



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 13 March 2024

Report title: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023-2025 Update

Lead Member: Councillor Simon Rouse, Chairman

Report sponsor: Chief Fire Officer, Louise Harrison

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Action: Noting

Recommendations:

That the Overview & Audit Committee note the HMICFRS 2023-2025 Update

Executive summary:

In July 2017, HMICFRS extended its remit to include inspections of England's fire and rescue service. They assess and report on the efficiency, effectiveness and people of the 44 fire and rescue services in England.

HMICFRS published the BFRS Round 3/2023-2025 report on 19 October 2023. The report can be found here: [BFRS 2023-2025 - HMICFRS](#)

This report sets out HMICFRS inspection findings for Buckinghamshire Fire and Rescue Service following the inspection during May and June 2023.

The latest report for the Service identifies three causes of concern, accompanied by 10 recommendations, and 26 areas for improvement. The report was noted at the Extraordinary Fire Authority meeting on 24 October 2023.

As per requirements set out in the report covering letter to the Chairman and Chief Fire Officer on 17 October 2023, a copy of the action plan detailing how the Service will address the recommendations must be submitted to HMICFRS within 28 days of the report. A copy of the action plan was sent to HMICFRS within 28 days of the report publication; on the 15 November 2023.

On 21 November 2023, HMICFRS informed the Service that it will now be entering the supportive Engage process. The Engage process provides additional scrutiny and support from the Inspectorate.

Scrutiny and Support

An internal HMICFRS Improvement Board has been set up and meeting on a regular basis. The Board is chaired by the Chief Fire Officer, attended by the relevant strategic leads and other subject matter experts including the Representative bodies when needed. The terms of reference for the HMICFRS Improvement board can be found in Appendix 1.

The Chief Fire Officer, Deputy Chief Fire Officer and Chairman attended Fire Performance Oversight Group on the 7 February to present the Service's progress against the action plan. It was a supportive session and the group were pleased to see how the Service had responded to the report and the initial progress we had made. The Service will remain in 'Engage' giving the Service time to ensure any changes are sustainable.

Action Plan

The HMICFRS action plan focuses on the 3 Causes of Concern. As at the end of January 2024 the Service has made the following progress against the HMICFRS action plan:

	Prevention	Protection	EDI
Complete	2	3	
In Progress/On Track	5	5	14
Risk to progress		3	2
Not started	0	1	5

The detailed HMICFRS action plan can be seen in Appendix 2

Key Progress to highlight is:

Prevention

- A Referrals guidance document has been developed, approved and published, supported by a training package.
- The referrals backlog has been cleared and all referrals are now being processed inline with the Service's Referrals guidance.

Protection

- The Protection strategy 2023-2025 has been reviewed and updated with input from the NFCC. It was approved by the Fire Authority on 6 December 2023.
- The Protection Strategy is underpinned by a Risk Based Intervention programme. The programme is understood by all Protection staff to ensure they focus on Very High and High risk properties.

EDI

- A new 360 feedback process has been introduced, designed around the NFCC Leadership framework. This has been rolled out to the Service's Senior Management team and next level Leadership group.
- To help us understand the barriers underrepresented groups experience, the Service held a Positive Engagement Have a Go event on 12 January 2024 attended by 13 candidates.
- The Service has kicked off a project to look at the Service's Vision and Values, initial workshops have been held with the Senior Management and Leadership teams to get their input.

Areas for Improvement

Alongside the HMICFRS action plan officers have reviewed all the Areas for Improvement. These are being incorporated into the Service's 24/25 plan and relevant team plans.

The action plan is managed as part of the Portfolio Management Office (PMO), with regular reporting through internal governance structures. As stated in the recommendation at the Extraordinary Fire Authority meeting on 24 October 2023, the Authority will be kept informed of progress in delivering against the HMICFRS Action Plan via regular reporting to both the Overview and Audit Committee and full Authority.

HMICFRS Values and Culture in fire and rescue services

On Thursday 30 March 2023 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published 'Values and culture in fire and rescue services'. The report has 9 themes supported by 35 recommendations and all Fire and Rescue Services, alongside the Government and national fire bodies are urged to implement them as a matter of urgency. Of the 35 recommendations, 20 are owned by the Chief Fire Officer. The Service's progress on these recommendations is:

Status	Number
Complete	16
In Progress	4
Not started	0

The detailed HMICFRS Values and Culture update can be seen in Appendix 3.

Revisit

The Service's revisit has been confirmed to take place week commencing 20th May 2024. The revisit will focus on the Round 3 causes of concern and include desktop reviews, interviews and reality testing.

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.

Risk management:

There remains reputational corporate risks to the organisation. The Service continues to take 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 internal audit plan for 23/24 can be found here: [Internal Audit Report – Internal Audit Strategy and Annual Internal](#)

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 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. The report states: “We were pleased to see the service meets its statutory duty to collaborate. It continues to consider opportunities to collaborate with other emergency responders.”

Health and safety implications:

The HMICFRS report states:

- The service provides good well-being provisions to its workforce, but work-related stress is not being fully addressed
- The service has a positive health and safety culture

The areas for improvement relating to working hours and secondary contracts will feed into the health, safety and wellbeing group.

Environmental implications:

The HMICFRS report states:

“The service didn’t identify all the potential climate impacts and mitigation measures required in its 2020–2025 public safety plan. This is what it calls its integrated risk management plan. It has now recognised that it needs a different range of equipment to be ready to respond to this risk both now and in the future.”

