



Bedfordshire

Fire & Rescue Authority

15 March 2024

Dear Councillor

EXECUTIVE COMMITTEE - THURSDAY, 14TH MARCH, 2024

I am now able to enclose, for consideration at next Thursday, 14th March, 2024 meeting of the Executive Committee, the following reports that were unavailable when the agenda was printed.

Agenda No Item

6. **HMICFRS Action Plan Update (Pages 3 - 38)**

Yours sincerely

Graham Britten
Monitoring Officer

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For Publication

Bedfordshire Fire and Rescue Authority
Executive Committee
14 March 2024

SUBJECT: HMICFRS Update

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Background Papers: None

Appendix	Title	Protective Marking
1	HMICFRS Action plan	

Implications:

Implications	Yes/No	Impact/Reference
Financial	Yes	Fire and Rescue Services receive no additional funding for the additional workload placed by an HMICFRS visit, including preparation for and resourcing of an inspection team. Items within the action plan that require additional funding will be managed through the annual budget bidding process
Risk Management	Yes	This Service has built an effective relationship with HMICFRS. BFRS's one cause of concern was addressed prior to the publication of the report so presents no current risks. Progress against the action plan will be managed via the Project Management Office and leadership team meetings with oversight and scrutiny provided by the FRA.

Legal	Yes	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.' [emphasis added] 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	No	There are no Privacy and Security implications as part of the report.
Duty to collaborate	Yes	The Policing and Crime Act 2017 requires the Authority to consider opportunities for collaboration with the police and ambulance services
Health and Safety	No	Health and safety performance implications are discussed at the Health and Safety Steering Group. Any serious implications for staff and third parties will be reviewed by the Health and Safety Manager and reported to Members.
Equality, Diversity and Inclusion	Yes	Where performance affects people with protected characteristics under the Equality Act 2010, we will give due regard to the public sector equality duty. A People Impact Assessment (PIA) is produced for all Projects, Strategies and public events. The purpose of a PIA is to support consideration of equality and diversity issues in the design, development and delivery of activity, change, projects, procedures, guidance and technical notes across the Service
Environmental Sustainability	No	There are no Environmental Sustainability implications as part of the report.
Consultation & Communication	Yes	See the comments in the legal section above.

PURPOSE

To present Members with an update on the progress made against the Service's HMICFRS Action Plan that addressed the Areas for Improvement identified by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in their 2023 service inspection report.

RECOMMENDATIONS:

It is recommended that members acknowledge progress made to date against the action plan.

1 Introduction

- 1.1 In February and March of 2023 HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted its third full inspection of Bedfordshire Fire and Rescue Service.
- 1.2 HMICFRS provide Fire Services with graded judgements across 11 diagnostic areas. The expected graded judgement is 'good' which is one of 5 possible grades:
- Outstanding – The FRS has substantially exceeded the characteristics of good performance;
 - Good – The FRS has substantially demonstrated all the characteristics of good performance;
 - Adequate – The FRS has demonstrated some of the characteristics of good performance, but we have identified areas where the FRS should make improvements;
 - Requires improvement – The FRS has demonstrated few, if any, of the characteristics of good performance, and we have identified a substantial number of areas where the FRS needs to make improvements; and
 - Inadequate – We have causes for concern and have made recommendations to the FRS to address them.

1.3 In August 2023 HMICFRS published their 2023 inspection report on Effectiveness, Efficiency and People for Bedfordshire Fire and Rescue Service. The following graded judgements were given:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Responding to major incidents	Preventing fire and risk	
	Future affordability	Right people, right skills	Public safety through fire regulation	
		Promoting fairness and diversity	Responding to fires and emergencies	
		Managing performance and developing leaders	Best use of resources	
			Promoting values and culture	

2 2023 Areas for Improvement

2.1 The Areas for Improvement are summarised in the table below:

Area	Area for Improvement
Understanding the risk of fire and other emergencies	None identified
Preventing Fire and other Risks	<ul style="list-style-type: none"> • The service should develop a clear prevention plan that implements the prevention strategy in its community risk management plan. The prevention plan should target people most at risk and make sure the level of activity is proportionate to reduce that risk. • The service should make sure it targets its prevention work at people most at risk. • The service should make sure it quality assures its prevention activity, so staff carry out safe and well visits and home fire safety visits to an appropriate standard.
Protecting the public through fire regulation	<ul style="list-style-type: none"> • The service should assure itself that it has effective systems and processes in place to manage its risk-based inspection programme. • The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard. • The service should have effective processes to manage the burden of false alarms (unwanted fire signals). • The service should make sure it works with local businesses and other organisations to share information and expectations on compliance with fire safety regulations.

