Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Overview and Audit Committee, 16 March 2022

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

Lead Member: Councillor Lesley Clarke OBE

Report sponsor: Deputy Chief Fire Officer, Mick Osborne

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Action: Noting

Recommendations: That the Committee note the revised HMICFRS - BFRS improvement plan.

Executive summary:

The second round of inspections of all 44 fire and rescue services is currently in progress with BFRS having been inspected as part of the tranche one schedule between 24 May 2021 and 9 July 2021.

The latest report for this Service, which identifies 22 areas for improvement, and two causes of concern, accompanied by eight recommendations was published on 15 December 2021. The report was noted at the Fire Authority meeting on 16 February 2022.

An improvement plan (Appendix 1) is in place to specifically progress the report recommendations and identified areas for improvement. At the meeting of the Authority on the 12 February 2020, it was agreed that progress against HMICFRS improvement plans will be reported to the Overview and Audit committee.

The latest improvement plan has been revised and is being integrated into the Portfolio Management Office which was introduced after the first inspection to coordinate and manage any actions required.

The Service is making good progress against the recommendations, aligning them to ongoing project work and improvement plans. Specifically, The Prevention recommendations are being progressed through a project initiated after the Prevention evaluation, which was presented to this committee on 10 November 2021, and the People recommendations are being progressed through the Authority's equality, diversity, and inclusion objectives 2020-2025, which are presented annually to the Fire Authority; the last update being 16 June 2021.

The latest inspection report has helped the Service to consider a broad range of areas, to improve both our business-as-usual activities and through current and future projects. The report has also identified many areas of good practice, which although there is no specific requirement to include these within the latest action plan, are also summarised to ensure the Service does not lose sight of previous and ongoing activities which have provided strong evidence of good practice during the latest inspection.

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.

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.

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.

Background papers:

14 February 2018 Fire Authority meeting (see pages 131 – 162): Our preparation plans together with our response to HMICFRS' consultation on the inspection methodology

https://bucksfire.gov.uk/documents/2020/03/140218_fire_authority_agenda.pdf/

14 November 2018 O & A preparation update (see pages 185-192):

https://bucksfire.gov.uk/documents/2020/03/overview_and_audit_committee_agenda_and_reports_141118-min.pdf/

13 February 2019 – Fire Authority preparation update (see pages 155-244):

https://bucksfire.gov.uk/documents/2020/03/130219_fire_authority_agenda.pdf/

23 January 2020 - Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Inspection Findings Report:

https://bucksfire.gov.uk/documents/2020/03/230120_item_7_hmicfrs_cover_report_23012020__appendix-min.pdf/

12 February 2020 - HMICFRS Inspection Findings Report – Action Plan:

https://bucksfire.gov.uk/documents/2020/03/120220_item12_hmicfrs_inspection_findings.pdf/

22 July 2020- 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/2020/07/item-18-hmicfrs-bfrs-inspection-improvement-plan.pdf/

11 November 2020 - 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/2020/11/item-11-hmicfrs-improvement-plan.pdf/

17 March 2021 - 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/2021/03/oa-item-13.pdf

21 July 2021 - 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/2021/07/oa-item-16-210721.pdf/

10 November 2021 - 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 - Prevention Evaluation - Phase one report 2021 https://bucksfire.gov.uk/documents/2021/10/oa-item-17-17-10-21.pdf/

Appendix	Title	Protective Marking
1	HMICFRS INSPECTION REPORT – IMPROVEMENT PLAN Updated February 2022	Not protectively marked

HMICFRS 2021 Inspection Report Action Plan - Dashboard

Recommendations	Total	Complete	On track	On hold/delayed	Not started	Overall RAG status
Effectiveness	3	0	3	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	3	1	6	
Efficiency	5	2	2	0	1	
People	6	0	6	0	0	