Equality, diversity, and inclusion implications:

The Service has been judged as ‘requires improvement’ in the area relating to ensuring fairness and promoting diversity, along with a cause of concern and four recommendations relating to equality, diversity and inclusion. All the findings from the HMICFRS round three inspection report have been fully considered and prioritised to ensure continual improvement is established and maintained.

The Authority’s equality, diversity, and inclusion objectives 2020-2025 – year 3 progress was presented to the Fire Authority on 14 June 2023.

Consultation and communication:

Specific areas identified for Service improvement are being captured in relevant plans and will be reported on in line with the recommendations.

Background papers:

HMICFRS BFRS Home Page: [Buckinghamshire - His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/buckinghamshire-fire-and-rescue/)

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/>

20 January 2023 - State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022

[State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022 - HMICFRS](#)

28 April 2023 - Extraordinary Fire Authority Meeting: Values and Culture in fire and rescue services

bucksfire.gov.uk/documents/2023/04/bmkfa-extraordinary-meeting-28-april-2023-item-8-values-and-culture-in-fire-and-rescue-services.pdf/

24 October 2023 – Extraordinary Fire Authority: His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Inspection Report 2023

bucksfire.gov.uk/documents/2023/10/extraordinary-fire-authority-meeting-24-october-2023-item-9-hmicfrs-inspection-report.pdf/

6 December 2023 – Fire Authority: His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023 Action Plan

<https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-15-hmicfrs-action-plan.pdf/>

8 February 2024 – Executive Committee: His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023 Update

bucksfire.gov.uk/documents/2024/01/executive-committee-meeting-8-february-2024-item-12-his-majestys-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-buckinghamshire-fire-and-rescue-service-bfrs-2023-update.pdf/

Appendix	Title	Protective Marking
1	BFRS HMICFRS Improvement Board Terms of Reference	N/A
2	HMICFRS Round 3 Action plan Jan 2024	N/A
3	HMICFRS Values and Culture update	N/A

HMICFRS Improvement Board Terms of Reference

1. Objective

- The primary objective of the Improvement Board is to address and rectify the causes of concern and areas for improvement (AFI's) highlighted in the recent 2023 HMICFRS inspection report, aiming for substantial enhancements in the overall performance and quality of Buckinghamshire Fire & Rescue Service.
- To drive improvements within the Service in line with the action plan and present progress and outcomes to the HMICFRS Fire Performance Oversight Group (FPOG).

2. Membership

- A designated chair, the Chief Fire Officer/Chief Executive (CFO) will lead the board and ensure effective coordination among members.
- The other members of the Improvement Board will be:
 - Deputy Chief Fire Officer/ Chief Executive
 - Director of Finance and Assets
 - Director of Legal and Governance
 - Interim Assistant Chief Fire Officer
 - Head of Protection & Assurance
 - Head of Human Resources
 - Service Liaison Lead
- The Improvement Board may invite other guests or observers to attend its meetings as appropriate, such as subject matter experts, external consultants or advisers and the Chairman and relevant Lead Members.

3. Accountability and Responsibilities

- Review the detailed findings of the inspection report and identify specific areas requiring improvement.
- Develop a comprehensive action plan with clear, measurable objectives and timelines to address causes of concern and areas for improvement.
- Regularly monitor and evaluate the progress of the implementation of improvement measures against the action plan and areas for improvement within the report.
- Review risks and opportunities elevated from sponsors for each improvement area and consider strategic investment, or transformational change proposals that mitigate risk, maintain momentum and take account of identified opportunities
- Ensure effective communication channels are established to disseminate information regarding improvement initiatives to all stakeholders.
- Act as the final point of review for all papers being submitted to the FPOG
- Ensure the People, Culture and Equality aspects are considered for all areas of the action plan and ensure these are documented, scrutinised and reviewed on a regular basis

4. Implementation

- Establish strategic leads and work groups as necessary, to focus on specific aspects of improvement identified in the inspection report and action plan.
- Allocate resources, including personnel, budget, and technology, to support the implementation of improvement initiatives.
- Collaborate with relevant internal and external entities to leverage expertise and best practices.

5. Reporting (Internal and external)

- Provide regular progress reports to the Fire Authority and Overview and Audit Committee and other stakeholders.
- Reports should include, where relevant, progress against actions identified in HMICFRS thematic reports (e.g. culture and values)
- Relevant Lead Members should be provided with (at least) quarterly updates on progress against their areas of responsibility.
- Progress updates from strategic leads.
- Include key performance indicators (KPI's), metrics, risks and milestones in reports where appropriate, to demonstrate tangible improvements.
- Highlight any challenges and propose solutions.

6. Review and Assessment

- Conduct periodic reviews of the improvement plan's effectiveness and make necessary adjustments based on feedback and changing circumstances.
- Review timetable and any actions.
- Foster a culture of continuous improvement within the Service.

7. Timeline

- Define a realistic timeline for the implementation of improvement measures, taking into consideration the urgency of certain issues.
- The Improvement Board will meet on a fortnightly basis; the dates will be agreed in advance and sent to the members of the Board; further meetings will be arranged as appropriate to ensure all actions are on track

8. Documentation

- Maintain detailed records of improvement initiatives, including meeting minutes, action plans / logs, and progress reports.
- Develop framework for FPOG presentations.

9. Governance

- Adhere to established governance structures within the Fire Authority and organisation, while ensuring the Improvement Board has the necessary authority to make impactful decisions.

