

# HMICFRS 2021 Inspection Report Action Plan - People



Last Update: Jan-23

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	Jan 2023 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		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 report presented to December Business Transformation Board (BTB), further work has taken place - namely Pandemic group met on 10 January, to discuss recommendations and draft an implementation plan. Report to be re-presented to March BTB with amended recommendations. Covid reports are run on a weekly basis and anomalies 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. Case management meetings held with managers. Absence statistics shared at Health, Safety and Wellbeing Committee in December 2022.	On Track	Reports run by HR team with anomalies, monthly reports run by Data team and for HSWC
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	This action is complete	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	WPG meet monthly to discuss recruitment activity to achieve 300 operational employees. 18 Apprentices start on 1 March, plans in place to recruit for Apprentices and Transferees. Reports on progress given to Strategic Management Board and Executive Committee. Members workshop took place on 20 January, focusing on SMT succession planning - namely DCFO and CFO roles, which are due to end in November 2024.	On Track	Dashboard, minutes and actions. Promotion/Development Centre information. SMT succession and SMT remuneration and employee bonus reports - Pink papers
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	This action is complete	Complete	
				Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	This action is complete	Complete	
				TNA	Organisational Development Manager	Protection, Assurance and Development	BAU	The TSG meets quarterly and receives updates on the current position of training procured by Dept Managers, against what was approved by the TSG at the beginning of the financial year from the submitted TNAs. It is at these meetings any in year requests for funding or any re-prioritised training bids are reviewed and considered against the available budget. In Q3 it was identified that we were reporting £80k of approved training, not yet having been procured. The OD team worked with dept manager to review their TNAs and what they realistically would be able to procure and deliver by the end of the financial year. This allowed some funding to be re-allocated to other priorities (Media Training & x6 ICS Level 1 places) and we are now forecasting to have fully spent the training budget within this financial year.	Complete	
				Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Terms of reference in place for Training Strategy Group and Strategic & Tactical Appointments Board. Monthly newsletters published on outcomes from the appointments board to provide transparency, clarity and improve communication across the organisation.	Complete	
				Quality Assurance training records	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	On-going	The Maintenance of Operational Competencies (MOC) is under review with a paper being brought to SMT Feb/March 2023. This paper will outline the proposed actions moving forward reference improvements in this area.	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	EDI data project in progress, to encourage employees to update their EDI data and the reasons why it is so important. EDI Group share message of the month with the organisation, current message is the EDI objectives, HMICFRS slideshow and EDI progress spreadsheet and actions/progress towards them. EDI articles shared and group member names to raise awareness.	On Track	
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 update to be prepared for October Fire Authority, work continues on raising awareness of the five strands of the People Strategy.	On Track	
				Culture Survey	Head of technology, Transformation and PMO	COO	Ongoing	Feedback from the listening workshops has been summarised and shared with the Service. The top 3 areas regarding 1) Number of staff, Uniform and training have been shared with the relevant teams. Whilst the Culture Survey group is normally the link between what staff said and the relevant group they have taken ownership of Reward and Recognition. A budget Challenge for 23/24 has been approved to support future work on Staff Engagement inc Staff feedback, People Networks and Employee Recognition	On Track	
				Senior Management Team	Head of Human Resources EDI group	COO		As per last update	On Track	
				People Networks	Head of technology, Transformation and PMO	Head of technology, Transformation and PMO	Q4 22/23	A budget challenge has been approved for 23/24 allowing work to kick off on setting up people network. The 1st network to be set up will be a Women's network.	On Track	
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	Data categories refreshed and now entered into iTrent system. Stakeholders have agreed data categories and UAT being carried out across the systems that report on this data. FAQs drafted and sent for review/approval. Support from Comms Team has been requested for branding advice. Launch of new data planned for February 2023	On Track	
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	Case Study to be written up, project complete	Complete	
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	<b>Wholetime (WT) Apprentices</b> - 5 Apprentice FF's commenced on 3 January 2023 on an Open FFDP. A further 16 Apprentice FF's and 1 Competent FF to start 1 March. FF Apprenticeship recruitment for October intake to open 20 February and close on 26 March 2023, with a view of taking 18 through to FSC and with a view of being able to create a pool for additional places that may become available <b>Transferees</b> - On Call & WT Crew Commander & Watch Commander (internal & External) Transferee recruitment expression of interest advert to open on 17 February. Recruitment Fairs, Skills Shows, National Apprenticeship Show and Have a go days planned in the diary throughout 2023. Updates given to SMB and Executive Committee. Officer and Councillor meeting 2 February. <b>Change 100</b> - 2 internships planned for 2023, expressions of interest by 31 January. Role related testing report being prepared for March BTB	On Track	
				Development Centres	Organisational Development Manager	Protection, Assurance and Development	Ongoing	An in-year review was undertaken on the Operational Promotional Procedure to recognise temporary amendments to the Institution of Fire Engineers (IFE) requirements to enable a wider pool of applicants through the promotional process, this had a positive impact and we received an increase in the number of applications for the CC/WC/SC Development Centre in December 2022. GC Development Centre in planned for March and CC/WC in May 2023. Work continues to identify and understand further, the barriers to people going for development. These along with recommendations will be presented to BTB in March 2023.	On Track	

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				External	Head of Human Resources EDI group	COO	Ongoing		On Track	
				EDI objectives	Head of Human Resources EDI group	COO	01/04/2025	Meeting on 27 January to discuss EDI objectives for the following year	On Track	<a href="https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/">https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/</a>
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	An in-year review was undertaken on the Operational Promotional Procedure to recognise temporary amendments to the Institution of Fire Engineers (IFE) requirements to enable a wider pool of applicants through the promotional process, this had a positive impact and we received an increase in the number of applications for the CC/WC/SC Development Centre in December 2022. Work continues to identify and understand further, the barriers to people going for development. These along with recommendations will be presented to BTB in March 2023. The Development review, core learning pathways, supervisory leadership programme and coaching and mentoring are all on the plan for 2023/24	on Track	
				Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Delivery of a leadership and management development programme (LMDP) to improve the effectiveness of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organization has been completed in 2022/23. The programme has initially been delivered by an external provider and the content built upon the foundations contained within the NFCC Leadership Framework, the priority areas identified via the HMICFRS inspection. The next steps are for it to become acquisition training for all new managers/leaders and development for any potential future managers/leaders. The format for the delivery of this is forming part of the wider development review, alongside the introduction of the core learning pathways. It may be that this can be designed into a e-learning module, alongside the other managerial acquisition training and new manager needs as well as enrolment onto the NFCC supervisory leadership programme. Three senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme. The Development review, core learning pathways, supervisory leadership programme and coaching and mentoring are all on the plan for 2023/24	On Track	
				Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The Authority continues to look for ways to effectively utilise and improve its apprenticeship programme. Whether that be through different delivery models, collaboration with other emergency services or local businesses, or options to increase the funding available to invest in apprenticeships for staff. Year on year the Authority has continued to exceed the public sector target, introduced as part of the Government's apprenticeships Reform agenda, whereby organisations in England must meet a minimum of 2.3% apprenticeship new starts each year, based on employee headcount. With current and previous apprentices now embedded across the Service, the Authority is proud of its progress in employing new apprentices and upskilling existing employees.	Complete	<a href="https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/">https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/</a>
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	Improved reporting to managers on their department's appraisal returns has been undertaken and this has resulted in action being taken to complete them. However overall returns rates are not at the required level therefore with the launch of the 23/24 appraisal cycle/year, the OD team are going to offer additional training sessions, including lunchtime drop in sessions to be held at HQ.	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	