Grand Totals				
30	3	19	1	7

HMICFRS 2021 Inspection Report Action Plan - Effectiveness

Buckinghamshire FIRE & RESCUE SERVICE we save lives

Last Update:	07 February 2022

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Accepted Y/N	Overall RAG Status	Rationale, if not accepted	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	Latest PMO update	Project Status	Evidence to support completion
Effectiveness	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	Yes	Not started		Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Corporate Plan objective for 2023-2025	Not started	
Effectiveness	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	Yes	Not started		Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Corporate Plan objective for 2023-2025	Not started	
Effectiveness	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	Yes	Not started		Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Corporate Plan objective for 2023-2025	Not started	
Effectiveness	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	Yes	On-Track		Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	In addition to this HMICFRS recommendation and the recently published national Prevention Standards, the Prevention evaluation conducted in 2020-21 highlighted a number of opportunities to improve our systems to help define risk in the community. The action plan to accompany the evaluation contains 15 actions to improve the way we gather, use and share intelligence, and is now progressing through our internal governance processes to ensure those actions with the most benefit are prioritised and implemented.	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 Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/04/2023	Links being reinvigorated with MK partners to increase strategic engagement. Fire Sense package developed and 6 year review of performance pending completion for noting at BTB. Work on targeting commenced with DIT.	On-Track	
							Safety Centre evaluation	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/08/2022	Paper prepared for Feb BTB on noting a deferred decision on future funding. Deferring until Aug 22 allows the Centre & new CEO to have 1 full year's operating/trading out of lockdown, providing evidence against final item on Schedule 1 of the Funding Agreement.	On-Track	
Effectiveness	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	Yes	On-Track		Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	The Prevention strategy refresh is prioritised as critical within the Prevention action plan. The strategy will utilise much of the learning from our recent internal review, as well as the Prevention Standards, national operational guidance, and other strategic drivers from our partnerships to introduce a revised strategy which clearly defines our direction, aligned to the current public safety plan. Revised prevention strategy is being drafted drawing upon the three year commitment of the NFCC Prevention Workstream and aligned to the current public safety plan. Liaison in drafting this has occurred with exemplar services and the CPO.	On-Track	
Effectiveness	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	Yes	On-Track		Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	The Prevention improvement plan contains 14 actions, including this HMICFRS recommendation, which relate to the management of processes and systems. The evaluation has revealed a need to review the current screening process and introduce a way of prioritising delivery through a risk scoring mechanism which prioritises referrals more effectively. This is likely to involve a further review of the premises risk management system architecture to ensure those referrals which are categorised as the highest risk are prioritised by an automated process.	On-Track	
Effectiveness	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	Yes	On-Track		Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Funding agreed by the Authority to establish a number of new Prevention posts focused on increasing the delivery of Fire & Wellness visits in specific buildings, addressing the volume of Prevention visits in identified areas of increased risk, including the delivery of a program of high-rise interventions and engagement with the occupants of specialised housing. These new posts have been filled with a CS Team Leader and two CS Technician roles with an onboarding program of relevant training completed. Due to sickness and a vacancy arising in the CS Coordinator cadre which took five months to recruit into, the two CS Technicians had to be reassigned to cover the three CS Coordinator roles, with proactive high-rise intervention being placed on hold. Although one CS Technician will be moving to a wholetime firefighter role in March, plans are in place to complete proactive engagement at the highest priority domestic high-rise buildings in Q4.	On-Track	

Effectiveness	Preventing fires and other risks	The service should evaluate its prevention work, so it understands the benefits better.	Area for improvement	Yes	Complete		Prevention Improvement Plan	GC Territorial North 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/
Effectiveness	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	Yes	On-Track		Protection Uplift Programme	Head of Protection	Protection, Assurance and Development	01/03/2022	The pilot of the RBIP programme had to be delayed further due to the continuing restrictions in place due to Covid but is now underway. Following a procurement process, a training delivery provider has been procured to deliver fire safety training to operational staff. Business engagement continues to grow, through social media and website activities. A care home seminar has been delivered over MS Teams and Eventbrite. Work is progressing with the communication team to develop the Protection area of the website and a fire safety self-assessment form is close to being launched, to support engagement with targeted premises.	On-Track	
Effectiveness	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	Yes	Not started		BAU	Head of Protection	Protection, Assurance and Development		The Protection Dept is working through the Fire standards for Protection Officers to identify the existing gaps and identify and develop a suitable audit process in line with the risk based inspection process. Where we can identify and use relevant guidance and legislation this will also be incorporated into the audit process.	Not started	
Effectiveness	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	Yes	Delayed		UwFS Review/AFA review	Head of Protection	Protection, Assurance and Development		Rescoping the project with regard to AFAs and UwFS and planning to reinvigorate this workstream in 2022/23	Delayed	
Effectiveness	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	yes	On-Track		Protection Uplift Programme	Head of Protection	Protection, Assurance and Development	01/03/2022	Work has been undertaken using the Protection Uplift money to set up a self-assessment process for those businesses the Protection team will be unable to visit (based upon a risk basis) with a landing page for advice on our website. Two additional posts have also been identified as Business engagement officers to further improve our engagement with relevant businesses. This will also be enhanced through the improve kn0owledge and engagement of operational crews once they have been given the relevant training.	On-Track	
Effectiveness	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	Yes	Not started		Not a current project	TBC	TBC			Not started	
Effectiveness	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	Yes	Not started		Not a current project	Communication, Marketing and Engagement Manager	Technology, transformation and PMO			Not started	