10. Communications

- Develop internal communications plan.
- Good news and good practice.

11. Conclusion

- The Improvement Board will strive to instil a culture of excellence, accountability, and continuous improvement within Buckinghamshire Fire & Rescue Service, ensuring that the expectations of HMICFRS are met and future inspections reflect positive advancements.

This Terms of Reference document is subject to review and amendment as deemed necessary by the Improvement Board.

Area	Ref	Action	Accountable Lead	Start Date	Deadline (End of)	Success and Impact measures	Commentary - Jan 2024	Progress RAG End of Jan 24	Progress RAG 23/24 Q3	Progress RAG Start
Prevention	1.1.1	Implement the Prevention Risk Stratification (PRS) process based on the NFCC guidance	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> • PRS guidance note written and published • PRS is live across all channels • All staff understand the PRS methodology 	<p>PRS guidance document (inc flow chart) and training package approved through BTB 4.1.2024 and published on Intranet on 12.1.2024.</p> <p>Training package developed and available on HEAT.</p> <p>Prevention team have received and continue receiving training. Operational response staff being introduced to Risk Stratification and a HEAT package. All territorial GCs & station based SCs received online induction.</p> <p>Prevention Bulletin published 29.1.24 regarding PRS guidance and training materials</p>	On track	On track	On track
	1.1.2	Key Performance Indicators (KPIs) developed and reported to support Risk Stratification guidance	Group Commander Prevention & Resilience	Jan-24	Mar-24	<ul style="list-style-type: none"> • KPI's in place • Management control processes in place. • All referrals are dealt with in line with PRS guidance thresholds 	<p>Move to On track as Initial meetings/workshop taken place in January to discuss development of KPIs and management control process.</p> <p>Further workshop taking place 8 March.</p>	On track	On track	Not Started
	1.2.1	Ensure all current referrals are processed and up to date	Group Commander Prevention & Resilience	Jun-23	Nov-23	<ul style="list-style-type: none"> • Referrals from partner agencies are being processed in line with Service expectations. • No referral backlog. 	Remaining as BAU with ongoing monitoring now in place.	Complete	Complete	On track
	1.2.2	Launch Online Home Fire Safety Check form (OHFSC) developed to complement the Person-Centred Framework	Group Commander Prevention & Resilience	Nov-23	Feb-24	<ul style="list-style-type: none"> • New route available for the public to complete a person-centred self-assessment of fire risk. • All OHFSC are handled with the relevant treatment and timescales. 	<p>OHFSC weblink has now been delivered & Marcomms have the details/information.</p> <p>Confirmed a soft launch will be rolled out Mid February.</p> <p>External website being developed by Marcomms. In flow process being developed by Prevention GC.</p>	On track	On track	On track
	1.2.3	Introduce a recognised way of recording and processing all prevention referrals directly into the Premises Risk Management System (PRMS) to ensure there is one database recording all prevention engagements as well as activity	Administrative Support Manager	Nov-23	Feb-24	<ul style="list-style-type: none"> • Referral processing guidance note written and published • Guidance note utilised to support training 	This is now evidenced by the referrals guidance document (inc flow chart) and training package approved through BTB 4.1.2024 and published on the Intranet on 12.1.2024	Complete	Complete	On track
	1.2.4	Update PRMS to reflect Risk Stratification guidance	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> • All agreed requirements have been developed, testing by all relevant users and live. • All referrals are in line with delivery expectations associated with the descriptors for levels of risk as per the Risk Stratification Guidance 	<p>All agreed requirements have been developed and currently in build with Active.</p> <p>By end of Jan the referral form ready to test.</p> <p>By end of Feb the visit form ready to test & by end of Feb updated end to end process ready to test.</p> <p>Testing schedule has also been developed internally in preparation for completed development.</p>	On track	On track	Not Started
	1.2.5	Ensure all appropriate staff are adequately trained on the referral process and understand the methodology.	Group Commander Prevention & Resilience	Jan-24	Mar-24	<ul style="list-style-type: none"> • All staff have received appropriate training. 	<p>Moved to 'good progress on track' . This is evidenced by Admin staff receiving direct face to face training , plus a HEAT package.</p> <p>The Prevention team have received and receiving training</p> <p>Operational response staff being introduced to Risk Stratification and a HEAT package. All territorial GCs & station based SCs received online induction.</p> <p>All guidance & training documentation published on intranet on 12.1.2024</p> <p>Prevention Bulletin published 29.1.24 regarding PRS guidance and training materials</p>	On track	On track	Not Started
	2.1.1	Review and update current Protection strategy intended to provide clarity on how the Service will conduct its Protection business in line with legislative requirements and focussing resource on highest risk premises types.	Head of Protection, Assurance & Development	Nov-23	Dec-23	<ul style="list-style-type: none"> • Peer review from NFCC sector advisors • Appropriate level of stakeholder engagement in developing revised strategy • Scrutiny and acceptance of revised strategy by Fire Authority Members 6th December • Internal Publication 	<p>Protection strategy has been reviewed and updated with input from NFCC.</p> <p>The strategy was presented to the Fire Authority on 16 December 2024 (https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-12-protection-strategy-2023-2025.pdf/)</p>	Complete	Complete	On track
	2.1.2	Introduce risk-based interventions programme to underpin revised strategy	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> • Risk-based inspection methodology identified and clearly articulated • Based on methodology, identify planned audit schedule for very high / high risk premise types • Internal Publication 	<p>Risk based intervention programme has been developed and presented to the Fire Authority alongside the Protection strategy.</p> <p>This is now fully embedded with the staff who have been briefed on the methodology.</p> <p>The Protection team will continue to be engaged and integral to any future activity.</p>	Complete	Complete	On track