Responding to fires and other emergencies	<ul style="list-style-type: none"> • The service should make sure its response strategy provides the most appropriate response for the public in line with its community risk management plan. • The service should make sure fire control is sufficiently resourced and has resilience arrangements and appropriate fallback cover. • The service should make sure it uses its on-call crews effectively to respond to incidents based on risk in line with its community risk management plan. • The service should do more to align with national operational guidance to improve a co-ordinated response to the most high-risk incidents. • The service should make sure it has an effective system for learning from operational incidents and assure itself that all areas of the service can contribute to debriefs.
Responding to major and multi agency incidents	<ul style="list-style-type: none"> • The service should make sure it has an effective method to simultaneously share fire survival guidance information with multiple callers and that it has a dedicated communication link in place. • The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.
Making best use of resources	<ul style="list-style-type: none"> • The service needs to show a clear rationale for the allocation of resources between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its community risk management plan. • The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in the community risk management plan. • The service should assure itself that all processes in place to support performance management are effective.

Making the fire & rescue service affordable now and in the future	None identified
Promoting the right values and culture	<ul style="list-style-type: none"> • No Areas for Improvement were given. However, the following Cause of Concern was given, 'The Service cannot assure itself that its operational members of staff meet the minimum fitness requirements to perform their roles'
Getting the right people with the right skills	<ul style="list-style-type: none"> • 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. • The service should assure itself that on-call firefighters are appropriately supported in their initial development.
Ensuring fairness and promoting diversity	<ul style="list-style-type: none"> • The service should make sure it has effective grievance procedures. It should identify and put in place ways to improve staff confidence in those procedures. • The service should have a consistent plan to promote positive action with under-represented groups and make sure staff understand the purpose and benefits of a diverse workforce.
Managing performance and developing leaders	<ul style="list-style-type: none"> • The service should ensure it has arrangements in place to identify, develop and support all high-potential staff across the organisation.

2.2 Appendix 1 details the Service's HMICFRS Action Plan with updates on progress that will be supplemented by verbal updates from the Principal Officer Team.

3 Cause of Concern

3.1 During the 2023 inspection a Cause of Concern was issued under 'Promoting the right values and culture'. The cause was as follows:

'Bedfordshire Fire and Rescue Service can't assure itself that its operational members of staff meet the minimum fitness requirements to perform their roles.'

This Cause of Concern has now been discharged.

3.2 In January 2024 the HMICFRS wrote to the Chief Fire Officer, with the following statement:

'During our revisit, we were pleased to see the significant efforts Bedfordshire Fire and Rescue Service has made in response to the cause of concern. It has improved the way in which it assures itself that operational members of staff meet the minimum fitness requirements to perform their role.'

'We recognise the considerable work that the service has carried out to improve. As a result, we now consider this cause of concern to be discharged.'

4 Summery

4.1 This Action plan in Appendix 1 and the verbal updates provided to Members demonstrates the progress made by the Service against the Areas for Improvement identified in the most recent HMICFRS report.

