

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: Sep-22

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	Sept 2022 Update	Project Status	Evidence to support completion
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 meet face to face with all employees, through planned meetings and through working from alternative locations across the county. SMT attend community engagement events with employee such as Eid in the Park in July and open days at Aylesbury and West Ashland. The Chief Fire Officer shares regular updates via a Vlog.	On Track	Diary invites and SMT station visit timetable.
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	Human Resources	Monitoring	Covid reports are run on a weekly basis and anomalies compared with Fire Service Rota. Absence reports run on a monthly basis by the Data Intelligence team and shared with the Employee Relations team for follow up with managers and supporting employees back to work. Absence statistics shared at Health, Safety and Wellbeing Committee in September 2022. How to guides, flowcharts and Attendance Management procedures are shared on the intranet. Employee Relations Team train managers on the procedure.	On Track	Reports run by HR team with anomalies, monthly reports run by Data team and for HSWC. Covid data information stored on central spreadsheet, HR store confidential information.
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 Manager	Legal and Governance	Phase 1 January 2021 Phase 2 October 2021 - May 2022	Workforce Planning Group meets on a monthly basis, minutes and actions are recorded. Dashboard to show progress, due to be presented to September Performance Monitoring Board and then at every future meeting.	Complete	SMB approval of Phase 2 recommendations on 17 May 2022. WPG and PMB dashboard, minutes and actions
				Workforce Planning Group	Head of Human Resources	COO	Ongoing	Workforce Planning Group (WPG) meet on a monthly basis. Dashboard presented at every meeting details information covering: -Headcount -Leavers -Promotion -Absence The dashboard and plan was presented to PMB 29 September and a summary update to the Executive committee on the 7th October Workforce planning is now a regular item on the Strategic Management Board Agenda. Promotion/Development Centres took place in September for Crew, Watch and Station. Future Senior Management Succession report presented and approved at June Fire Authority. Annual SMT remuneration and employee bonus report being drafted for November Executive Committee	On Track	Dashboard, minutes and actions. Promotion/Development Centre information. SMT future succession (June Fire Authority) and SMT remuneration and employee bonus reports (November Executive Committee) - Pink papers The workforce planning update to members can be found on Page 15-20: https://bucksfire.gov.uk/documents/2022/09/special-meeting-of-the-executive-
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	
				TNA	Organisational Development Manager	Protection, Assurance and Development	BAU	The Training Needs Analysis (TNA) process assesses the need for staff training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group (TSG) and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets In April 2022, the TSG met to review the proposal for allocating funding against the 2022/23 TNA and were able to approve £220,000 of investment into staff training.	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		Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements. A report detailing the number of appraisal returns received is being taken to PMB on 29 September. Maintenance of competencies are being review quarterly with the half year report being presented to PMB and SMB in October.	On Track	

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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 EDI group	COO	01/04/2025	Made a commitment to train a network of employees as ED&I Champions - provide access for members to the most current EDI information - Funding has been secured to deliver ED&I Champions training to all members of the ED&I Group - effectively role-model the expected behaviours and cascade information to other employees. - Training took place in October 2022.	On Track	Training materials and PowerPoint presentation
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	People Strategy	Head of Human Resources EDI group	COO	01/04/2025	People Strategy Roadshow completed within planned timescales and engaged with a wide range of employees across the Service. Information gained fed into the Culture Survey information allowing for a focused approach on delivering improved outcomes and communicating this effectively across the Service.	On Track	People Strategy report - October 2021 and 2022 https://bucksfire.gov.uk/documents/2021/10/fa-item-10-people-strategy-13102021.pdf/ https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/
				Culture Survey	Head of technology, Transformation and PMO	COO	Ongoing	Bi-annual Culture Survey results received in Jan 2022 Culture Survey Group consists of employees from across the Service. Culture Survey Group has completed Service wide 'listening workshops' to gain greater knowledge regarding the Survey results and to develop a plan to address issues raised. Introduction of 'Feedback Loop'	On Track	Culture survey results, employee engagement presentations, feedback spreadsheet
				Senior Management Team	Head of Human Resources EDI group	COO		Senior Leadership Team have been engaging with wide range of employees through face-to-face meetings at sites across the county, these are formal meetings and them working from stations. A timetable is in place of who is visiting which station and when. Chief Fire Officer presents regular Vlogs to keep employees updated with priorities, cascade important news and celebrate success. Joint Consultation Forum meetings take place regularly engaged and consulting with the recognised trade union representatives. Chairman visits to stations	On Track	Chief Fire Officer vlogs, SMT timetable of visits. Joint consultation forum agenda, minutes and actions. Chairman visits to stations - diary invites
				People Networks	Head of technology, Transformation and PMO	Head of technology, Transformation and PMO	Q4 22/23		Not started	
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 EDI group	COO	01/04/2025	Project plan written. Carried out extensive research on the ED&I data collected by other organisations – including other fire services; Census data; ENEI data; NHS Digital. Agreed a refresh of the data categories to be collected by BFRS. Consultation with key stakeholders started. Dashboard being created to evidence EDI in wholtime recruitment, and where protected characteristics are not getting to next stages of recruitment process. Plan to use throughout all recruitment, once dashboard finalised.	On Track	ITrent protected characteristic data, EDI recruitment dashboard
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 EDI group	COO	01/04/2025	Reviewed the existing Equality Impact Assessment (EIA) documentation. Consulted with employees through intranet articles, presentations, 1:1 support, drop-in sessions and group workshops. Service has committed to embedding EIAs into all areas of the Service and have introduced guidance stating that all governance papers should be supported by a suitable and sufficient EIA. Good practice shared by storing completed EIAs in a single location, allowing authors to view examples of completed documents.	On Track	EIA guidance note and template, intranet articles internet EIA area set up, calendar invites for drop in sessions https://bucksfire.interactgo.com/Interact/Pages/Content/Do
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		Delayed	
				Recruitment	HR Operations Manager	COO	Ongoing	Wholtime (WT) Firefighters - 18 started on 3 October 2022, 31 progressed, plus 3 who are transferees. Next course 1 March 2023. WT Advert out closed 2 October 2022, 90 applicants. A review of the demographics of the applicants and appointments is underway to understand who is dropping out when. Transferees (On Call and external Firefighters) 58 applicants. 7 internal and 2 external candidates started 5 September. Two others started at Fire Service College on 1 September. External candidates interviews - 16 shortlisted progressed to the RRT and behaviour workshops on 27/28 September. 6 offered to start on 5 December. Continue to run On Call and Wholtime awareness events, station open days promote careers and attend careers fairs. Attendance at National Apprenticeship Show in September 2022. Planning underway to attend Armed Forces recruitment event in 2023. Change 100 Engaged with the Change 100 internship programme and commitment to recruit in 2023.	On Track	Wholtime, On call and Transferee adverts and media, recruitment plan for each campaign, calendar of recruitment events, Workforce planning Group agenda, minutes and actions

