



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 9 November 2022

Report title: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update: September 2022

Lead Member: Councillor David Hopkins

Report sponsor: Deputy Chief Fire Officer Mick Osborne

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Action: Noting

Recommendations: That the Committee note the updated HMICFRS - BFRS improvement plan: September 2022

Executive summary:

BFRS's second round inspection took place between 24 May 2021 and 9 July 2021.

The latest report for this Service, was published on 15 December 2021, identified 22 areas for improvement, and two causes of concern – Effectiveness: Prevention and People: Equality, Diversity and Inclusion (EDI) accompanied by eight recommendations.

	Effectiveness	Efficiency	People
	Requires improvement	Requires improvement	Requires improvement
Cause of concern	1		1
Recommendations	3	0	5
Area for Improvement	11	5	6

An improvement plan (Appendix 1) is in place to specifically progress the report recommendations and areas for improvement.

The Prevention recommendations are being progressed via the Prevention Improvement Plan. Key progress to note is:

- Prevention Strategy: Approved by the Fire Authority on 12 October 2022.

The revised strategy incorporates four focus areas, Safer Homes, Neighbourhoods, Roads & Environment, identifying inputs, processes, outputs & achievement measures for each.

- Safety Centre Evaluation completed, and funding agreed for a further 3 years supporting the reach of our Prevention work into different communities.

The Equality, Diversity and Inclusion recommendation are being progressed via the Authority's equality, diversity, and inclusion objectives 2020-2025. Key progress to note is:

- Updating and relaunching the Equality Impact Assessment procedure has led to a better understanding of why they are important and an increase in completion.
- Supporting Eid in the Park raised the profile of BFRS as an employer of choice to a wider community.

HMICFRS have now confirmed our revisit will take place week commencing 3 January 2023. (Appendix 2 - Letter from HMI Parr – 18 October 2022). The revisit will focus on the 2 causes of concern and involve interviews, desktop reviews and stations visits. We continue to build our evidence portfolio to support the revisit.

Financial implications: The prioritisation of improvements to address the specific recommendations raised within the causes of concern may introduce additional financial implications, either through reprioritisation of other projects, or through new workstreams.

Consideration will be given to ensure associated costs, both direct and indirect, are fully understood and managed effectively.

FRSs are not funded for the preparation for, HMICFRS inspections, nor is the Service charged. The inspections are funded directly by the Home Office. The Police are top sliced from their government grants to fund the HMICFRS inspections of Police Forces. There has been no indication yet that this might be a future funding model for the inspection of FRSs.

Risk management: There remain reputational corporate risks to the organisation should we be judged as inadequate. The Service had already taken steps to mitigate this through having extensive internal and external audits of a number of areas of the Service, in addition to the HMICFRS inspections. The external audit plan for 22/23 can be found here: [Overview and Audit Committee - 16 March 2022 - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](#)

Legal implications: The current Fire and Rescue Service National Framework issued under section 21 of the Fire and Rescue Services Act 2004, to which the Authority must have regard when carrying out its functions, states as follows at paragraph 7.5:

‘Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given.’

It continues: ‘When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association’.

Privacy and security implications:

No privacy or security implications have been identified that are directly associated with this report or its appendices. The respective strands of the improvement plan have undergone Data Protection Impact Screening and full impact assessments have been completed and reviewed where appropriate.

The report and its appendices are not protectively marked.

Duty to collaborate:

Each fire and rescue service is inspected individually. However, the latest report includes findings relating to the Service’s ability to collaborate effectively with partners.

Health and safety implications:

There are no Health, Safety or Wellbeing implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications:

Progress against our Equality, Diversity and Inclusion objectives are included within the updated improvement plan.

The Service has been judged as ‘requires improvement’ in the people pillar, along with a cause of concern and five recommendations relating to equality, diversity and inclusion. All the findings from the HMICFRS round two inspection report will be fully considered and prioritised to ensure continual improvement is established and maintained.