HMICFRS 2021 Inspection Report Action Plan - Efficiency

	Last Update:	07 February 2022

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Accepted Y/N	Overall RAG Status	Rationale, if not accepted	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	Latest PMO update (From PMO Register)	Project Status	Evidence to support completion
Efficiency	Making best use of resources	The service should have effective measures in place to assure itself that its workforce is productive, that their time is used as efficiently and effectively as possible and in a more joined up way to meet the priorities in the IRMP.	Area for Improvement	yes	on-track		Portfolio Management Office Project	Head of Technology, Transformation, and PMO	Head of Finance and Assets	Q4 22/23	A PMO was introduced in 20/21. Work is underway to embed this across the Service. A recent external audit of the PMO gave an assurance of reasonable, with the following level of priority actions: zero high, 4 medium and 2 low. A 22/23 planning workshop took place in January with the Leadership team to understand work planned across both BAU and Projects. A further review is planned with SMT in early March.	on-track	
							Performance Management framework	Data Intelligence Team Manager	Technology, transformation and PMO	Q1 22/23	A workshop has been held with SMT to understand how we could measure performance and start to get their thoughts on the measure we should include. Further work is now underway to draft a proposal for sharing later in Q4.	on-track	
Efficiency	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	Partially accept	complete	There are already a broad range of collaborative projects either complete or in progress, which can demonstrate efficiencies and better outcomes for the public. Collaboration as a statutory duty is embedded within the Service and is considered whenever corporate decisions are made. This AFI is also only partially accepted as the Service will continue to collaborate more widely with other partners, beyond other FRSs	Thames Valley Breathing Apparatus procurement	GC Technical	Protection, Assurance and Development	01/04/2023	All three Thames Valley Services completed the trials and the procurement process for BA sets and ancillary equipment. Interspiro were the successful supplier and each TV FRS has signed the contract to award. The TV Interoperability Group and Executive Group have agreed the suggested options for the contract including options for maintenance package. Once full contract has been signed work will be undertaken to carry out face fit testing for all operational personnel with collaborative training input to be undertaken from May 2022 beginning in RBFRS, then OFRS and finally BFRS with all three Services being under the contract by March 2023.

The status of the project remains ON-TRACK with a clear project plan despite a short delay in the signing off of initial contract.

From then the expectation is that RBFRS will go live with the BA sets in November 2022, OFRS in early 2023 and BFRS going live in March 2023.

November update – Contract awarded to Interspiro and signed off by all three services. Agreed options with ancillary equipment and maintenance across all three | on-track | |
| | | | | | | | Emergency Service Mobile Communications Programme | Programme Manager | Technology, transformation and PMO | 2025/26 | Plan in place to deliver Assure 1.1 activities by May 2022 - this will be a time consuming piece of work. | delayed | |
| | | | | | | | Thames Valley National Operational Guidance | GC Technical | Protection, Assurance and Development | Mar'22:Phase 1 Sept '22: gap analysis - implemented NOG | This project remains green but it must be appreciated that this remains an on-going piece of work as more NOG comes out and we aim to implement as soon as possible.

This remains ongoing though we are planning to complete phase 1 by the end of the financial year. As part of the project we have now undertaken a gap analysis of how we have implemented NOG which we hope to complete by September 2022 though it must be appreciated that this also has the possibility of being ongoing.

Ongoing creation of OINs (Operational Information Notes) across Thames Valley and the development of gap analysis and the acceptance of the NOG risk assessment.