4.2 The one Cause for Concern has been discharged by HMICFRS.

JOHN-JOE PEKSZYC
HEAD OF STRATEGIC SUPPORT AND ASSET MANAGEMENT

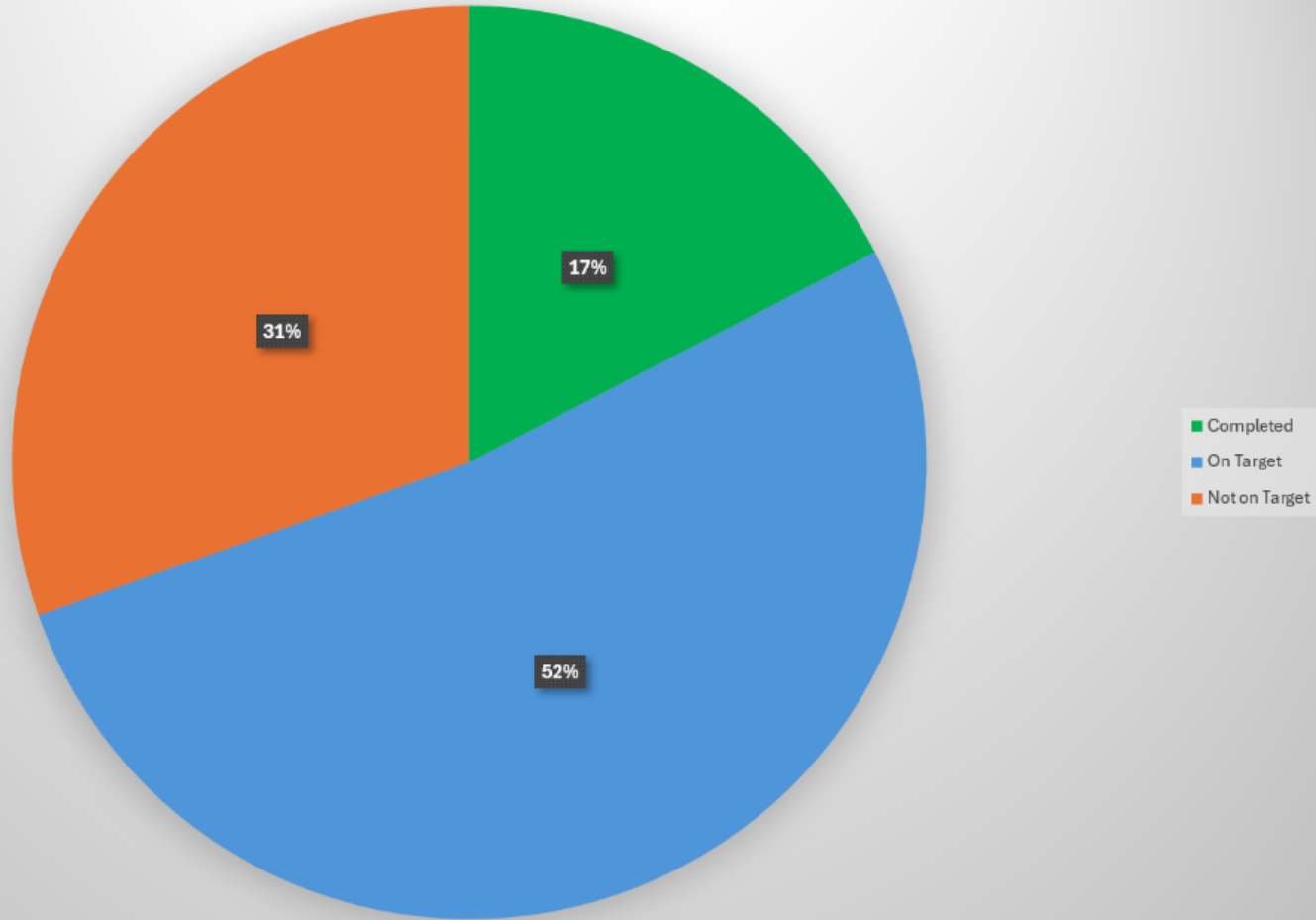


Bedfordshire

Fire & Rescue Service

HMICFRS Areas for Improvement Action Plan Fire Authority Report: March 2024

Areas for Improvement Status



Areas For Improvement – Rated Red or Amber

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
4	The service should assure itself that it has effective systems and processes in place to manage its risk-based inspection programme. (Lead Officer: DCFO)	A) Fire Risk Data Warehouse (FRDW)	Amber	Green	The Service continues to work through corrective actions to address the issues encountered following the upgrade to fire safety management system. An update to the Fire Risk Data Warehouse scoring methodology has been implemented by the Business Information Team. This appears to have been effective in delivering risk stratification. Targeted data validation is being undertaken to ensure the output is based on accurate data. Protection Team and Business Information Team capacity and the impact of the system upgrade issues have pushed back the predicted project delivery of 22 May 2024.	Upgrade to Fire Safety Management System took place in Dec 23. Significant software bugs have been encountered following implementation. The Service continues to work through corrective action with the supplier. Good progress being made on development of the FRDW.	31 March 2024	30 June 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		B) Risk based inspection programme			The FRDW will be used to develop the annual risk based inspection programme in line with the protection strategy.		31 March 2024	N/A
6	The Service should have effective processes to manage the burden of false alarms (Unwanted Fire Signals – (UFS)) (Lead Officer: DCFO)	A) Revised Protection process for UFS'			Using FRDW the individual buildings in the county with excessive number of false alarms have been identified and there will be contact with each by the Protection Team. Work is underway to review the approach to dealing with UFS including through enforcement of the Fire Safety Order and through business engagement. (See AFI 7).		31 March 2024	31 May 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
7	The Service should make sure it works with local businesses and other organisations to share information and expectations on compliance with fire safety regulations. (Lead Officer: DCFO)	A) Produce a Business Engagement Strategy			The Business Engagement Strategy has been finalised within the Protection Strategy and was presented to CMT on 6 March 2024.	Draft strategy has been produced and is awaiting sign off by HPP.	31 March 2024	N/A

