



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 19 July 2023

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

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: May 2023

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.

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

BFRS's third round inspection took place between 17 April 2023 and 9 June 2023. The inspection involved document reviews, interviews, desktop reviews and stations visits.

The high level debrief took place at the end of June 2023, with the full report due for publication by the end of October 2023.

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 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 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 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 the usual way, ultimately to the Overview and Audit Committee.

Next steps -

- Report published on BFRS website

Background papers:

HMICFRS Home Page: <https://www.justiceinspectorates.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

Overview & Audit Committee, 19 July 2023 | Item 16 – HMICFRS Improvement Plan Update: May 2023

<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](#)

9 November 2022 – Overview and Audit Committee: His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update – November 2022

<https://bucksfire.gov.uk/documents/2022/10/oa-091122-item-14.pdf/>

9 November 2022 – Overview and Audit Committee: Prevention Improvement Plan – Update Two

<https://bucksfire.gov.uk/documents/2022/10/oa-091122-item-15.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](#)

15 March 2023 – Overview and Audit Committee: His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) –Buckinghamshire Fire and Rescue Service (BFRS) Improvement Plan Update – March 2023

[Overview-and-audit-committee-meeting-15-march-2023-item-12-hmicfrs-bfrs-improvement-plan-update-march-2023.pdf/](#)

15 March 2023 – Overview and Audit Committee: Prevention Improvement Plan – November/December 2022



[Prevention-improvement-plan-november-december-2022.pdf/](#)

Appendix	Title	Protective Marking
1	2021 Inspection report action plan – May 2023	N/A

HMICFRS 2021 Inspection Report Action Plan - Dashboard

Last Update:

May-23

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

Areas For Improvement	Total	Complete	On track	On hold/delayed	Not started	RAG status
Effectiveness	11	1	10	0	0	
Efficiency	5	3	2	0	0	
People	6	0	6	0	0	

Grand Totals					
30	5	25	0	0	

HMICFRS 2021 Inspection Report Action Plan - Effectiveness



Last Update: May-23

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG Status	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	May 2023 Update	Project Status	Evidence to support completion
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	2025-30 CRMP: First stage 'Listening and Engagement' public consultation consisting of 5 focus groups comprising a representative sample of the local Bucks / MK population scheduled to occur in June 2023. The scope of the discussions will include exploration of the public's perceptions of risks to them and their communities, what they do to mitigate them and their expectations of BFRS in relation to the same. The outcomes of the consultation will be reported to the 13 September 23 Executive Committee and 11 October 23 Fire Authority meetings.	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	The 2025-30 CRMP will conform to the risk identification and evaluation requirements required by the FSB CRMP Fire Standard (2021). This specifies the breadth and depth of risk analysis required to meet the standard. The risk evaluation process will also be informed by other relevant Fire Standards and NFCC methodologies such as that pertaining to dwelling fire risks.	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	On track	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	This is a requirement of both the National Framework and 2021 CRMP Fire Standard and will be complied with in specifying the mitigation strategies in relation to the risks included within the scope of the new CRMP.	On-Track	
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 19.01.2023: Total recommendations- 60, Completed -28, On -track - 16, On hold/delayed - 16, Not started - 0. The Prevention strategy has been launched and communicated through the service utilising i:drive, Prevention meetings and station engagement sessions. Auditing process commencing in February through the Preparedness & Improvement process to evaluate current understanding of Prevention delivery in Response. Currently 9 visits have been carried out with very good results. A mid term review of the plan has been carried out and a report developed to be submitted to Overview and Audit Committee in November 2023	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	Guidance for community risk delivery is being developed and submitted to next OSG	On-Track	
				Service Delivery Plans	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	Annual	Auditing process commencing in February through the Preparedness & Improvement process to evaluate current understanding of Prevention delivery in Response. Currently 9 visits have been carried out with very good results.	On-Track	
				Safety Centre evaluation	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	30/09/2022	Action Complete	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	Complete	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	Q3 22/23	Action Complete	Complete	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	On-Track	Prevention Improvement Plan	GC Prevention & Resilience and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Development work in the Premises Risk Management System was delayed due to work on the Site Specific Risk Information area being a greater priority for the Service, but this has now commenced.	On-Track	
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	The number of HFSVs completed per month were the highest in a year-on-year comparison in nine months of this year. The months where they were not, coincided with the period of highest recruitment and training where resources were redirected towards onboarding new staff in the Central Prevention Team. This can be evidenced in the prevention annual report 2022/23	On-Track	
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/