The risk revolves around the capacity to write OINs following NOG dissemination and identifying additional workloads due to the gap analysis. | on-track | |
							Thames Valley Fire Investigation	GC Protection	Protection, Assurance and Development		The personnel required of the team have been identified along with some financial monies. The work has begun with the accreditation process beginning as soon as possible and anticipating October 2023 as a date at which to achieve this. The infrastructure required is being worked on to identify what is needed and where this will be located within the TV. The expectation is that OFRS will be the identified single entity for the accreditation process.	on-track	
							2022/23 reset of the collaboration framework for Thames Valley	pan-directorate	Protection, Assurance and Development		Following a collaboration planning day in January, a revised business plan is being drafted and when finalised will be presented to the Authority	on-track	
Efficiency	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	yes	Not-started	Not currently a project	TBC	TBC	Technology, Transformation and PMO	TBC	TBC	Not-started	

Efficiency	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	yes	Complete		BAU	Director of Finance and Assets	Finance and Assets	18/11/2020	The current financial strategy is approved by the Authority and runs for the duration of the current Public Safety Plan. The strategy is compliant with CIPFA guidance. Recently enhanced council tax precept flexibility provides the ability to contribute additional revenue to capital and has helped alleviated the problems described within the report (subject to approval)	Complete	https://bucksfire.gov.uk/documents/2020/11/item-7-executive-committee-financial-strategy.pdf/ https://bucksfire.gov.uk/documents/2020/03/reserves_strategy_2018-19_web.pdf/
Efficiency	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	yes	on-track		BAU	Property Manager/Fleet Manager	Finance and Assets	23/24	The Property strategy is current and in date. A review is scheduled to ensure it remains in date after 2023	Complete	https://bucksfire.gov.uk/documents/2020/03/property_strategy_2018_-_2023.pdf/
							BAU	Fleet Manager	Finance and Assets	01/04/2022	The Fleet strategy is current and in date with a review date for 2022. A review is currently underway, and is scheduled for completion by April 2022	on-track	

HMICFRS 2021 Inspection Report Action Plan - People

Last Update:	**07 February 2022**												
Pillar	**Sub-category**	**HMICFRS inspection report finding**	**Finding type**	**Accepted Y/N**	**Overall RAG status**	**Rationale, if finding not accepted**	**PMO Project link**	**Delivery lead**	**SMT Sponsor**	**Delivery Date**	**Latest PMO update**	**Project Status**	**Evidence to support completion**
People	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	yes	On Track		BAU improvement	SMT	CFO	01/06/2022	SMT show visibility via ensuring they visit stations and support service staff regularly, CFO monthly forum, vlogs, Town Hall taking place on Friday 28 January, attendance and chairing at meetings, for example HSWC, JCF, EDI, Wellbeing	On Track	
People	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	Yes	on Track		BAU improvement	Head of Human Resources	COO	Monitoring	Absence trends information collated. STS and LTS reports run on a monthly basis and managers contacted. Attendance Management Procedures consulted upon and published. How to guides and flowcharts for absence and Covid19 absence regularly updated and communicated. Head of HR attendance at Pandemic group meetings. Wellbeing support in place includes - EAP, Welfare Officer, Occupational Health, Mental Wellbeing Support Officers, Trauma Support. Refreshed Mental Wellbeing training for 2022. Workflows for absence refreshed. Wellbeing group meets monthly. Wellbeing section of the intranet refreshed and communications added there and communicated via stations and other means to ensure coverage	On Track	
People	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	Yes	on Track		Internal Governance review	Corporate planning	Legal and Governance	Phase 1 January 2021 Phase 2 TBC	Regular systematic and rigorous strategic workforce and succession planning processes are in place, 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 to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internally and where required externally to fill identified key positions. Following the most recent inspection report, the Service is planning to review the wider succession planning needs and processes to improve understanding of talent management and workforce planning across the organisation. The phase 2 internal governance review will capture this requirement	On Track	
People	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	Yes	On Track		Active Monitoring System project	GC Training and Assurance	Protection, Assurance and Development	01/03/2022	AMS launched 01/10/2021, currently evaluating performance.	complete	Operational Assurance Improvement plan - update scheduled for March 2022 Overview and Audit Committee
							Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	On reviewing the requirement of a partner to provide appropriate venues and resources to accommodate the BFRS operational training model, it is evident the current service provider is unique in the service provision they are able to provide, which are essential to the effective performance and delivery of BMKFA operational services. This is an operational critical service that must be delivered to a consistent standard in a flexible nature to meet the fire services challenging requirements. The facilities and resources provided by FSC/Capita are robust, sustainable and cost effective. To maintain the consistency of quality, and reliability of facilities to support the essential delivery of operational training to BFRS operational staff, a negotiated contract will be awarded to FSC/Capita without competition . In accordance with Public Contract Regulations 2015, a Voluntary ex ante Notice (VEAT) notice will be published to the UK government Find Tender Service (FTS) at contract award, and a report will be submitted to the relevant Authority committee as per the requirements of the Authority's contract standing orders. Contract pricing received from FSC, being reviewed by finance.	On Track	
						Business as Usual	Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Performance and Development review completed and now embedded. Training Needs Analysis process undertaken annually by dept managers and reviewed regularly by Training Strategy Group. Terms of reference for training strategy group to be reviewed as part of the internal governance review, to ensure aligned with Training, Learning & Development Strategy.	On Track	
People	Ensuring fairness and promoting diversity	Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation	Recommendation	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	EDI group meet monthly. Governance - Fire Authority, Executive Committee, Joint Consultation Forum, Performance Monitoring Board, Health, Safety and Wellbeing Committee. EDI objectives in place 2020 - 2025, report presented annual for Fire Authority. Member and SMB presence on EDI group. Addressing Inequalities collaboration - various workstreams. Valuing our Diversity intranet page. Workstreams - Growth bid for Change 100 scheme, equality impact assessment refresh. New members joined the EDI group form across the service to work on various EDI tasks. ENEI Bronze accreditation retained. EDI action plans reviewed for BAU and priorities.	On Track	