Protection

2.1.3	Ensure the Protection strategy 2025-30 is embedded and fully aligned with the Community Risk Management Plan (CRMP) 2025-30	Head of Protection, Assurance & Development	Feb-24	Oct-24	<ul style="list-style-type: none"> Evidence-led approach to management of protection resources Extensive internal / external consultation Due consideration to integration / alignment with Prevention and Response strategies 	Has been included in CRMP 2025-30 plan	Not Started
2.2.1	Embed the revised Protection strategy and Risk-Based Interventions Programme (RBIP) guidance. As directed within the revised strategy, teams will now be focussing on planned and demand-led activity on high risk / low compliance property types	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> Good stakeholder engagement when developing the strategy and RBIP guidance and during transition Direction and performance management to ensure a smooth transition in terms of ways of working KPI's monitored to assure embeddedness Very high/High risk premises schedule delivered 	Audit numbers for Q3 significantly up on previous 2 quarters, but still some way to go. As well as changing ways of working / performance management, some systems / process improvements identified in other actions will support successful outcome.	On track
2.2.2	Introduce new Protection KPI's captured at team and person level - Planned audit numbers against RBIP. - Monitor audit outcomes (compliance) against audit numbers to assure that the RBIP is targeting the right premises.	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> KPI's presented to Performance Monitoring Board quarterly 1000 audits annually Proportionate number of audits resulting in non-satisfactory outcomes 	As above, work in progress and will be monitored and scrutinised. Positive direction of travel and assurance provided by current % non-satisfactory outcomes.	Risk to progress
2.2.3	Introduce four apprentice Business Safety Advisor roles utilising Protection grant funding to support - Enable more qualified Protection staff to focus on high risk / low compliance	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> New roles resulting in greater levels of co-ordinated and targeted support to local businesses Less time spent by qualified officers doing low risk activity. 	1 x Apprentice deemed appointable. However, need to go back to advert to increase. will be advertised again February.	Risk to progress
2.3.1	Ensure schedule for planned audits is easily accessible to staff who require it	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> Identified very-high risk and high risk audits are provided to teams 	Schedule for planned audits is fully implemented and available to all Protection staff. This is utilised to pick their audits according to risk.	Complete
2.3.2	Premises Risk Management System (PRMS) – training input to ensure standardisation / consistency in data input and extraction	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> Training input received by relevant Protection staff Consistency monitored by Station Commanders 	Standardisation exercise complete and consistency of input in place. Some queries over system outputs to resolve. Action to remain open and on track to allow QA process to support ongoing consistency of application.	On track
2.3.3	PRMS system – make provision for standard Protection outcome letters to improve efficiency and consistency	Group Commander Protection	Jan-24	Apr-24	<ul style="list-style-type: none"> Standard letters available for use Training provided as appropriate to support implementation 	Standard letters intended to be in place / on the system by April.	On track
2.3.4	Review provision of admin support to Protection teams to ensure efficiency	Head of Protection, Assurance & Development	Dec-23	Apr-24	<ul style="list-style-type: none"> Administrative requirements identified Qualified Protection staff enabled to focus more time on planned activity 	Admin support – some areas identified and single input area for the PRMS system in place to support protection staff.	On track
2.4.1	Introduce a Protection Quality Assurance (QA) process	Group Commander Protection	Oct-23	Apr-24	<ul style="list-style-type: none"> (QA) process documented, consulted and agreed through governance Relevant staff are trained on the QA process QA activity recorded and reported 	QA Guidance now published following BTB sign off. Will remain on track rather than closed until such point an audit / deep dive done to assure embeddedness as per intentions of guidance document. First round of QA to be undertaken in Q4, with view to closing action / BAU for 24/25	On track
2.4.2	Review suite of Protection procedures and guidance to ensure it is aligned with best practice and supports staff in relation to consistent application	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> Published revised procedures and guidance Training / input (as required) delivered to Protection staff 	Policy / training role remains vacant, but going out to advert. Alternative / preferable option is to engage associate to do bespoke piece of work, which should allow for April deadline to be met. Commissioning underway, but in light of planned start date being Dec 2023, RAG status updated to amber. Work underway in respect of policy. GM to commission external support to meet deadline.	Risk to progress
3.1.1	Develop a role to include dedicated EDI support to ensure the delivery of EDI objectives	Head of Human Resources	Jan-23	Apr-24	<ul style="list-style-type: none"> Dedicated staff member in place/ recruited 	Job Descriptions collected from other FRS, and Bucks Council. Await budget sign off from Fire Authority 14 February 2024 to proceed	Risk to progress
3.1.2	Review current EDI training across all levels including management and look at options to implement additional regular, measurable, bitesize session(s) on EDI	Station Commander HR Projects	Nov-23	Apr-24	<ul style="list-style-type: none"> EDI online training has a completion rate of 90%+ supported by regular reporting, to ensure managers can follow up on non-completion Staff at all levels can demonstrate a good understanding of EDI and how this needs to be reflected in the way we work and deliver services. 	Data for Mandatory online learning completion collection for Q3 email reminder sent by SC Training Assurance in January 2024. Follow up EDI related email planned for February 2024	On track

