HMICFRS 2021 Inspection Report Action Plan - People

Last Update: May-23

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	May 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	SMT continue to visit stations on a formal and informal basis. A range of conversations take place and any learns or actions are brought back and shared with the relevant team. SMT calendar is updated with dates of visits.	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	HR run iTrent reports on a fortnightly basis and compare to Fire Service Rota. Managers are contacted to close / update absences. Workflows for managers being worked on. Monthly reports run by Data team and checked by Employee Relations Team. ER team meet with managers to support them managing absence. How to guides to be reviewed.	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 met on 15 May. Minutes and actions, dashboard updated and reviewed. Next WPG in June. Currently 287 Operational against a target of 300. 10 Apprentices to start on 5 June 2023. 42 applicants being interviewed for Wholetime roles. Standing agenda item at PMB. SMT Succession report due for September Executive Committee.	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 'TNA' process continues to assess the need for staff training at least annually and reviewed quarterly. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets. The Authority continues to invest in its staff by way of training and development. Across all staff groups, we spent £230k on training in 2022/23. We offer a broad portfolio of training and development, some generic and some tailored to individuals via their appraisal and development plans which factors into our TNA. The 2023/24 TNA was signed off by the Training Strategy group in April and the full budget for the year was allocated to training across the organisation.	Complete	
				Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Ongoing regular communication is circulated across the organisation to provide transparency, clarity on training, learning and development activities, including promotions and transfers. This information is also fed into the Workforce Planning Group to provide oversight into all areas impacting the workforce establishment.	Complete	
				Quality Assurance training records	GC Training and Assurance	Protection, Assurance and Development	On-going	The Maintenance of Operational Competencies (MOC) has been reviewed. Recommendations were approved at SMB in March and the changes will enable more accurate, timely monitoring of operational competencies. The effectiveness of these changes will be evaluated in 2024.	Complete	SMB Paper, 4th April 2023
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 – phase 1 complete (February/March 2023) - now in monitoring stage with messaging to remind employees of the importance of completion Regular EDI articles continue to be posted on intranet Latest progress slide pack shared with Leadership Group and FDO cadre EDI training TNA approved - training delivery currently being planned. ENEI TIDE benchmarking survey submitted, completed by stakeholders from across the service. Change100 intern due to start in Resource Management Team in Summer 2023. Community Engagement events continue - Eid in the Park, Ladies Mingle event, Filipino British event, Armed Forces event all being prepared for	On Track	EDI minutes and actions, articles on intranet, spreadsheet updated, iTrent reports, ENEI TIDE benchmarking survey,
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		People Strategy	Head of Human Resources EDI group	COO	01/04/2025	Meeting undertaken to review People Strategy elements and how to work more efficiently to combine action plans. Next meeting end of June. Annual report to be prepared for October Fire Authority	On Track	
				Culture Survey	Head of technology, Transformation and PMO	COO	Ongoing	Following sign off the budget , work has started to prepare for the next all staff survey in Jan 24. Alongside the formal survey we continue to encourage staff to give feedback via watch visits, team meetings and direct to managers or specific groups,	On Track	

