

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: May-22

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	Latest 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	On Track	BAU improvement	SMT	CFO	Ongoing	SMT continue to visit stations and meet with Support Services employees. They are actively ensuring visibility by attendance at events, such as the recent Apprentice Pass Out parade. SMT work at HQ and stations across the county. New Response Area Manager is meeting with all Watches. Proactive work to engage with staff through station and team visits. An SMT member has attended the majority of the Culture Survey listening workshops.	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	On Track	BAU improvement	Head of Human Resources	Head of Human Resources	Monitoring	As per previous update. Covid reports are run on a weekly basis and reviewed against Fire Service Rota, any anomalies are followed up with managers. Absence stats are reported to HSWC. Case management meetings are ongoing.	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	On Track	Internal Governance review	Corporate planning	Legal and Governance	Phase 1 January 2021 Phase 2 October 2021 - May 2022	The approved Phase 2 recommendations included the formation of a new Workforce Planning Group to take on a more holistic approach to workforce planning embracing all aspects of the employee lifecycle. This will focus on planning and evaluation of measures to recruit, develop and retain the right staff addressing, in particular, current and future skills gaps.	Complete	SMB approval of Phase 2 recommendations on 17 May 2022.
					Workforce Planning Group	Head of Human Resources	COO		Workforce planning group now in place. Work ongoing to confirm new establishment number following the increase in funding. Recruitment plan and dashboard built for review and signoff at next meeting (8th July 2022)	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	On Track	Active Monitoring System project	GC Training and Assurance	Protection, Assurance and Development	05/03/2022	Active monitoring system now embedded.	complete	
					Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	New contract awarded to FSC > 2025	Complete	
					Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Training Strategy Group - Terms of reference, including group membership and reporting mechanisms of outputs reviewed as part of phase 2 governance review. All complete and initial meeting held May 2022.	Complete	
					Quality Assurance training records	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development		Not Started	Not started	
People	Ensuring fairness and promoting diversity	Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation	Recommendation	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	2020 - 2025 EDI objectives refreshed and due to be presented to June Fire Authority, along with workforce data, headlines. EDI objectives - Change 100 internship - in progress, EDI champions training - budget agreed, meetings in place with prospective providers and RBFRS, Equality Impact assessments - in place, progress on training, HEAT package and communications, Individual toolkits - published and in progress, interest groups - work ongoing internally and with other FRS, EDI calendar - in place and articles published, events attended, community engagement - work ongoing as per Recruitment oversight Board/Workforce planning group, ENEI TIDE survey submitted, awaiting results, due at the end of June, current employees focus - meetings and work continues in regards to uniform, facilities, EIA, welfare	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Following the Culture Survey earlier in the Jan 2022, the working group committed to completing listening workshops across stations and office teams. Station sessions are 90% complete and 50% in the office. The session introduces the feedback loop that is made up of 4 stages, 1) Listen to feedback, 2) Share ideas, 3) Review & feedback, 4) Celebrate success. The feedback from these sessions is collated and fed back	On Track	

					People Networks	Head of technology, Transformation and PMO UPDATE	Head of technology, Transformation and PMO UPDATE	TBC	Work has started to understand how we set up people networks in the Service either on our own or as part of collaboration.	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Meetings undertaken between HR and Data Intelligence team. Addressing Inequalities group to work on what EDI data they collect, share and how we can work more collaboratively	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	EIA in place, Head of HR reminds colleagues at PMB, BTB, SMB etc. the importance of carrying them out. Meeting taking place at start of June to build HEAT package, put training plan together. Extra resource sought to assist	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	on Track	Engagement, Attraction, Recruitment and Selection Framework (EARSF) -Delayed	HR Operations Manager	COO	01/04/2025	Cohort 6 had their Pass out parade on Friday 20 May. Cohort 7 recruitment is underway, due to start in service in October. Assessment of role related testing carried out to ensure it is in line with other FRS and equalities considered. Transferee advert due to go live by end of May. On call and Support Services recruitment continues. Recruitment Oversight Board/Workforce Planning Group terms of reference agreed, work is focused on Asian community engagement. MarComms and HR working closely on the advertising, attraction of prospective candidates.	Delayed	
					EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	2020 - 2025 EDI objectives refreshed and due to be presented to June Fire Authority, along with workforce data, headlines. EDI objectives - Change 100 internship - in progress, EDI champions training - budget agreed, meetings in place with prospective providers and RBFRS, Equality Impact assessments - in place, progress on training, HEAT package and communications, Individual toolkits - published and in progress, interest groups - work ongoing internally and with other FRS, EDI calendar - in place and articles published, events attended, community engagement - work ongoing as per Recruitment oversight Board/Workforce planning group, ENEI TIDE survey submitted, awaiting results, due at the end of June, current employees focus - meetings and work continues in regards to uniform, facilities, EIA, welfare	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	On Track	BAU improvement - Talent management	Organisational Development Manager	Protection, Assurance and Development	01/04/2023	The NFCC has highlighted staff engagement, people development and leadership and management as a priority for the sector and a number of national workstreams have been developing resources to help services improve in these areas, these include the coaching and mentoring portal and talent management toolkit launched May 2022, the Supervisory Leadership Development Programme - due to be launched in the Summer 2022. - OD will begin to review these resources to establish the benefit of utilising these within the organisation.	on Track	
					Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Growth bid submitted as part of in-year process to secure additional resource to bring back into the Service the Operational Support Manager (OSM) role as part of the Supervisory Managers Programme (SMP). Leadership & Management Development Programme - Cohorts 3 and 4 of phase 1 completed April 2022. Phase 2 roll out and funding approved by Members at Exec on 23rd March. Scoping of phase 2 started with provider and RMT has commenced to secure dates from September onwards to run the programme. Development centres planned for September 2022 - both internal and external and engagement session will be held in the run up to these. In addition, an On-call specific weekend development centre has been planned.	On Track	
					Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	A review of FF apprenticeship delivery model was undertaken and options scoped for a different approach. Agreement received to continue with current model, utilising partnership with FSC/Capita.	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	on track	Appraisal Process	Organisational Development Manager	Protection, Assurance and Development	Complete	Complete - work on going on reporting to provide managers with regular data outstanding appraisals.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
					Direct Entry				Awaiting NFCC project completion and White paper consultation	Not started	