Not Started	Not Started
On track	On track
Risk to progress	On track
Risk to progress	On track
Complete	On track
On track	No started
Not Started	Not Started
On track	Not Started
On track	On track
On track	Not started
Risk to progress	Risk to progress
On track	On track

Quality, Diversity & Inclusion

3.1.3	Rollout 360 feedback process to all middle managers, which includes a section on how they promote EDI	Organisational Development Manager	Dec-23	Dec-24	<ul style="list-style-type: none"> All relevant staff have completed 360 feedback including the manager appraisal session and workbook and the outcomes feed into development plans and appraisal process 	<p>360 feedback questions designed around NFCC Leadership framework.</p> <p>The process has been rolled out to Senior Management team and next level of Leadership group. Development & Assessment Pathway programme to be launched this year and embed feedback from 360 into individuals development plans</p>	On track	On track	Not started
3.1.4	Utilise EDI data to better inform station plans to facilitate targeted community engagement activity adding specific action(s) related to EDI	Station Commander HR Projects	Jan-24	Mar-24	<ul style="list-style-type: none"> Service delivery area plans include EDI related data and actions 	<p>Initial meeting took place on 22 January - Update following this meeting, the Data Intelligence Team have confirmed that the refreshed data sets (following the release of new census data) will be completed by early March. Meeting booked with territorial Group Commanders 27 February to discuss how we use the data to fully engage with our under represented communities and record these activities within the Service Delivery Action Plans.</p>	On track	Not Started	Not Started
3.1.5	Review and relaunch of our values/code of ethics to support a positive workplace culture	Station Commander HR Projects	Jan-24	Oct-24	<ul style="list-style-type: none"> All staff understand what each value means for/to them and can share how it supports the communities we serve 	<p>Mandate approved at Business Transformation Board (BTB) in November 2023. January SMT Away day agenda item focused on Vision, Mission and values. Leadership day in January focused on values. SMT refined vision, mission and values at SMT planning day. Project Initiation document being drafted for submission to BTB in March 2024</p>	On track	Not Started	Not Started
3.1.6	Work with our staff networks to gain their input, to develop policies, projects and initiatives.	TBC	Jul-24	Dec-24	<ul style="list-style-type: none"> A representative from these groups is included in the development of procedures before consultation. Increased staff engagement and inclusion 	<p>Linked to staff networks action 3.2.3</p>	Not Started	Not Started	Not Started
3.2.1	Launch and review "Speak Up" campaign	HR Advisory & Development Manager	Oct-23	Feb-24	<ul style="list-style-type: none"> All staff aware of Speak Up facility Ongoing process in place to review take up/usage 	<p>Comms have included a digital launch; banners, wallpaper, corporate email signatures and articles promoting the speak up line and we stand for (integrity, respect and inclusion); merchandise and posters to all sites; launch of White Ribbon campaign</p>	On track	On track	On track
3.2.2	Develop mechanisms to reduce the mystery of the Service's governance processes	Head of Technology, Transformation & PMO	Nov-23	Jan-24	<ul style="list-style-type: none"> "Extra Chair" take up is 50% A summary of internal governance meetings is published on the intranet within 2 weeks of the meeting taking place 	<p>"Extra Chair" communication sent out. Strong take up for Leadership days.</p> <p>Templates created for internal governance meeting intranet pages that will be rolled out in February 2024</p>	Risk to progress	On track	On track
3.2.3	Explore further options to establish staff networks for underrepresented groups, including exploring options to join with external networks (other FRS's and national networks)	Area Commander Response & Resilience	Nov-23	Jun-24	<ul style="list-style-type: none"> Established networks which feed into the EDI group. Increase in the number of staff networks from underrepresented groups. (internal or external). 	<p>Attendance at regional staff network group, and Black and LGBT networks. Women's network meetings planned. Attendance at AFSA south east region meetings and addressing inequalities group where best practice is shared. Neurodiversity working group set up, meetings planned to work on actions to celebrate Neurodiversity week. Neurodiversity support network to be launched after the celebration week</p>	On track	On track	On track
3.2.4	Move to an annual staff survey supported by embedding the feedback loop. Utilise pulse surveys to support assessment of progress against specific actions.	Head of Technology, Transformation & PMO	Nov-23	Aug-24	<ul style="list-style-type: none"> Maintain completion rate at 70+ percent Increase "the Service will take action from the survey" score Instigate action where the outcomes/scores are low 	<p>Supplier appointed, for a 3 year contract, to deliver an annual survey supported by 'pulse' surveys where needed.</p> <p>Linking the survey questions to the Vision and Values project to ensure alignment.</p> <p>Work underway to launch survey in April 2024.</p>	On track	On track	On track
3.2.5	Investigate and implement reporting at senior level on whistleblowing/ Speak Up/ grievance/ disciplines/investigations to monitor, identify and take action on potential themes	HR Advisory & Development Manager	Jan-24	Mar-24	<ul style="list-style-type: none"> Increased visibility of issues being raised and the Service's lessons learnt through regular reporting internally and externally on activity Additional activity to reduce reoccurrence of themes as and when identified 	<p>The Discipline and Grievance procedures have been updated to improve processes, for example the Commissioning Manager now take ownership of recommendations made within investigation reports and for ensuring they are implemented on conclusion of the process by the relevant delegated owner. Recommendations will be scrutinised, and appropriate action taken. Detailed records of recommendations and actions are maintained within Human Resources.</p> <p>The Whistleblowing procedure has been updated</p> <p>The Anti-Bullying and Harassment procedure has been updated, to include reference to the Speak Up campaign</p> <p>Regular reporting takes place to the relevant senior manager and on a quarterly basis an update provided to the Heads of Departments on themes / areas for improvement. The numbers are small, so confidentiality is paramount. Any themes identified are escalated. Meeting with CFO, DCFO, Head of HR and HR Manager to discuss cases and process</p>	On track	Not started	Not started
3.2.6	Ensure all line managers have regular structured contact with all their staff	Organisational Development Manager	Apr-24	Mar-25	<ul style="list-style-type: none"> The development pathway programme includes training/ education on being a people manager. Increased percentage of staff who have a 121 every month 	<p>Incorporated into the Development and Assessment Pathway Programme</p>	Not Started	Not Started	Not Started