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		B) Produce a Business Engagement Plan			<p>A business engagement plan for 24/25 is being developed in line with the strategy. Allocating resource to business engagement will be challenging, because resources are already stretched due to the high volume of demand-led protection work, staff development and proactive audit and inspection programme.</p> <p>The Service has now diverted funds to increase resourcing in this area to expedite the creation of the plan.</p>		31 March 2024	31 May 2024
9	The Service should make sure fire control is sufficiently resourced and has resilience arrangements and appropriate fallback cover.	A) Recruit to full Establishment (all vacancies filled)			<p>24 applications were received for 3 Fire Control vacancies. Successful candidates have now accepted offers and are awaiting their training course. The Service has also recently</p>	The Service has a current live recruitment campaign for Control, and has successfully recruited a competent	31 March 2024	N/A

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
	(Lead Officer: DCFO)				received a Junior Officer Transferee.	transferee from another Service		
		B) Restructure of Control and Response Support functions to create more capacity within Control and a Control Enhancement Team (CET).			We now have a holding list for future vacancies in the Control team. The Service is working through a change programme with all stakeholders to implement the Establishment of the Control Enhancement Team. This will not be completed by 31/03/24 due to incremental changes occurring throughout the next few months.		31 March 2024	31 October 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		C) Resilience arrangement with Essex Fire and Rescue Service or explore consortium options with Herts and Norfolk.	Yellow	Green	<p>An interim solution for fall back arrangements with Essex is due to be exercised in March to reestablish the 'buddy' arrangements.</p> <p>Letters of intent have been exchanged with Essex and Leicestershire now that they have purchased the same mobilising system to explore greater resilience options.</p>		31 March 2024	31 October 2024
11	The Service should do more to align with National Operational Guidance (NOG) to improve a co-ordinated response to the most high-risk incidents. (Lead Officer: ACFO)	8 Product Packs will be delivered by 30th April 2024.	Red	Red	<p>A temporary halt of the National Operational Guidance (NOG) project has been actioned.</p> <p>The Service has reviewed recent product packs that have been introduced to BFRS. This has highlighted a need to re-evaluate and align with the Fire Standards to provide the level of</p>	Due to staff moves the project plan has not progressed as well as anticipated. A series of meetings among functional heads has taken place and project resourcing has been reviewed.	31 March 2024	TBC