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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	01/03/2023	The risk based inspection programme is being incorporated into the Periodic Audit Programme and will ultimately replace this by becoming a live programme based upon updated risks as part of the methodology identified to assess the risks. We continue to use national data and contribute to consultations around risks for non-residential buildings. We have incorporated the residential risk based programme as well ahead of any national guidance and will contribute to this when consultation comes out. The training for operational staff has now been completed with ongoing CPD training being developed within the HEAT system. The only outstanding piece of this plan is to start to use operational personnel to visit low risk premises and undertake during performance inspections.	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 maintenance of skills and training for Protection staff is BAU. Whilst we are still making use of the Protection Uplift monies all Inspecting Officers are now expected to reach the level 4 Diploma for Fire Safety and also variously gain additional qualifications so that the team as a whole has a broad range of additional knowledge to meet the requirements of the Protection strategy. The level 4 diploma meets the expected needs of a fully qualified inspecting officer under the third Party Accreditation process.	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	01/03/2023	The work presently taking place within Protection reflect our current procedure on AFAs and has been updated to reflect our current activity. The Protection team are awaiting the outcome of the AFA review but the UwFS activity is BAU.	Complete	
				AFA review	TBC	Prevention, Response and Resilience	TBC	Added to the Thames Valley Collaboration plan to ensure a joined up approach.	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	01/03/2023	The website provides all the information for responsible persons to meet their requirements under the new regulations. There has been a slow uptake by the RPs but this will form part of BAU as we audit these premises and enforce as required.	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	On-Track	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Included within the scope of the 2025-30 CRMP Project	On-Track	
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	On-Track	Not a current project	Communication, Marketing and Engagement Manager	Technology, transformation and PMO	23/24	We continue to deliver a wide range of safety messages across different communication channels. We have fed back on the Communication, engagement and consultation fire standard and will now complete the gap analysis and build a plan to meet any gaps in the standard	On-Track	

HMICFRS 2021 Inspection Report Action Plan - Efficiency



Last Update: May-23

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG Status	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	May 2023 Update	Project Status	Evidence to support completion
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	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	Service measures 22/23 Next Level measures 23/24	The BFRS Performance measures are presented quarterly to the Performance Monitoring Board, Executive Committee and Fire Authority. Further work is ongoing to build a framework that sits around the measures and look at how we drill down to the next level to support individual teams	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	BFRS went live with new BA equipment in April 2023. The roll out of the Interspiro sets form part of our ongoing commitment to ensure our crews have the best equipment, to enable them to provide the best response to our communities. The contract with Interspiro is part of a wider Thames Valley Collaboration which aims to deliver full interoperability at incident grounds across Thames Valley. The BA collaborative contract is worth a total of £1,768,468 across the three services. The collaborative procurement process delivered a total joint cost avoidance saving of £532,178, with an individual saving to BFRS of £187,239. BFRS is the second of the three services to go live with the new sets, and this milestone marks a significant achievement in the three-year project which will ultimately see the same equipment used by firefighters in each of the three Thames Valley Services.	BAU	
				Emergency Service Mobile Communications Programme	Programme Manager	Technology, transformation and PMO	2025/26	The programme is currently paused. Governance arrangements for ESMCP have been updated following the national pause of the programme.	BAU	
				Thames Valley National Operational Guidance	GC Technical	Protection, Assurance and Development	Mar'22:Phase 1 Sept '22: gap analysis - implemented NOG	Thames Valley area uses a seamless cross border mobilisation process of FRS assets via Thames Valley Fire Control Service, 200+ consistent and standardised operational policies and information notes have been aligned to National Operational Guidance to ensure firefighters can work together using the same operational guidance, training and equipment, while providing a world class and professional service to the communities, residents and visitors of Oxfordshire, Royal Berkshire and Buckinghamshire.	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 but is on target as it has now entered a soft state process as it incorporates the new procedures. Steady state is expected to be in 2024 well ahead of any national expectations.	BAU	
				2022/23 reset of the collaboration framework for Thames Valley	pan-directorate	Technology, Transformation and PMO		This action is complete	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	Work continues to deliver the ICT strategy and ensure all staff have the correct technology - Work started on updating onsite server - New PC's have been installed on all stations	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	Following the Local Government Finance Settlement 2022-23 and the budget setting meeting in February 2023, the Financial Strategy and Reserves Strategy have been updated again to reflect the Service's significantly improved financial position and outlook. The two strategies will be presented to the Executive Committee at its meeting on 12 July 2021.	Complete	https://bucksfire.gov.uk/documents/2020/11/item-7-executive-committee-financial-strategy.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	Complete	BAU	Property Manager/Fleet Manager	Finance and Assets	23/24	The Property Strategy has been extended and updated to align the period covered with the Public Safety Plan 2020-25 and will be presented to the Executive Committee for approval at its meeting on 12 July 2021. A revised Strategy will subsequently be produced to align with the Community Risk Management Plan 2025-30.	Complete	https://bucksfire.gov.uk/documents/2020/03/reserves_strategy_2018_-_2023.pdf/
				BAU	Fleet Manager	Finance and Assets	01/04/2022	The Fleet Strategy has been extended and updated to align the period covered with the Public Safety Plan 2020-25 and will be presented to the Executive Committee for approval at its meeting on 12 July 2021. A revised Strategy will subsequently be produced to align with the Community Risk Management Plan 2025-30.	Complete	[to be added once uploaded to Committee papers section of website - same as for above]