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3.3.1	Relaunch the Equality Monitoring campaign encouraging individuals to input their own equality data on the HR system in a safe and secure environment, supported by ongoing communications.	Head of Human Resources	Jan-24	Jul-24	<ul style="list-style-type: none"> A continuous increase of equality data being inputted. Increased messaging about the benefits of a diverse workforce and the reasons for declaration. 	Plan for review written. Spoke to PM ref linking with Positive engagement article. Time mapped in weekly to work on actions. Quarterly reporting form Data team in place. Spoke to Marcomms ref Comms plan and next steps	On track	Not Started	Not Started
3.3.2	To review recruitment and promotion processes to ensure they include and promote the importance of staff providing their equality data.	Head of Human Resources	Feb-24	Apr-24	<ul style="list-style-type: none"> Increase of equality data. Staff know how to enter their equality data. 	As 3.3.1	Not Started	Not Started	Not Started
3.3.3	To embed a process to monitor EDI data completions with a quarterly update to the Leadership team to identify if particular teams require additional support to understand why completion is of benefit.	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> Ability to identify areas of the service that require additional support/training. Better understanding of the diversity of the workforce through ongoing data tracking. 	As 3.3.1	Not Started	Not Started	Not Started
3.3.4	A quarterly review of equality data by the EDI group to ensure we have an understanding of the workforce demographics and needs. Appropriate action taken where necessary.	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> Increase in the availability of data which will allow the organisation to make more informed decisions that will have a positive impact. 	As 3.3.1	Not started	Not started	Not started
3.4.1	Develop a programme of works to ensure all workplace facilities (both on premises and at incidents) meet the needs of current and future staffing demographics.	Area Commander Response & Resilience	Nov-23	Mar-25	<ul style="list-style-type: none"> Review of premises facilities Programme in place to improve identified gaps Welfare facilities in place at incidents Adequate facilities in place for all protected characteristics 	Property Station standards visits planned to engage and review with employees on station requirements. Following this a gap analysis will be drawn up and actions and timescales agreed. Motorised main door in place at HQ and Blue Light Hub, multi faith / quiet room in place at Aylesbury and Broughton. Newport Pagnell facilities improvements - female dormitory due for completion at the end of March.	On track	On track	On track
3.4.2	Introduce a sustained "Have a Go" operational programme for identified underrepresented groups, including a plan for positive action, offering a range of targeted activities across the county.	Station Commander HR Projects	Dec-23	Nov-24	<ul style="list-style-type: none"> Annual programme in place including at least six "Have a Go" events held for underrepresented groups per year. A clear plan in place to deliver and maintain positive action. 	A Positive engagement Have a Go session was held at SHQ on 12 January for a small group (13) of under represented candidates from the current Wholetime campaign and included an On Call applicant. This enabled us to understand the barriers they experience better, and look at ways of supporting them prior to the selection tests. 16 physical training and focus workshops have been programmed in prior to the role related tests. Further workshops will follow on interview and presentation techniques, the programme is also being rolled out to those from under represented groups who are attending the on-call Have a go events. Further work is required on a programme of Have a go to be held throughout the year, and prior to and during recruitment campaigns	On track	Not started	Not started
3.4.3	Map out and review recruitment process end to end to understand impact on different underrepresented groups, including the applicants' feedback at various stages of the application.	Station Commander HR Projects	Jan-24	Jun-24	<ul style="list-style-type: none"> Recruitment processes are adapted. Increased uptake from underrepresented applicants. Data collected from applicants will be used to inform process changes. 	This action will commence after the current recruitment campaign has been completed. Learns form previous campaigns will be reviewed. Areas of focus, barriers for applicants and essential joining criteria will be mapped out and scrutinised to ensure equality of access. Barriers during selection processes will be reviewed and changes made accordingly.	On track	Not Started	Not Started
3.4.4	Identify and report on areas of underrepresentation within the Service, identifying groups we would benefit from attracting across all levels,	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> Relevant and up-to-date data which can be used to inform recruitment actions 	HR are planning to break down information ready to analyse and report on, our internal data and how it compares to our community, so we can decide which groups to attract and work on how to do so. For example, the average population demographics (As reported in the 2021 Census): Female - (428,451) 51% of the overall population within Buckinghamshire & Milton Keynes Buckinghamshire Fire & Rescue Service demographics: Of 126 Support Services staff, 58% Female Of 360 operational members of staff, 6.5% Female	On track	Not Started	Not Started
3.4.5	Ensure recruitment resources are utilised to ensure more applications from diverse/underrepresented people from our local communities.	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> Engagement/recruitment activities such as career fairs are prioritised to those that meet our target audiences More applications from diverse/underrepresented applicants 	HR attend different recruitment fairs/events and have others planned to target audiences with the outcome of receiving more applications from under represented groups. We are approached to attend a lot of events across the County, decisions are made based on the value and engagement we believe we will get from them. A plan for the events is mapped out and the HR team work with stakeholders from across the service to ensure we get the most from them. The merchandise and equipment and personnel who attend is reviewed regularly to ensure it has the optimum impact.	On track	Not Started	Not Started

