. There will be a clear presentation of the rationale and allocation of resources.		The budget work for 2024/25 has commenced. This review of the resources allocated will be carried out over the coming months, leading up to the 2024/25 budget setting in February 2024.	ACO	Assistant Chief Officer	31/03/24		N	
Making best use of resources	16	The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in the community risk management plan.	5.2	To set up a Productivity and Efficiency (P&E) Group, set and allocate tasks and to record centrally work already done or being done. To join the NFCC P&E Group.	Establishment of a Productivity and Efficiency Group	An internal Productivity and Efficiency (P&E) Board has been set up. This Board will task workstreams and have progress reported back to it. There is also a central depository to record P&E work. We are now members of the NFCC P&E group.	ACO	Assistant Chief Officer	31/03/24		N	
Making best use of resources	17	The service should assure itself that all processes in place to support performance management are effective.	5.3	To seek clarity from the HMICFRS on this AF1.	To review and develop more effective KPIs with clear links to performance.	Clarity was sought from the HMICFRS SLL on 27/09/2023. This relates to Key Performance Indicators. A new presentational format is currently being developed with FRA Members and a review of KPIs and potential changes to these will be initially discussed at the Members Development Day on 5th October 2023	DCFO	Deputy Chief Fire Officer	04/01/24		N	
Promoting the right values and culture	18	(Cause of Concern) The Service cannot assure itself that its operational members of staff meet the minimum fitness requirements to perform their roles	6.1	Separate Action Plan has been created and submitted to HMICFRS within the required 28 days.	See Cause for Concern Action Plan (Tab 2)		ACFO	Head of Human Resources	31/03/24		N	
Getting the right people with the right skills	19	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	7.1	We have implemented a workforce planning group which meets quarterly to review projections, Bids for staff, project posts, agency placements etc. We are going to carry out a review to identify where career grades can be used for those in professional support staff roles to assist with development and progression of existing staff. - 31st March 2024. We have implemented 0 hour/casual contracts in order to recruit specialists/critical skills. We have introduced a talent grid for all staff and potential is also identified through the appraisal process. Due date 31st March 2024	We are going to carry out a review to identify where career grades can be used for those in professional support staff roles to assist with development and progression of existing staff. We have implemented 0 hour/casual contracts in order to recruit specialists/critical skills. Workforce Planning Group has been instigated.		ACFO	Head of Human Resources	31/03/24		N	
Getting the right people with the right skills	20	The service should assure itself that on-call firefighters are appropriately supported in their initial development.	7.2	The Service will undertake the following assurance actions: 1. Undertake a review of the On-call development programme. Training and Development Centre will undertake a full review of the On-call initial training course and the subsequent development programme. The review will confirm: a. If all appropriate areas are being covered to give our On-call Firefighters the right skills to do their job b. If the On-call development programme is up to date to include any changes in equipment, procedures or training c. If the On-call development programme is correctly time bound to be achievable but also timely for a part-time worker. The review will be completed by Feb 2024. 2. The Service will continue to align development programmes to NFCC National Operational Guidance (NOG). The Service will continue to review all operational development programmes as we progressively adopt the regional NOG product packs to ensure the learning and development of all operational staff is aligned to national standards. This work will run in parallel with the NOG project and will be an ongoing process in line with national changes. 3. Recruit temporary Development Support Coordinator to cover long term sickness. The Service is currently supporting the member of staff who oversees operational staff in development whilst they are away from work with serious illness. The Service aims to recruit and train a temporary replacement to ensure staff in development still receive support from Service Training and Development Centre throughout their development journey. We aim to recruit to this role by Sept 2023. 4. Review all cases of those On-call Firefighters in development who are due to exceed the expected timescale for completion of their development programme to ascertain reasoning / learning. All operational staff in development are subject to a quarterly progress reviews with their line managers. Training and Development Centre will put additional safeguards in place to ensure it is flagged if an On-call Firefighter is behind their expected progress to completion of their development. This will help to highlight where further support could be offered. We aim to adopt an improved monitoring process by Dec 2023.	Review of on-call development process. NOG alignment of operational development programmes Recruit Development Support Coordinator Review process for development completion	9/8/23 - Action plan added . 22/9/23 - update Action 2 - Complete Process established to update development programmes through the implementation of NOG product packs Action 3 - Complete The Service has now recruited to cover long term sickness within the Development Support Coordinator role. This will now provide consistent support to On-call operational staff across the organisation.	ACFO	Head of Training and Assurance	1. Feb 2024 2. BAU 3. Sept 2023 4. Dec 2023		Y	The cost of recruiting a temporary Development Support Coordinator to cover long term sickness is circa £27k with on- costs for 6 month cover. This will be met from existing budgets.