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
					<p>assurance we require for safety critical activities.</p> <p>A deep dive has been requested by the Principal Officers and an update will be brought to the FRA at the next review.</p>			
12	<p>The Service should make sure it has an effective system for learning from operational incidents and assure itself that all areas of the Service can contribute to debriefs.</p> <p>(Lead Officer: ACFO)</p>	A) Implementation of new Operational Assurance software			<p>A) Phase 1 (Station Audits) has gone live through the Operational Assurance module on pdrPro.</p> <p>Phase 2 (Debrief Modules) has been delayed due to issues with the software. The Operational Debrief policy was published in February 2024.</p> <p>Phase 3 (Active Monitoring) is targeted to go live at the end of July 2024 – extension requested to allow for this work to be completed.</p>	<p>A)Phase 2 of the software go live date still on track for February 24.</p> <p>The go live day for Phase 3 of the project is on target for Jul 24.</p>	31 March 2024	31 July 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		B) Revision of terms of reference for the Assurance Working Group			B) Terms of reference for the Assurance Group have been revised and will be live from March 2024.	B) The Terms of reference (TOR) for the Assurance Working Group have been revised and are on the agenda of the Dec 23 meeting. New TOR to be adopted from March 24	31 March 2024	N/A
		C) Establishment of a multi-agency Local Resilience Forum (LRF) Joint Operational Learning (JOL) assurance group			C) The BLRF Exec approved the establishment of the JOL assurance board. The membership and meeting dates are being promulgated by the BLRF by the agreed deadline.	C)BFRS still working with the Bedfordshire Local Resilience Forum (LRF) to establish a multi-agency Joint Operational Learning (JOL) assurance. The establishment of a JOL assurance group affected by LRF staffing changes, likely to be up and running by July 2024.	31 March 2024	N/A

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
20	The Service should assure itself that on-call firefighters are appropriately supported in their initial development. (Lead Officer: ACFO)	A) Review of on-call development process.			A) Training and Development Centre have undertaken a full review of the On-call initial training course and the subsequent development programme.	A) The Service has committed to undertaking a review of the on-call development process administered via the online pdrPro system. Review on track for Feb 2024 completion.	30 April 2024	N/A
		B) National Operational Guidance alignment of operational development programmes			B) The Service will continue to review all operational development programmes as we progressively adopt the regional NOG product packs to ensure the learning and development of all operational staff is aligned to national standards. This work will run in parallel with the NOG project (which has been called for a deep dive by the Principal Officers).	B) Process established to review development plans in line with current NOG adoption. Action linked to complete NOG integration via the ongoing service level project.	TBC	N/A

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		C) Recruit Development Support Coordinator			C) The Service has successfully recruited a substantive Watch Commander as the new Development Support Coordinator.	Action complete	30 April 2024	N/A
		D) Review process for development completion			D) All operational staff in development are subject to quarterly progress reviews with their line managers. Training and Development Centre have put additional safeguards in place to ensure any On-Call Firefighters who are behind with their development plan are highlighted to the relevant coordinator.	Action Complete	30 April 2024	N/A

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Previous Update	Due Date	Revised Date
		E) Introduction of On-Call FireFighter development sessions, 2 per month delivered by On-Call Watch Commanders (1 BA and 1 session linked to development programme)			E)The development sessions have been established and have been well attended (on average by 16 Firefighters per session) This has resulted in BA team leader pass rates increasing by 50% which in turn increases appliance availability.	N/A	30 April 2024	N/A

Areas For Improvement – Rated Green (On Target but not yet completed)