The Authority’s equality, diversity, and inclusion objectives 2020-2025 – year 2 progress was presented to the Fire Authority on 15 June 2022.

Consultation and communication:

Specific areas identified for Service improvement are being captured in relevant plans and will be reported on in the usual way, ultimately to the Overview and Audit Committee.

Next steps -

- Report published on BFRS website
- Next update to Overview and Audit Committee on the 15 March 2023

Background papers:

HMICFRS Home Page: <https://www.justiceinspectrates.gov.uk/hmicfrs/>

10 November 2021 - Overview and Audit Committee: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update

<https://bucksfire.gov.uk/documents/2021/10/oa-item-18-10-11-21.pdf/>

10 November 2021 - Overview and Audit Committee: Prevention Evaluation - Phase one report 2021 <https://bucksfire.gov.uk/documents/2021/10/oa-item-17-17-10-21.pdf/>

16 February 2022 – Fire Authority: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Inspection Report 2021

<https://bucksfire.gov.uk/documents/2022/02/fa-item-10-16022022.pdf/>

16 March 2022 – Overview and Audit Committee: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update

<https://bucksfire.gov.uk/documents/2022/03/oa-item-14-160322.pdf/>

15 June 2022 – Fire Authority – Equality, Diversity and Inclusion Objectives 2020-2025 – Year two update

<https://bucksfire.gov.uk/documents/2022/05/fa-item-16.pdf/>

20 July 2022 – Overview and Audit Committee: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update – May 2022

<https://bucksfire.gov.uk/documents/2022/07/oa-item-13-2.pdf/>

12 October 2022 – Fire Authority: Prevention Strategy 2022-2025, Safety Centre Funding Agreement, People Strategy 2020-2025 Year Two Update

[Buckinghamshire & Milton Keynes Fire Authority, 12/10/2022](#)

Appendix	Title	Protective Marking
1	2021 Inspection report action plan - Sept 2022	N/A
2	Letter from HMI Parr – 18 October 2022	N/A



HMICFRS 2021 Inspection Report Action Plan - Dashboard

Last Update: Sep-22

Recommendations	Total	Complete	On track	On hold/delayed	Not started	Overall RAG status
Effectiveness	3	0	2	1	0	
People	5	0	5	0	0	

Areas For Improvement	Total	Complete	On track	On hold/delayed	Not started	RAG status
Effectiveness	11	1	7	0	3	
Efficiency	5	2	2	1	0	
People	6	0	6	0	0	

Grand Totals	30	3	22	2	3
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HMICFRS 2021 Inspection Report Action Plan - Effectiveness