Ensuring fairness and promoting diversity	21	The service should make sure it has effective grievance procedures. It should identify and put in place ways to improve staff confidence in those procedures.	8.1	Management development training in operating the grievance procedure is implemented - End of September 2023 We are reviewing our grievance procedure - publication on consultation with FBU target December 23. Professional Standards Investigator (PSI) role created, financed and implemented with effect from 14th August 2023.	PSI Implemented Grievance Training delivered	Professional Standards Investigator has commenced employment on 14 August 2023	ACFO	Head of Human Resources	31/12/2023	31/12/23	N	
Ensuring fairness and promoting diversity	22	The service should have a consistent plan to promote positive action with under-represented groups and make sure staff understand the purpose and benefits of a diverse workforce.	8.2	Continue and evolve plan of engagement activity that includes positive action events e.g. Have A Go Days, targeted community events and targeted advertising across platforms. Review the recent Whole time Firefighter recruitment process to understand where those from underrepresented groups leave the selection process. We will continue to offer targeted recruitment support to those from underrepresented groups. 31/03/2024. We are also exploring utilising 'Practice to Progress' if evidence shows that people with protected characteristics are failing at interview stage. Develop a programme of education and eLearning to improve the understanding of positive action and how it can be applied during recruitment and progression by 31/12/2023. Supported with an integrated internal communication and engagement plan that reinforces diversity key messages Continue to work with the regional Equality, Diversity and Inclusion (EDI) Forum to share best practice.	Increased Positive Action Events E-Learning Module	Whole time campaign has just been finished. Analysis on the areas where people with protected characteristics have been unsuccessful will take place.	ACFO	Head of Human Resources and Head of Strategic Communication	31/03/2024	31/03/24	N	
Managing performance and developing leaders	23	The service should ensure it has arrangements in place to identify, develop and support all high-potential staff across the organisation.	9	The Service will undertake the following actions: 1. The Service now offers banded operational promotional gateways to identify high potential staff. This helps identify high-potential staff who then receive further support and development opportunities to accelerate their leadership journey. This process has already been adopted for supervisory and middle manager levels in the Service. 2. The Service has implemented a cross functional Workforce Planning Group, the group meets quarterly review succession and development projections for staff across all parts of the organisation. This process has already been adopted to utilise better workforce planning to identify, develop and support all high-potential staff across the organisation. 3. The Service will undertake a full review of year one of our new appraisal process. This will help to identify high-potential staff, manage training needs analysis and match staff to further development pathways by establishing a talent grid for all staff. The Service will review our appraisal policy to formalise a review of all staff to identify, develop and support those who have been highlighted by their managers as having the potential to progress beyond their current level. We will amend our policy by Dec 2023 and complete a review of the first year of our new appraisal process by Feb 2024. 4. The Service will develop Core learning pathways for all staff grades both support and operational. This will help provide clarity to staff on the learning and develop they would need to fulfil roles and help high potential staff to identify accelerated development opportunities. We aim to develop and roll out core learning pathways for all roles by April 2024.	Banded promotional gateways Workforce planning group Review of new appraisal process Core learning pathways for all staff		ACFO	Head of Training and Assurance	1. Complete 2. Complete 3. Feb 2024 4. April 2024		Y	There is an anticipated increase in training costs for support staff identified through the talent management grid, this is estimated at £20,000 budget bid for 24/25.

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