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
1	The Service should develop a clear prevention plan that implements the prevention strategy in its Community Risk Management Plan (CRMP). The prevention plan should target people most at risk and make sure the level of activity is proportionate to reduce that risk. (Lead Officer: DCFO)	A) Prevention Strategy	Green	Green	As agreed on 6 th March 2024 at CMT	31 March 2024
		B) Annual Delivery Plan	Green	Green		
3	The Service should make sure it quality assures its prevention activity so staff carry out safe and well visits and home fire safety visits to an appropriate standard. (Lead Officer: DCFO)	A) Revised Home Fire Safety Visits Policy to include QA process	Green	Green	Revised HFSV Policy was published 7 February 2024. The sampling plan is still being finalised. Sampling will be implemented starting Q1 24/25.	31 March 2024
		B) Quality Assurance Plan	Green	Green		
5	The Service should make sure it has an effective quality assurance process so staff carry out fire safety audits to an appropriate standard. (Lead Officer: DCFO)	A) Additional Quality Assurance governance designed and established.	Green	Green	MoU between Essex FRS/BFRS for QA of fire engineering design work is ongoing to refine and build on	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					our existing QA.	
8	The Service should make sure its response strategy provides the most appropriate response for the public in line with its community risk management plan. (Lead Officer: DCFO)	A) Response Strategy aligns to meeting the commitments stated within the CRMP.			Objectives are being reviewed and prioritised for delivery over the next fiscal year. Strategy is in place but we are refreshing objectives for April 2024. The Service has reviewed various meeting structures, project pipelines and Station plans are on track for delivery by 1st April 2024.	31 March 2024
		B) Ensure meeting structures translate the CRMP and response strategy into something recognisable on the front line.			The Governance Boards and department meeting structures have been reviewed to ensure that the Corporate Golden Thread is obvious in the	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					objectives of all levels of meetings.	
		C) Project prioritisation is clear and supportive of operational service improvements.			This is governed and managed via Corporate Programme Board and Service Delivery Board.	31 March 2024
		D) Station plans are refreshed to reflect community needs to manage risk.			As part of our annual refresh cycle, this action was completed in January 2024.	31 March 2024
10	The Service should make sure it uses its On-Call crews effectively to respond to incidents based on risk in line with its CRMP. (Lead Officer: DCFO)	A) Improved On-Call availability, through better recruitment training and retention.			On-Call Project in place to deliver against this Area For Improvement. Signs of improved availability continue to be	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					seen, however this is primarily a result of having the Watch Commander On-Call Liaison posts in place. The On-Call Support Watch Commanders have taken on responsibility for managing the strategic reserve and are using On-Call standbys to maximise availability each day.	
13	The Service should make sure it has an effective method to simultaneously share fire survival guidance information with multiple callers and that it has a dedicated communication link in place. (Lead Officer: DCFO)	A) Electronic system for Fire Survival guidance			Electronic system is in-test ready for general deployment.	31 March 2024
		B) Manual fall back system and,			Manual system is in place and has been tested under real life conditions successfully.	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
		C) Supporting operational guidance and policy.	Green	Green	Guidance and policy is being released via NOG board before year end.	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
15	<p>The Service needs to show a clear rationale for the allocation of resources between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its CRMP. (Lead Officer: ACO)</p>	<p>A) To have a summary with audit trail, of how the budget splits/breaks down into service areas. There must be logic to showing spend vs CRMP/Service priorities.</p>			<p>The revenue budget, capital programme and council tax was set at the FRA meeting on 13th February. Within the report and Appendix 4, there is the Golden Thread of how the budget aligns with the CRMP and Service priorities. A summary directorate table highlights the funding going into Response and Prevention & Protection, with revenue bids and the capital programme aligning towards the Service's strategic direction.</p>	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
16	The Service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in the community risk management plan. (Lead Officer: ACO)	A) Establishment of a Productivity and Efficiency Group. Following this, the allocations of workstreams and the delivery of these feeding back into the Board.			Productivity and Efficiency Group and the depository have both been established.	31 March 2024
		B) To establish an internal depository for Productivity & Efficiency examples (already implemented or suggested).				
17	The Service should assure itself that all processes in place to support performance management are effective. (Lead Officer: DCFO)	A) To review and develop more effective Key Performance Indicators with clear links to performance.			Full public consultation on new response standards now complete. Final recommendation paper being presented to the Fire Authority on 28 th March 2024.	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
19	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. (Lead Officer: ACFO)	A) Create a Workforce Planning Group.			A) Operational workforce planning is already well established and has been further enhanced by the creation of the Service Workforce Planning Group which assess operational requirements, forecast trends etc on a quarterly basis.	31 March 2024
		B) Complete review to identify where career grades can be used for those in professional support staff roles to assist with development and progression of existing staff.			B) A review of succession planning and career development has been undertaken and a proposed strategy presented to CMT. Development gateways and personal development plans for Green Book	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					colleagues have been implemented. The appraisal system now fully aligns with this approach and utilises banding for development as part of a talent grid aligned to the NFCC leadership framework and the service professional behaviours.	
		C) Implemented 0 hour/casual contracts in order to recruit specialists/critical skills.			C) The implementation of 0 hour/casual contracts is also completed.	31 March 2024
		D) New Deliverable Added - Implement functional area succession planning.			E) To maximise the Service's opportunities and to align all processes. The Service plans to identify critical roles within the	31 March 2025