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
Understanding the risk of fire and other emergencies	The service, through regular engagement with its local community, needs to build a more comprehensive profile of risk in its service area.	Area for improvement	On track	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Comprehensive Service Delivery Area (SDA) profiles to inform station planning developed and launched to all nine SDAs. These comprise socio-demographic, geo-spatial, risk and demand related information. Station planning process now includes liaison and collaboration with external partners / agencies (for example, MK Council to address increase in fires in their housing stock). NHS 'Exeter' data now being leveraged to inform targeting at local level of higher risk groups such as the 80+ population.	On-Track	
Understanding the risk of fire and other emergencies	The service should make sure its integrated risk management plan is informed by a comprehensive understanding of current and future risk. It should use a wide range of data to build the risk profile and use operational data to test that the risk profile is up-to-date.	Area for improvement	On track	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Gap analysis against CRMP Fire Standard undertaken.	On-Track	
Understanding the risk of fire and other emergencies	The service should make sure that the aims and objectives of prevention, protection and response activity are clearly outlined in its integrated risk management plan.	Area for improvement	Not started	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	This will be addressed in the 2020-25 PSP / CRMP.	Not started	
Preventing fires and other risks	The service should have plans in place for an effective system to define the levels of risk in the community.	Recommendation	On-Track	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	The Prevention improvement plan is now reporting as of 14/9/22: Total recommendations- 60, Completed - 7, On -track - 33, On hold/delayed - 18, Not started - 2. The Prevention strategy has been developed and been through formal consultation. This was taken to BTB on 8 September 22 and presented to SMB on 20 September 22. Updates are provided through PMB, SMB and O&A	On-Track	
				Corporate plan SO1.3 - Develop partner agencies understanding of the risks from fire and other emergencies. Implement a collaborative community risk methodology and targeting approach, to achieve a reduction on risk and impact of fire.	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/04/2023	This continues to be linked to the Improvement plan. The Prevention strategy has been reviewed and developed in line with HMICFRS recommendations and inline with the Prevention implementation standards. This has been aligned to the current PSP dates 2022-25. The strategy gives a clear framework on a 4 step approach - step 1 being Identifying those most at risk,. This includes: Working with Community Safety Partnerships (CSP) to understand wider emerging risks at a multi-agency level Identifying target groups to reduce the risk of fire fatality or incident drawing on datasets (Experian Mosaic, Exeter, MAST, CrashMap) demographic and incident analysis Developing community plans and data profiles to enable Service Delivery Area understanding of prevention needs Training partner agencies to recognise and refer risk of / from fire Prevention & Data managers attending the NFCC proof of concept, definition of risk, phase 2 domestic dwelling fires national risk methodology on 21 September 2022.	On-Track	
				Service Delivery Plans	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	Annual	Comprehensive Service Delivery Area (SDA) profiles to inform station planning developed and launched to all nine SDAs. These comprise socio-demographic, geo-spatial, risk and demand related information. Station planning process now includes liaison and collaboration with external partners / agencies (for example, MK Council to address increase in fires in their housing stock).	On-Track	
				Safety Centre evaluation	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	30/09/2022	The Safety centre funding review has been completed. The output of the review has approved at agreement has been approved at BTB - 8 September 22, SMB - 20 September 22 and the Fire Authority - 12th October '22.	Complete	https://bucksfire.gov.uk/documents/2022/09/fa-item-13-121022.pdf/
Preventing fires and other risks	A revision of its prevention strategy that clearly prioritises the people most at risk of fire and other emergencies, giving focus and direction to specialist teams.	Recommendation	On-Track	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	Q3 22/23	The Prevention strategy has been reviewed and developed in line with HMICFRS recommendations and inline with the Prevention implementation standards. The dates have been aligned to the current PSP dates 2022-25. The updated Prevention strategy has been through formal consultation. The revised strategy incorporates four focus areas, Safer Homes, Neighbourhoods, Roads & Environment, identifying inputs, processes, outputs & achievement measures for each. The strategy has been approved at BTB - 8 September 22, SMB - 20 September 22 and the Fire Authority - 12th October '22. Work is underway to promote the new strategy across the Service.	On-Track	https://bucksfire.gov.uk/documents/2022/09/fa-item-12-121022.pdf/
Preventing fires and other risks	The review of systems and processes for dealing with referrals from individuals and partner agencies. This is to make sure they are managed effectively and those referrals with highest identified risk are prioritised.	Recommendation	Delayed	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Work is continuing with developing the offline PRMS capability and this has resulted in further all user testing. Risk stratification has been developed and tested, aligning the home fire safety visit scoring with the online home fire safety check tool. When porting of the PRMS has been completed, this will need to be tasked as development.	Delayed	