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			On Track	Development Centres	Organisational Development Manager	Protection, Assurance and Development	Ongoing	Promotion/Development Centres for Watch, Crew and Station Commanders, are in progress. Work has started to understand further, the barriers to people going for development.	On Track	
			On Track	External	Head of Human Resources EDI group	COO	Ongoing	Achieved the Gold Award in the Defence Employer Reward Recognition Scheme for 2022 (Armed Forces Covenant.) Committed to focus on the South Asian community for the next 12 months with the objective to advance our presence in the community and promote career opportunities in the Fire Service. Attended Eid in the Park in July 2022. Chief Fire Officer attended engagement sessions at local schools and Islamic community group in High Wycombe as part of our engagement plan. Attendance at a range of Asian Fire Service (AFSA) events. Developed a plan to engage with the local Mosques. MK Pride prepared for by task and finish group, unable to attend due to Queen's passing.	On Track	Armed Forces award, Eid in the Park and Pride project plan
			On Track	EDI objectives	Head of Human Resources EDI group	COO	01/04/2025	The June 2022 Fire Authority agreed the ED&I objectives 2020-25 - Year two: The details of these can be found in the link to the right. Development of EDI delivery plan which monitors activities to address the cause of concern. Plan reviewed and updated prior to monthly ED&I meeting and updates provided to PMB. EDI pledges made at June 2022 Leadership group meeting. Delivered a Hidden Disabilities awareness and British Sign Language toolkit to our employees.	On Track	https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/ https://bucksfire.interactgo.com/Interact/Pages/Content/Document.aspx?id=36770&SearchId=365874&utm_source=interact&utm_medium=general_search&utm_term=equality&
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 Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed. All elements/modules of our promotional process have been reviewed, consulted on, and brought together in one Operational Promotional Procedure to provide clarity and consistency to staff on the requirements and route for promotion. Following the successful pilot of a scheme used to identify and develop future senior leaders in the Authority, this has now been embedded into the recently refreshed procedure.	On Track	Hidden Disabilities and Deaf Awareness e learning packages, and intranet articles https://bucksfire.interactgo.com/Interact/Pages/Content/Document.aspx?id=36543&utm_source=interact&utm_medium=quick_search&utm_term=hidden+disability https://bucksfire.interactgo.com/Interact/Pages/Content/Document.aspx?id=36817&utm_source=interact&utm_medium=quick_search&utm_term=british
				Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Phase 1 of the programme was delivered to existing middle – senior managers and was completed in April 2022. An evaluation of phase 1 of the LMDP was presented to the Executive Committee in March 2022 and can be accessed here – https://bucksfire.gov.uk/documents/2022/03/ec-item-7-230322.pdf/ The next phase (phase 2) of the programme is to roll it out to the remaining established managers, this includes operational Watch Commanders. The final phase for the LMDP, once all existing managers have completed the programme, is for it to become acquisition training for all new managers/leaders and development for any potential future managers/leaders. This will be delivered internally via the Learning and Development team. In addition to the LMDP, two senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme. Growth bid as part of in-year process to secure additional resource to bring back into the Service the Operational Support Manager (OSM) role was unsuccessful, this should be priority area for the service as is leaving a gap in the acquisition skills and knowledge for new operational managers.	On Track	Leadership and Mangement course content
				Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The Authority continues to exceed its required target with an average of 4.5 per cent apprenticeship new starts each year and with current recruitment plans, this is set to continue. Due to the Authority's commitment to apprenticeships and how effectively it uses the levy to fund training, we are now in a fortunate position where any future apprenticeships will be co-invested by the government. The co-investment means that the Authority pay 5% towards the cost of apprenticeship training and the government pay the rest (95%) up to the funding band maximum.	Complete	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/

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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	Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements. A report detailing the number of appraisal returns received is being taken to PMB on 29 September.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
				Direct Entry	Organisational Development Manager	Protection, Assurance and Development	TBC	Awaiting NFCC project completion and White paper consultation	Not started	