HMICFRS 2021 Inspection Report Action Plan - People



Last Update: May-23

Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	May 2023 Update	Project Status	Evidence to support completion
Promoting the right values and culture	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.	Area for Improvement	On Track	BAU improvement	SMT	CFO	Ongoing	SMT continue to visit stations on a formal and informal basis. A range of conversations take place and any learns or actions are brought back and shared with the relevant team. SMT calendar is updated with dates of visits.	On Track	Diary invites and SMT station visit timetable.
Promoting the right values and culture	The service should make sure that it effectively communicates its absence/attendance procedures for consistent application.	Area for Improvement	On Track	BAU improvement	Head of Human Resources	Human Resources	Monitoring	HR run iTrent reports on a fortnightly basis and compare to Fire Service Rota. Managers are contacted to close / update absences. Workflows for managers being worked on. Monthly reports run by Data team and checked by Employee Relations Team. ER team meet with managers to support them managing absence. How to guides to be reviewed.	On Track	Reports run by HR team with anomalies, monthly reports run by Data team and for HSWC
Getting the right people with the right skills	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	Area for Improvement	On Track	Internal Governance review	Corporate planning Manager	Legal and Governance	Phase 1 January 2021 Phase 2 October 2021 - May 2022	This action is complete	Complete	SMB approval of Phase 2 recommendations on 17 May 2022. WPG and PMB dashboard, minutes and actions
				Workforce Planning Group	Head of Human Resources	COO	Ongoing	WPG met on 15 May. Minutes and actions, dashboard updated and reviewed. Next WPG in June. Currently 287 Operational against a target of 300. 10 Apprentices to start on 5 June 2023. 42 applicants being interviewed for Wholetime roles. Standing agenda item at PMB. SMT Succession report due for September Executive Committee.	On Track	Dashboard, minutes and actions. Promotion/Development Centre information. SMT succession and SMT remuneration and employee bonus reports - Pink papers
Getting the right people with the right skills	The service should assure itself that all staff are appropriately trained for their role.	Area for Improvement	On Track	Active Monitoring System project	GC Training and Assurance	Protection, Assurance and Development	05/03/2022	This action is complete	Complete	
				Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	This action is complete	Complete	
				TNA	Organisational Development Manager	Protection, Assurance and Development	BAU	The 'TNA' process continues to assess the need for staff training at least annually and reviewed quarterly. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets. The Authority continues to invest in its staff by way of training and development. Across all staff groups, we spent £230k on training in 2022/23. We offer a broad portfolio of training and development, some generic and some tailored to individuals via their appraisal and development plans which factors into our TNA. The 2023/24 TNA was signed off by the Training Strategy group in April and the full budget for the year was allocated to training across the organisation.	Complete	
				Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Ongoing regular communication is circulated across the organisation to provide transparency, clarity on training, learning and development activities, including promotions and transfers. This information is also fed into the Workforce Planning Group to provide oversight into all areas impacting the workforce establishment.	Complete	
				Quality Assurance training records	GC Training and Assurance	Protection, Assurance and Development	On-going	The Maintenance of Operational Competencies (MOC) has been reviewed. Recommendations were approved at SMB in March and the changes will enable more accurate, timely monitoring of operational competencies. The effectiveness of these changes will be evaluated in 2024.	Complete	SMB Paper, 4th April 2023
Ensuring fairness and promoting diversity	Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation	Recommendation	On Track	EDI objectives	Head of Human Resources EDI group	COO	01/04/2025	EDI data project – phase 1 complete (February/March 2023) - now in monitoring stage with messaging to remind employees of the importance of completion Regular EDI articles continue to be posted on intranet Latest progress slide pack shared with Leadership Group and FDO cadre EDI training TNA approved - training delivery currently being planned. ENEI TIDE benchmarking survey submitted, completed by stakeholders from across the service. Change100 intern due to start in Resource Management Team in Summer 2023. Community Engagement events continue - Eid in the Park, Ladies Mingle event, Filipino British event, Armed Forces event all being prepared for	On Track	EDI minutes and actions, articles on intranet, spreadsheet updated, iTrent reports, ENEI TIDE benchmarking survey,
Ensuring fairness and promoting diversity	The service should make sure it has appropriate ways to engage with and seek feedback from all staff, including those from underrepresented groups	Recommendation	On Track	People Strategy	Head of Human Resources EDI group	COO	01/04/2025	Meeting undertaken to review People Strategy elements and how to work more efficiently to combine action plans. Next meeting end of June. Annual report to be prepared for October Fire Authority	On Track	
				Culture Survey	Head of technology, Transformation and PMO	COO	Ongoing	Following sign off the budget, work has started to prepare for the next all staff survey in Jan 24. Alongside the formal survey we continue to encourage staff to give feedback via watch visits, team meetings and direct to managers or specific groups,	On Track	