HMICFRS 2021 Inspection Report Action Plan - Effectiveness



Last Update: Sep-22

Preventing fires and other risks	The service should understand the reasons for its decreasing number of prevention visits and consider how it can better target those who are most at risk of fire.	Area for improvement	On-Track	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	All Prevention roles have been recruited for and now filled apart from one Community Safety Adviser. This is now in the onboarding staff phase for the next few months. Data is being utilised through the Data & Intelligence Team to provide information for proactive targeting of those aged >80+. Phase 1 was the identification of high density areas, enabling further analysis to occur in slow time. Phase 2 has been for those aged >80+ in areas which also support areas identified for On-Call recruitment Data analysis will be undertaken to review the location of referring partners to enable effective targeting of the fire sense input. The Number of Fire & Wellness visits and the Number of Fire & Wellness visits delivered to vulnerable people are now part of the BFRS Performance measures, which is reported quarterly to members.	On-Track	Performance Measures can be found on page 55 & 56 of this pack: https://bucksfire.gov.uk/documents/2022/09/special-meeting-of-the-executive-committee-7-october-2022.pdf/
Preventing fires and other risks	The service should evaluate its prevention work, so it understands the benefits better.	Area for improvement	Complete	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Action completed - Phase 1 evaluation report presented to Overview and Audit Committee 10/11/21	Complete	10 November 2021 - Prevention Evaluation - Phase one report 2021 https://bucksfire.gov.uk/documents/2021/10/oa-item-17-17-10-21.pdf/
Protecting the public through fire regulation	The service should make sure it aligns its increased resources to a prioritised and risk-based inspection programme.	Area for improvement	On-Track	Protection Uplift Programme	Group Commander Community & Business Safety Policy	Protection, Assurance and Development	01/01/2023	The Risk based inspection programme has started focussing on high risk residential buildings. Recently, involving the Data Intelligence Team, the confidence in the statistical output of commercial buildings has improved with the expectation that these will start to be inspected as well. The main focus initially will be on those premises such as hotels and care homes that have a sleeping risk. Training of response staff has been taking place throughout the year to wholetime and day crewing stations and watches and remains on track with all watches having been visited by the end of the calendar year. There will be some mop up sessions in the new year and then we will look at options for response staff to carry out inspections of lower risk sites where there is sufficient capacity. A review of the Protection area of our website is taking place to improve options for businesses to be more informed with the expectation that they can undertake self-assessments. this is a wider piece of work that is taking place nationally.	On-Track	
Protecting the public through fire regulation	The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	Area for improvement	On-Track	BAU	Group Commander Community & Business Safety Policy	Protection, Assurance and Development	TBC - Subject to NFCC programme	The Protection Department continues to maintain its CPD through relevant training. The department has worked through the Fire Standards for protection and is developing how the department will comply with the third party accreditation process being developed by the NFCC.	On-Track	
Protecting the public through fire regulation	The service should review its response to false alarms (called 'unwanted fire signals') to ensure operational resources are used effectively.	Area for improvement	On-Track	UwFS Review	Group Commander Community & Business Safety Policy	Protection, Assurance and Development	01/01/2023	The Protection Department is reviewing how it deals with unwanted fire signals. It is waiting for changes to PRMS before implementing these. It is looking at the time it spends on these and is looking to concentrate on the major offenders on which it keeps a close eye. The removal of a dedicated Unwanted Fire Signals Officer has had no major impact on the number of Unwanted Fire Signals but there will have been some disruption due to Covid which will have muddied the water. The Department continues to review the time it spends upon this area as it brings on increased activity through the risk based inspection programme.	On-Track	
				AFA review	TBC	Prevention, Response and Resilience	TBC	Review is being managed separately to this by Prevention, Response and Resilience and scheduled to start in Q4 22/23	Not started	
Protecting the public through fire regulation	The service should make sure it plans its work with local businesses and large organisations to share information and expectations on how they can comply with fire safety regulations.	Area for improvement	On-Track	Protection Uplift Programme	Group Commander Community & Business Safety Policy	Protection, Assurance and Development	01/01/2023	The Department has started a review of its pages on the BFRS website to improve the way we communicate with businesses and look at how to best implement a self-assessment toolkit. The Service now hosts an NFCC toolkit for small and medium sized businesses to undertake their own fire risk assessment; the Service will begin to gain data from this. A SPOC continues to be in place as a Business Safety officer but all inspecting officer, as part of the Fire Safety Order, continue to offer advice and guidance throughout their audit to those higher risk premises.	On-Track	
Responding to fires and other emergencies	The service should assure itself that it understands what resources it reasonably requires to meet its foreseeable risk; it should make sure that all of its fire engines can be sufficiently resourced, if required.	Area for improvement	Not started	Not a current project	TBC	TBC			Not started	
Responding to fires and other emergencies	The service should make sure it consistently gives relevant information to the public to help keep them safe during and after all incidents.	Area for improvement	Not started	Not a current project	Communication, Marketing and Engagement Manager	Technology, transformation and PMO	Q3-Q4 22/23		Not started	