Report Title	Recommendation ID	Recommendation description	Due date	Service Update Summary	Is this recommendation complete?	Date Completed
Values and culture in fire and rescue services	27127	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics [https://www.firestandards.org/standards/approved/code-of-ethics-fsc-eth01/] and make sure it is being applied across their services.	30/03/2023	Our Values have been in place since 2011 and are embedded in our Service. The NFCC Core Code of Ethics was released in 2021. The final document complements and supports our own vision and values, which forms part of everything we do. In March 2023, we reviewed our Code of conduct and chose to add in the Code of Ethics alongside our values. Our People strategy update to October 2023 Fire Authority recommends our approach to reviewing our Values in line with the Core Code of Ethics and the timetable to do so	Yes	01/04/2023
Values and culture in fire and rescue services	27082	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	01/08/2023	In 20/21 we restructured SMT to meet the needs of the service and broaden the views at the table. The NFCC Executive Leadership Programme is open to all Senior managers, two SMT members have recently completed the programme and one has just started. We have developed a Leadership and Management development programme, based on the NFCC leadership framework, that has been delivered via face-to-face training to all managers across the service, Supervisory or above. The next phase of this is the BFRS Staff development pathway project that will cover all staff. this is at project mandate phase with a plan being built	Yes	06/06/2023
Values and culture in fire and rescue services	27037	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	01/06/2023	A key aim of our workforce resourcing and development strategy is regular systematic and rigorous strategic workforce and succession planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions and development programmes to ensure the Authority continues to meet workforce capacity requirements and build resilience. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions. An increase in positive action activities are being utilised to encourage those from an under-represented staff groups to apply for promotion and development and continue the conversation on what the barriers may be for them to do this. Workshops were held with Members to look at succession for the CFO and DCFO roles, an external agency was engaged to facilitate the CFO process. The role was advertised for Operational and Non Operational applicants. SMT and Staff engagement with applicants was part of the process to ensure the most diverse candidate was sourced. Approval for the appointment was given by Members. The SMT structure is due to be reviewed in 2024/2025.	In Progress	
Values and culture in fire and rescue services	26989	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit [https://www.ukfrs.com/equality-diversity-and-inclusion-data-toolkit].	01/06/2023	While we've always been able to capture equality and diversity data in our systems, we acknowledged that the level of data in our HR system was low. We have completed a campaign to increase awareness of the importance of completing the information and encouraging our staff to update their protected characteristics. We report on our Workforce EDI data annually to the FA. This work will support recommendation 29	Yes	

Values and culture in fire and rescue services	26942	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	01/10/2023	<p>Two key workstreams being developed as part of the Development and Assessment Pathway Project are a Behavioural and Values Framework and a Leadership and Management Development Pathway. The Behavioural and Values framework aims to provide a consistent set of behaviours across BFRS when undertaking recruitment, assessment, and development. The framework is made up of our Values, the NFCC Leadership Framework and the NFCC Code of Ethics – all translated into defined expected behaviours at different levels across the service.</p> <p>The Behavioural and Values Framework will form how BFRS assess and ensure that we identify, develop, and promote the best possible talent in a fair and inclusive way and embedded into our Development Centres and Selection Processes. We will do this by providing consistency for all, removing barriers, and ensuring compliance against employment legislation and good practice.</p> <p>The Leadership and Management Development Pathway sets out our approach to leadership and management development for all staff at different levels across the service. It contains mandatory and complementary learning and development required at each level. This will bring consistency across roles and ensures we are developing the workforce to the highest professional standards possible.</p> <p>The Behavioural and Values Framework and the Leadership and Management Development Pathway are inclusive of all staff and will form the foundation of our talent management processes moving forward. These include; development centres, appraisals, succession planning and personal development.</p>	In Progress	
Values and culture in fire and rescue services	26896	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	01/10/2023	<p>This is linked to recommendation 23.</p> <p>Alongside moving to annual staff survey, the following measures form part of our Quarterly Performance reports presented to members:</p> <ul style="list-style-type: none"> - % Staff turnover - % Absence - Welfare and Support - Employee engagement - Grievance and disciplines processed - Employee Assistance Programme contact - Appraisal completion - Mandatory training 	Yes	01/08/2023
Values and culture in fire and rescue services	26851	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/]. They should show how they act on this feedback.	01/06/2023	<p>We have completed Bi-Annual staff surveys since 2017 with response rates of over 65% allowing staff to raise their feedback on a broad range of topics anonymously. BMKFA provided funding for this survey to move to annually from 2023/24.</p> <p>Our staff participated in the HMICFRS round 3 inspection, we will review the outcomes when the report is released later in the year.</p> <p>Out next staff survey will take place in April 2024.</p>	Yes	20/07/2023
Values and culture in fire and rescue services	26806	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	01/09/2023	<p>We have reviewed the suppliers sourced by NFCC and have aligned our 360 to the Leadership framework. We are training our Organisational development team to deliver the 360 feedback.</p> <p>The 360 feedback process is now in place.</p>	Yes	28/06/2023
Values and culture in fire and rescue services	26761	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	01/06/2023	<p>We have reviewed the suppliers sourced by NFCC and have aligned our 360 to the Leadership framework. We are training our Organisational development team to deliver the 360 feedback.</p> <p>The 360 feedback process is now in place.</p>	Yes	28/06/2023

