

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: 07 February 2022

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Accepted Y/N	Overall RAG status	Rationale, if finding not accepted	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	Latest PMO update	Project Status	Evidence to support completion
People	Promoting the right values and culture	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.	Area for Improvement	yes	On Track		BAU improvement	SMT	CFO	01/06/2022	SMT show visibility via ensuring they visit stations and support service staff regularly, CFO monthly forum, vlogs, Town Hall taking place on Friday 28 January, attendance and chairing at meetings, for example HSWC, JCF, EDI, Wellbeing	On Track	
People	Promoting the right values and culture	The service should make sure that it effectively communicates its absence/attendance procedures for consistent application.	Area for Improvement	Yes	on Track		BAU improvement	Head of Human Resources	COO	Monitoring	Absence trends information collated. STS and LTS reports run on a monthly basis and managers contacted. Attendance Management Procedures consulted upon and published. How to guides and flowcharts for absence and Covid19 absence regularly updated and communicated. Head of HR attendance at Pandemic group meetings. Wellbeing support in place includes - EAP, Welfare Officer, Occupational Health, Mental Wellbeing Support Officers, Trauma Support. Refreshed Mental Wellbeing training for 2022. Workflows for absence refreshed. Wellbeing group meets monthly. Wellbeing section of the intranet refreshed and communications added there and communicated via stations and other means to ensure coverage	On Track	
People	Getting the right people with the right skills	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.	Area for Improvement	Yes	on Track		Internal Governance review	Corporate planning	Legal and Governance	Phase 1 January 2021 Phase 2 TBC	Regular systematic and rigorous strategic workforce and succession planning processes are in place, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internally and where required externally to fill identified key positions. Following the most recent inspection report, the Service is planning to review the wider succession planning needs and processes to improve understanding of talent management and workforce planning across the organisation. The phase 2 internal governance review will capture this requirement	On Track	
People	Getting the right people with the right skills	The service should assure itself that all staff are appropriately trained for their role.	Area for Improvement	Yes	On Track		Active Monitoring System project	GC Training and Assurance	Protection, Assurance and Development	01/03/2022	AMS launched 01/10/2021, currently evaluating performance.	complete	Operational Assurance Improvement plan - update scheduled for March 2022 Overview and Audit Committee
							Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	On reviewing the requirement of a partner to provide appropriate venues and resources to accommodate the BFRS operational training model, it is evident the current service provider is unique in the service provision they are able to provide, which are essential to the effective performance and delivery of BMKFA operational services. This is an operational critical service that must be delivered to a consistent standard in a flexible nature to meet the fire services challenging requirements. The facilities and resources provided by FSC/Capita are robust, sustainable and cost effective. To maintain the consistency of quality, and reliability of facilities to support the essential delivery of operational training to BFRS operational staff, a negotiated contract will be awarded to FSC/Capita without competition. In accordance with Public Contract Regulations 2015, a Voluntary ex ante Notice (VEAT) notice will be published to the UK government Find Tender Service (FTS) at contract award, and a report will be submitted to the relevant Authority committee as per the requirements of the Authority's contract standing orders. Contract pricing received from FSC, being reviewed by finance.	On Track	
							Business as Usual	Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Performance and Development review completed and now embedded. Training Needs Analysis process undertaken annually by dept managers and reviewed regularly by Training Strategy Group. Terms of reference for training strategy group to be reviewed as part of the internal governance review, to ensure aligned with Training, Learning & Development Strategy.	On Track
People	Ensuring fairness and promoting diversity	Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation	Recommendation	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	EDI group meet monthly. Governance - Fire Authority, Executive Committee, Joint Consultation Forum, Performance Monitoring Board, Health, Safety and Wellbeing Committee. EDI objectives in place 2020 - 2025, report presented annual for Fire Authority. Member and SMB presence on EDI group. Addressing Inequalities collaboration - various workstreams. Valuing our Diversity intranet page. Workstreams - Growth bid for Change 100 scheme, equality impact assessment refresh. New members joined the EDI group form across the service to work on various EDI tasks. ENEI Bronze accreditation retained. EDI action plans reviewed for BAU and priorities.	On Track	