HMICFRS 2021 Inspection Report Action Plan - Efficiency



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
Making best use of resources	The service should have effective measures in place to assure itself that its workforce is productive, that their time is used as efficiently and effectively as possible and in a more joined up way to meet the priorities in the IRMP.	Area for Improvement	On Track	Portfolio Management Office Project	Head of Technology, Transformation, and PMO	Finance and Assets	Q4 22/23	The PMO is now part of BAU.	Complete	
				Performance Management framework	Data Intelligence Team Manager	Technology, transformation and PMO	Q3 22/23	The BFRS Performance measures and Q1 results were prepared for the Executive Committee meeting (14th Sept '22). These measures will now be presented quarterly to the Performance Monitoring Board and Executive Committee. Further work is ongoing to build a framework that sits around the measures.	On-Track	
Making best use of resources	The service should actively seek further collaboration opportunities with other Thames Valley fire services, to achieve value for money and better outcomes for the public.	Area for Improvement	Complete	Thames Valley Breathing Apparatus procurement	GC Technical	Protection, Assurance and Development	01/04/2023	This project is monitored and reviewed by the BFRS PMO and the Thames Valley collaboration boards	BAU	
				Emergency Service Mobile Communications Programme	Programme Manager	Technology, transformation and PMO	2025/26	This project is monitored and reviewed by the BFRS PMO and the Thames Valley collaboration boards	BAU	
				Thames Valley National Operational Guidance	GC Technical	Protection, Assurance and Development	Mar'22:Phase 1 Sept '22: gap analysis - implemented NOG	This project is monitored and reviewed by the BFRS PMO and the Thames Valley collaboration boards	BAU	
				Thames Valley Fire Investigation	GC Protection	Protection, Assurance and Development	01/10/2023	This project is monitored and reviewed by the BFRS PMO and the Thames Valley collaboration boards	BAU	
				2022/23 reset of the collaboration framework for Thames Valley	pan-directorate	Technology, Transformation and PMO			Complete	
Making the fire and rescue service affordable now and in the future	The service needs to assure itself that it is maximising opportunities to improve workforce productivity and develop future capacity through use of innovation, including the use of appropriate and up-to-date technology.	Area for Improvement	On-Track	Various	pan-directorate	Technology, Transformation and PMO	Ongoing	We have invested in replacing our Wide and Local area networks in collaboration with Buckinghamshire council. This will provide a more resilient network to build our technology on. The ICT strategy is in place and following a budget challenge last year is funded until 2025	On-Track	
Making the fire and rescue service affordable now and in the future	The service should have a clear and sustainable strategic plan for the use of its reserves which promotes new ways of working.	Area for Improvement	Complete	BAU	Director of Finance and Assets	Finance and Assets	18/11/2020	Complete	Complete	https://bucksfire.gov.uk/documents/2020/11/item-7-executive-committee-financial-strategy.pdf/ https://bucksfire.gov.uk/documents/2020/03/reserves_strategy_2018-19_web.pdf/
Making the fire and rescue service affordable now and in the future	The service needs to make sure that its fleet and estate strategies are regularly reviewed and evaluated to maximise potential efficiencies.	Area for Improvement	Delayed	BAU	Property Manager/Fleet Manager	Finance and Assets	23/24	The Property strategy is current and in date. A review is scheduled to ensure it remains in date after 2023	Complete	https://bucksfire.gov.uk/documents/2020/03/property_strategy_2018_-_2023.pdf/
				BAU	Fleet Manager	Finance and Assets	01/04/2022	The Fleet Strategy update has been delayed to allow the Service Delivery team to review and forecast the service's future operational requirement	Delayed	