HMICFRS 2021 Inspection Report Action Plan - People



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

Last Update: May-23

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	<p>Following the positive impact of temporarily changing our promotion processes, whereby we enabled more people to apply for Development Centres prior to securing their Technical Qualifications, we are planning to adopt these changes for the longer term. Operational Promotional Procedure is currently being updated and will be circulated to all staff for consultation and feedback before being presented to the JCF and BTB for approval.</p> <p>Feedback on our current development process and some of the perceived barriers to staff development has been received via staff engagement sessions. The introduction of a staff development pathway and the processes within it, which is aligned to the National Fire Chief Council's (NFCC's) Core Learning Pathway and Leadership Framework will provide clarity to staff looking to develop themselves either within their existing role, or with aspiration for the next level role. The pathway will improve the effectiveness and efficiency of existing managers by identifying the acquisition training required for their role, as well as provide development opportunities and pathways for future managers and leaders of the organisation.</p>	on Track	
				Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	The next steps are for this to become acquisition training for all new managers/leaders and development for any potential future managers/leaders. The format for the delivery of this is forming part of the wider development review, alongside the introduction of the core learning pathways. It may be that this can be designed into a e-learning module, alongside the other managerial acquisition training and new manager needs as well as enrolment onto the NFCC supervisory leadership programme. Three senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme. The Development review, core learning pathways, supervisory leadership programme and coaching and mentoring are all on the plan for 2023/24	Complete	
				Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The Authority recently applied to be included in the Top 100 Apprenticeship Employers nationally, recognising the success of its apprenticeship programme. Result are published in June 2023.	Complete	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/
Managing performance and developing leaders	The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders	Area for Improvement	On track	Appraisal Process	Organisational Development Manager	Protection, Assurance and Development	Complete	Increasing the number of meaningful, completed appraisals is a focus for managers during 2023/24, training on delivering an effective appraisal was programmed before the start of the appraisal year and increased regular reporting to hold managers accountable for appraisals not completed is being undertaken.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
				Direct Entry	Organisational Development Manager	Protection, Assurance and Development	TBC	Awaiting NFCC project completion and White paper consultation	Not started	