People	Ensuring fairness and promoting diversity	The service should make sure it has appropriate ways to engage with and seek feedback from all staff, including those from underrepresented groups	Recommendation	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Employee Engagement group re-established. Culture Survey 10 - 31 January 2022. People Strategy employee engagement roadshows November 2021 - April 2022. Exit Interviews, Induction, Collaboration other FRS. Set up interest groups - protected characteristics, wellbeing - to do	On Track	
People	Ensuring fairness and promoting diversity	The service should make improvements to the way it collects equality data to better understand its workforce demographics and needs	Recommendation	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Work ongoing, NFCC EDI data consultation completed, HR and Data team meetings.	On Track	
People	Ensuring fairness and promoting diversity	The service should ensure it has robust processes in place to undertake equality impact assessments, implement and review any actions required	Recommendation	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Sub group set up to review equality impact assessments. NFCC EIA training undertaken. NFCC and RBFRS guidance reviewed. Template of EIA and eLearning planned. Communications sent out on importance of EIA and actions. Head of HR raises awareness at governance meetings.	On Track	
People	Ensuring fairness and promoting diversity	The service should be more ambitious in its efforts to attract a more diverse workforce which better reflects the community it serves	Recommendation	Yes	on Track		Engagement, Attraction, Recruitment and Selection Framework (EARSF) -Delayed	HR Operations manager	COO	01/04/2025	Recruitment for 18 Wholetime Firefighters is underway - shortlisting, SHL and bleep tests have taken place. Role related testing, eyesight and reference checks and interviews/presentations are due to take place in November and early December. Medicals will take place in December. For those successful, contracts and kit fitting will take place in January, with the new recruits due to start in March 2022. The learns from this recruitment campaign, alongside On-Call, Support and Operational recruitment will form part of the EARSF.	Delayed	
							EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	THE EDI are currently reviewing the EDI objectives to ensure they are current and prioritised. Once they have been agreed the group and employees across the service will work on them. Progress will be updated at the monthly EDI group and reported to the Fire Authority annually.	On Track	
People	Managing performance and developing leaders	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders	Area for Improvement	Yes	On Track		BAU improvement - Talent management	Organisational Development Manager	Protection, Assurance and Development	01/04/2023	Operational promotional procedure produced, consulted on and published April 2021. Talent Management strategy and high potential acceleration programmes to be review/scoped 2022/23	on Track	
							Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Successful launch event held 15th October and first 2 cohort of phase started their programme w/c 18th October. Work is being undertaken with Finance to utilise an underspend within 2021/22 TNA budget to accelerate the roll out of phase 2 as this is anticipated to be logistically more difficult to arrange to ensure impacts on resourcing are minimised. Paper to be presented to BTB in February proposing adding the underspend to a reserve for funding phase 2 next financial year. Following the successful pilot of a scheme used to identify and develop future leaders in the Service, we have embedded this into our recently refreshed appointment and promotion procedures and are progressing a new Leadership and Management Development Framework to support and assist with the development of newly recruited or promoted managers. Supervisory Managers Programme being develop with Service Delivery to provide new managers an induction in practical management skills and knowledge required.	On Track	
							Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The apprenticeship programme is in place to develop people at different levels and across staff groups	Complete	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/
People	Managing performance and developing leaders	The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders	Area for Improvement	Yes	on track		Appraisal Process	Organisational Development Manager	Protection, Assurance and Development	Complete	Staff are using the new version of the form to set objectives for 21/22 and 22/23. All employees have an annual appraisal, where their commitment to their behaviours linked to the Authority's values is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
						Not currently a project	Positive action	Head of technology, Transformation and PMO		TBC	Positive action project to be considered to include- direct entry, Women's network, and other measures to diversify leadership	Not started	