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	

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: Sep-22

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	<p>Wholetime (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.</p> <p>A review of the demographics of the applicants and appointments is underway to understand who is dropping out when.</p> <p>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.</p> <p>Continue to run On Call and Wholetime 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.</p> <p>Change 100 Engaged with the Change 100 internship programme and commitment to recruit in 2023.</p>	Delayed			
				Recruitment	HR Operations Manager	COO	Ongoing		<p>Wholetime, On call and Transferee adverts and media, recruitment plan for each campaign, calendar of recruitment events, Workforce planning Group agenda, minutes and actions</p>	On Track		

Last Update: Sep-22

			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
			On Track	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
			On Track	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/

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: Sep-22

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	

HMICFRS 2021 Inspection Report - Identified Good Practice (narrative)



Last Update: 22 September 2022

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Accepted Y/N	Rationale, if finding not accepted	PMO Project link	Delivery lead	Lead Department
Effectiveness	Understanding the risk of fire and other emergencies	The service gathers information about the risks its firefighters face in response to incidents	Narrative - Good Practice	yes		SSRI Project	Technical	Protection, Assurance and Development
Effectiveness	Understanding the risk of fire and other emergencies	The service is good at using information from operational incidents attended to improve its understanding of current and past risk	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development
Effectiveness	Understanding the risk of fire and other emergencies	The service is ahead of schedule to improve its information about high-rise risk following the Grenfell Tower fire inquiry	Narrative - Good Practice	yes		Grenfell project (GTI 1)	Technical/Protection	protection, Assurance and Development
Effectiveness	Preventing fires and other risks	The service is proactive in identifying and reporting safeguarding concerns	Narrative - Good Practice	yes		BAU	Community Safety and Safeguarding Manager	COO
Effectiveness	Protecting the public through fire regulation	The service has done a good job of increasing its number of qualified staff	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development
Effectiveness	Protecting the public through fire regulation	The service is ahead of schedule to audit all ACM-clad high-rise premises	Narrative - Good Practice	yes		Building Risk Review (BRR) Programme	Protection	Protection, Assurance and Development
Effectiveness	Protecting the public through fire regulation	The service provides proportionate enforcement activity and works with others to support its capacity	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development
Effectiveness	Protecting the public through fire regulation	The service is improving its response to building consultations	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development

Effectiveness	Protecting the public through fire regulation	The service has increased the ways in which it engages with businesses to help them understand and comply with fire safety legislation	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development
Effectiveness	Responding to fires and other emergencies	The service's response strategy is a unique and innovative approach	Narrative - Good Practice	yes		BAU	Resourcing and Projects	Prevention, Response and Resilience
Effectiveness	Responding to fires and other emergencies	The service meets its immediate availability standard	Narrative - Good Practice	Partially accept	The round 2 inspection covered the pandemic timeframe when resourcing improved considerably due various lockdowns and furloughed on-call employees. Further work is required to ensure the availability standard is resilient	Links to AFI in resourcing. Not currently a project	Resourcing and Projects	Resourcing and Projects
Effectiveness	Responding to fires and other emergencies	The service meets national response standards of performance	Narrative - Good Practice	yes		BAU	Resourcing and Projects	Prevention, Response and Resilience
Effectiveness	Responding to fires and other emergencies	The service has good command of incidents	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development
Effectiveness	Responding to fires and other emergencies	The service has a positive relationship with Thames Valley Fire Control	Narrative - Good Practice	yes		BAU	Pan organisation	Prevention, Response and Resilience
Effectiveness	Responding to fires and other emergencies	Thames Valley Fire Control is developing its ability to handle fire survival guidance calls	Narrative - Good Practice	yes		Grenfell project	TVFCS	Prevention, Response and Resilience
Effectiveness	Responding to fires and other emergencies	The service maintains and regularly updates information about risk to firefighters	Narrative - Good Practice	yes		BAU	Prevention, Response and Resilience	Prevention, Response and Resilience
Effectiveness	Responding to fires and other emergencies	The service is good at evaluating its operational performance and is aligning to national operational guidance	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service is well prepared for major and multi-agency incidents	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development