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					<p>organisation and to provide succession strategies for each specific post. This will include identifying development pathways for internal colleagues who are identified as suitable for succession planning roles.</p> <p>This is a new deliverable that has been identified and agreed by CMT. This new piece of work commenced in March 2024.</p>	
22	The Service should have a consistent plan to promote positive action with under-represented groups and make sure staff understand the purpose and benefits of a diverse workforce.	A) Produce a Positive Action Plan.			A) A positive action plan will be completed by the deadline.	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
	(Lead Officer: ACFO)	B) Produce an E-Learning module on positive action.			B) A suite of E-Learning modules relating to EDI and culture have been developed and will be continually reviewed. Positive action is included within the EDI E-learning module.	31 March 2024
23	The Service should ensure it has arrangements in place to identify, develop and support all high-potential staff across the organisation. (Lead Officer: ACFO)	A) Banded promotional gateways.			A) Operational Personnel: BFRS offer the opportunity for operational staff to apply to attend a Promotion Gateway at each different rank throughout the year. Support Personnel: Support Staff who are interested in developing their knowledge, skills, and behaviours to	30 April 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					enhance their career development and support personal growth within BFRS have the opportunity to apply for recently introduced Development Centres.	
		B) Workforce Planning Group			B) The Workforce Planning Group has been established and meets on a quarterly basis.	30 April 2024
		C) Review of new appraisal process.			C)New appraisal software and process went live in 2023. As a result, a return of 99% of appraisals was achieved. A review of the process has been completed. This will help to identify	30 April 2024




AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
					high-potential colleagues, manage training needs through detailed analysis and further development pathways by establishing a talent grid for all colleagues.	
		D) Core learning pathways for all staff.			D)Development gateways and core learning pathways for Green Book colleagues have been established and aligned to Grey Book equivalent roles.	30 April 2024

Completed Areas For Improvement

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
2	The Service should make sure it targets its prevention work at people most at risk. (Lead Officer: DCFO)	A) Creation of new Prevention Strategy			Presented to CMT 6 th March 2024	31 March 2024
		B) Annual Delivery Plan			Presented to the Service Delivery Board in advance of the CMT on 6 th March 2024	31 March 2024
		C) New Key Performance Indicator (KPI)			Were presented to CMT and will go to FRA for approval on 28 th March 2024	31 March 2024
14	The Service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the Service that exercise objectives are in line with CRMP risks and that learning is recorded, shared and actioned. (Lead Officer: ACFO)	A) Exercise Strategy			An exercise strategy has been produced and this will be delivered through the new Station Plans. Learning outcomes from exercises and operational incidents will be recorded and delivered through the new operational debrief software on pdrPro. The Operational Debrief Policy was published in February 2024.	31 March 2024
18	Cause for Concern: Bedfordshire FRS cannot assure itself that its operational members of staff meet	A) A separate Action Plan was submitted to			Following a re-inspection HMICFRS have written to the Chief Fire Officer to confirm that	31 March 2024

AFI #	Area for Improvement	Deliverables	Delivery RAG	Cost RAG	Commentary	Due Date
	the minimum fitness requirements to perform their role. Within 28 days of the Cause of Concern being published, the Service should provide an action plan that ensures all staff meet the minimum fitness standards. (Lead Officer: ACFO)	HMICFRS within the required 28 Days.			The Cause of Concern has been addressed and discharged. Work continues through HHR to ensure that fitness testing processes are reviewed. A new fitness policy has been created and review group established.	
21	The Service should make sure it has effective grievance procedures. It should identify and put in place ways to improve staff confidence in those procedures. (Lead Officer: ACFO)	A) Professional Standards Investigator Implemented			A) The Professional Standards Investigator commenced employment August 2023. Investigation timelines have been cut significantly as a result.	31 March 2024
		B) Grievance Training delivered			B) Grievance /Professional behaviours at work training has been delivered to all relevant managers. Training will continue to be mainstreamed as part of Business As Usual (BAU) for new starters. Refresher training will be delivered as necessary.	31 March 2024

RAG Key

Colour	Delivery	Cost
	Area for Improvement is on target or completed	Completed or forecast to be completed within budget
	The due date is not likely to be met but has not passed	Spending is forecast to exceed the agreed budget
	The due date has or will not be met	Spending has exceeded the agreed budget