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			On Track	Senior Management Team	Head of Human Resources EDI group	COO		EDI group meet on a monthly basis, agenda and minutes are on a shared teams area, all members have the opportunity to share their views at the meeting or with Head of HR / Deputy Director of Finance and Assets. Updates on EDI given at Joint Consultation Forum, Performance Monitoring Board, Health, Safety and Wellbeing Committee and Strategic Management Board. Valuing our Diversity section on intranet has articles written by EDI group members on areas of interest.	On Track	Minutes of PMB, SMB, HSWC, JCF. Intranet Valuing our Diversity section
				People Networks	Head of technology, Transformation and PMO	Head of technology, Transformation and PMO	Q1 23/24	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	EDI data project – phase 1 complete (February/March 2023) - now in monitoring stage with messaging to remind employees of the importance of completion - early indications are that completion figures are improving. Figures are monitored on a monthly basis and reported at appropriate governance meetings. Phase 2 of the project drafted. Reports generated to review recruitment, leavers, exit interviews	On Track	Spreadsheet of project plan, EDI data reports run on a monthly basis
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	Work complete - completion of EIAs is now business as usual and an increased level of completion is being observed	Complete	EIA published on intranet, HEAT packages, drop in sessions advertised, EIA's saved in shared N drive
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		Engagement, Attraction, Recruitment and Selection Framework (EARSF) -Delayed	HR Operations Manager	COO	01/04/2025	Corporate and HR objective for 2023/2024	Delayed	
				Recruitment	HR Operations Manager	COO	Ongoing	WPG met on 15 May. Have a Go Days - 24 May Beaconsfield, 7 June Aylesbury and 12 July West Ashland. Eid in the Park, Ladies Mingle event, Filipino British event, Armed Forces events being prepared for. Role Related testing review undertaken and changes made - gloves, braces, ladders at 3 sites. Wholetime interview in progress - 42. 18 to start 27 September, with a pool for additional places that may become available. 10 Transferees to join 5 June. Updates given to SMB and PMB	On Track	
			On Track	Development Centres	Organisational Development Manager	Protection, Assurance and Development	Ongoing	Following the positive impact of temporarily changing our promotion processes, whereby we enabled more people to apply for Development Centres prior to securing their Technical Qualifications, we are planning to adopt these changes for the longer term. Operational Promotional Procedure is currently being updated and will circulated to all staff for consultation and feedback before being presented to the JCF and BTB for approval. Feedback on our current development process and some of the perceived barriers to staff development has been received via staff engagement sessions. The introduction of a staff development pathway and the processes within it, which is aligned to the National Fire Chief Council's (NFCC's) Core Learning Pathway and Leadership Framework will provide clarity to staff looking to develop themselves either within their existing role, or with aspiration for the next level role. The pathway will improve the effectiveness and efficiency of existing managers by identifying the acquisition training required for their role, as well as provide development opportunities and pathways for future managers and leaders of the organisation.	On Track	
				External	Head of Human Resources EDI group	COO	Ongoing	Apprenticeship Fairs, Skills shows and career events attended accross the county throughout the year. Regional Career Transition Partnership employment event attended in Newbury April 2023, Armed Forces Covenant event attended in June 2023. The event was to promote AFC to local businesses, by sharing what we do and how AFC has supported us. Continued focus on the South Asian community with the objective to advance our presence in the community and promote career opportunities in the Fire Service. Attended High Wycombe Eid in the Park in April 2023, plans in place to attend Eid in the Park in June 2023. Attendance at a range of Asian Fire Service (AFSA) events - virtually and face to face. MK Ladies Mingle event attended by Crews, HR and Prevention - June 2023 MK Filipino British Festival attendance confirmed for July 2023 MK and High Wycombe Pride being prepared for.	On Track	
				EDI objectives	Head of Human Resources EDI group	COO	01/04/2025	EDI objectives for the next 12 months have been finalised and will be presented as part of the annual report to Authority Members in July 2023	On Track	https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/

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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	Following the positive impact of temporarily changing our promotion processes, whereby we enabled more people to apply for Development Centres prior to securing their Technical Qualifications, we are planning to adopt these changes for the longer term. Operational Promotional Procedure is currently being updated and will circulated to all staff for consultation and feedback before being presented to the JCF and BTB for approval. Feedback on our current development process and some of the perceived barriers to staff development has been received via staff engagement sessions. The introduction of a staff development pathway and the processes within it, which is aligned to the National Fire Chief Council's (NFCC's) Core Learning Pathway and Leadership Framework will provide clarity to staff looking to develop themselves either within their existing role, or with aspiration for the next level role. The pathway will improve the effectiveness and efficiency of existing managers by identifying the acquisition training required for their role, as well as provide development opportunities and pathways for future managers and leaders of the organisation.	on Track	
				Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	The next steps are for this 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	Complete	
	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/			Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The Authority recently applied to be included in the Top 100 Apprenticeship Employers nationally, recognising the success of its apprenticeship programme. Result are published in June 2023.	Complete	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/
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	Increasing the number of meaningful, completed appraisals is a focus for managers during 2023/24, training on delivering an effective appraisal was programmed before the start of the appraisal year and increased regular reporting to hold managers accountable for appraisals not completed is being undertaken.	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	