Effectiveness	Responding to major and multi-agency incidents	The service has a good ability to respond to major and multi-agency incidents	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service works well with other fire services	Narrative - Good Practice	yes		Collaboration	Technical	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service works well with other partners	Narrative - Good Practice	yes		Collaboration	Technical	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service has a well-established cross-border exercise plan	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service has adopted JESIP	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development
Effectiveness	Responding to major and multi-agency incidents	The service listens to and applies learning from national incidents and practices	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development
Efficiency	Making best use of resources	The service plans to deal flexibly with its immediate financial difficulty	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets
Efficiency	Making best use of resources	The service collaborates when possible	Narrative - Good Practice	yes		BAU	Pan organisation	Pan organisation
Efficiency	Making best use of resources	The service has good continuity arrangements	Narrative - Good Practice	yes		BAU	Business Continuity	Legal and Governance
Efficiency	Making best use of resources	The service shows sound financial management, but it could make improvement in its resource allocation	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets
Efficiency	Making the fire and rescue service affordable now and in the future	The service works hard to continually improve value for money and do more with less	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets
Efficiency	Making the fire and rescue service affordable now and in the future	Reserves are reducing significantly	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets
People	Promoting the right values and culture	There is a positive health and safety culture within the service	Narrative - Good Practice	yes		BAU	Health and Safety	Protection, Assurance and Development

People	Ensuring fairness and promoting diversity	The service has made some progress to promote fairness in its internal promotion and progression processes	Narrative - Good Practice	Yes		Leadership and Management Framework	Organisational Development	Protection, Assurance and Development
People	Managing performance and developing leaders	The service has introduced a good process for managing individuals' performance	Narrative - Good Practice	Yes		Appraisal Process	Organisational Development	Protection, Assurance and Development



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Matt Parr CB

His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue
Services

Mick Osborne
Acting Chief Fire Officer
Buckinghamshire Fire and Rescue Service
Via email

18th October 2022

Dear Mick,

FOLLOW UP INSPECTION

Further to my letter of 14 December 2021, I am writing to update you about our next steps on the causes of concern which we found during your service's inspection in July 2021.

Thank you for submitting your draft action plan in March 2022 and follow up information identifying the progress the service has made. We intend to conduct a revisit of your service to follow up on the causes of concern in prevention and fairness and diversity and assess the progress you have made. The revisit will take place on site week commencing 3rd January.

We will take a flexible approach to the visit timetable. Our SLL Kathryn Richardson will work with your SLO to programme activity around any commitments the service may have. The programme will include a limited number of interviews, focus groups, document reviews and a further review of your action plan.

The revisit will conclude with a debrief session with Kathryn Richardson and Chief of Staff Damian Henderson who will update you on the findings. After the visit we will write to confirm our findings. As with our previous letters, this will be published on our website.

If you have any questions about the revisit, please discuss these with Kathryn Richardson (Kathryn.richardson1@hmicfrs.gov.uk) who will be able to help.

Yours sincerely,

Matt Parr CB

His Majesty's Inspector of Constabulary
His Majesty's Inspector of Fire & Rescue Services