Values and culture in fire and rescue services	26716	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standards Board's leading the service standard" [https://www.firestandards.org/standards/approved/leading-the-service-fsc-led01b/] and its "leading and developing people standard" [https://www.firestandards.org/standards/approved/leading-developing-people-fsc-led01a/].	01/06/2023	The 2 standards were released at the end of Jan '23. An initial gap analysis for leading the Service and Leading & developing people has been completed. The standards are feeding into our BFRS staff development pathway project, this is at project mandate phase with a plan being built	Yes	16/06/2023
Values and culture in fire and rescue services	26670	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	01/08/2023	We have a range of support in place for those that raise concerns inc - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation But we will continue to review what our staff have available to them and if it works for them and ensure our processes document the support available. Our processes will be shared with HMICFRS in our round 3 inspection Investigation training is taking place during September. Hearing manager training was delivered to the Senior Management team in June 2023. Work is in progress to deliver this to Group/Station Commanders and equivalent during Q3.	Yes	01/08/2023
Values and culture in fire and rescue services	26625	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: - involve allegations of a criminal nature that have the potential to affect public confidence in FRSS; - are of a serious nature; or - relate to assistant chief fire officers or those at equivalent or higher grades.	30/03/2023	We will comply with this requirement with immediate effect in providing disclosures in line with the non-identifiable case histories provided previously to HMICFRS. We are seeking clarification from HMICFRS on any more detailed reporting it requires, to enable us to ensure that we are also compliant with our GDPR obligations	Yes	01/05/2023
Values and culture in fire and rescue services	26576	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	01/03/2024	On the 9th February 2024, the following 3 standards have been revised: - Leading the Service - Leading and Developing People - Safeguarding The Service will now review the revised standard and update our gap analysis. We continue to provide investigation training to staff and have invested in Case management refresher training for 23/24. Investigation training is taking place during September. Hearing manager training was delivered to the Senior Management team in June 2023. Work is in progress to deliver this to Group/Station Commanders and equivalent during Q3.	In Progress	
Values and culture in fire and rescue services	26529	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	01/03/2024	On the 9th February 2024, the following 3 standards have been revised: - Leading the Service - Leading and Developing People - Safeguarding The Service will now review the revised standard and update our gap analysis.	In Progress	

Values and culture in fire and rescue services	26481	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	01/01/2024	Since 2016 we have completed DBS checks on all relevant staff including all frontline staff. In 2019 we increased our vetting and moved to the annual 'Enhanced with barred list' DBS. We believe this is leading practice in the way Fire & Rescue Services should vet their staff, and have lobbied the Home Office to make it mandatory for Fire and Rescue services. We welcome the focus on this from HMICFRS. We also carry out other background and vetting checks including a. Right to work in the UK b. References Some roles require external agencies to carry out further security clearance checks. For example, NILO, Prevent panel, CTLP Liaison, National Security Vetting DBS Procedure has been reviewed and consulted on. Legislation that came into force July 2023, means the procedure will be published and communicated before a further review. All Fire Service employees need a minimum of a standard DBS; all roles have been reviewed for DBS levels against the new legislation. DBS across all staff is now implemented.	Yes	01/05/2023
Values and culture in fire and rescue services	26432	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	01/06/2023	We have a whistleblowing procedure in place and are working on a campaign to encourage staff to speak up. We will review our procedure to ensure they are written in an accessible way, easy for staff and public to understand. The public can raise concerns via a number of channels all documented on our website. We have a complaints procedure in place. Both compliments and complaints are part of our performance measures that are reported on quarterly. These actions will support recommendation 31	Yes	01/05/2023
Values and culture in fire and rescue services	26387	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	01/06/2023	The Service has in place processes that ensure updates are provided to those that have raised concerns, in face to face meetings/different locations or in writing. We are reviewing different options of how a professional standards function could work at BFRS including. Options include collaboration with other Services or external suppliers. All grievances and disciplines are reviewed the Deputy Chief Fire officer on a fortnightly basis to ensure they are conducted in a fair and transparent way.	Yes	14/06/2023
Values and culture in fire and rescue services	26342	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	01/06/2023	We have a range of support in place for those that raise concerns inc - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation We will continue to review what our staff and public have available to them, ensuring it works for them. Our processes will document the support available.	Yes	01/05/2023
Values and culture in fire and rescue services	26294	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	01/10/2023	We have had a Whistleblowing line in place for a number of years, which is run by an external organisation. However, we recognise we need to do more to give staff the confidence to speak up. We are now working with several service providers to introduce a dedicated confidential reporting line. This will be supported by a strong marketing 'Speak up' campaign to highlight this to BFRS staff. Our current confidential Whistleblowing line will be rebranded and promoted through the 'Speak up' campaign, to ensure a single number for staff to report concerns. Speak up Campaign went live at the start of November 2023	Yes	01/11/2023

Values and culture in fire and rescue services		By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment	01/06/2023	A thorough review of the existing Equality Impact Assessments took place in 2022 which led to the update of the template and supporting guidance. A e-learning package was created and face to face support available across the service. This remains a key focus when items are presented at our governance meetings.	Yes	01/04/2023
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