People	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	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Employee Engagement group re-established. Culture Survey 10 - 31 January 2022. People Strategy employee engagement roadshows November 2021 - April 2022. Exit Interviews, Induction, Collaboration other FRS. Set up interest groups - protected characteristics, wellbeing - to do	On Track	
People	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	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Work ongoing, NFCC EDI data consultation completed, HR and Data team meetings.	On Track	
People	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	Yes	On Track		EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Sub group set up to review equality impact assessments. NFCC EIA training undertaken. NFCC and RBFRS guidance reviewed. Template of EIA and eLearning planned. Communications sent out on importance of EIA and actions. Head of HR raises awareness at governance meetings.	On Track	
People	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	Yes	on Track		Engagement, Attraction, Recruitment and Selection Framework (EARSF) -Delayed	HR Operations manager	COO	01/04/2025	Recruitment for 18 Wholetime Firefighters is underway - shortlisting, SHL and bleep tests have taken place. Role related testing, eyesight and reference checks and interviews/presentations are due to take place in November and early December. Medicals will take place in December. For those successful, contracts and kit fitting will take place in January, with the new recruits due to start in March 2022. The learns from this recruitment campaign, alongside On-Call, Support and Operational recruitment will form part of the EARSF.	Delayed	
							EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	THE EDI are currently reviewing the EDI objectives to ensure they are current and prioritised. Once they have been agreed the group and employees across the service will work on them. Progress will be updated at the monthly EDI group and reported to the Fire Authority annually.	On Track	
People	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	Yes	On Track		BAU improvement - Talent management	Organisational Development Manager	Protection, Assurance and Development	01/04/2023	Operational promotional procedure produced, consulted on and published April 2021. Talent Management strategy and high potential acceleration programmes to be review/scoped 2022/23	on Track	
							Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Successful launch event held 15th October and first 2 cohort of phase started their programme w/c 18th October. Work is being undertaken with Finance to utilise an underspend within 2021/22 TNA budget to accelerate the roll out of phase 2 as this is anticipated to be logistically more difficult to arrange to ensure impacts on resourcing are minimised. Paper to be presented to BTB in February proposing adding the underspend to a reserve for funding phase 2 next financial year. Following the successful pilot of a scheme used to identify and develop future leaders in the Service, we have embedded this into our recently refreshed appointment and promotion procedures and are progressing a new Leadership and Management Development Framework to support and assist with the development of newly recruited or promoted managers. Supervisory Managers Programme being develop with Service Delivery to provide new managers an induction in practical management skills and knowledge required.	On Track	
							Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	The apprenticeship programme is in place to develop people at different levels and across staff groups	Complete	https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/
People	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	Yes	on track		Appraisal Process	Organisational Development Manager	Protection, Assurance and Development	Complete	Staff are using the new version of the form to set objectives for 21/22 and 22/23. All employees have an annual appraisal, where their commitment to their behaviours linked to the Authority's values is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
						Not currently a project	Positive action	Head of technology, Transformation and PMO		TBC	Positive action project to be considered to include- direct entry, Women's network, and other measures to diversify leadership	Not started	

Last Update: 07 February 2022

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Accepted Y/N	Rationale, if finding not accepted	PMO Project link	Delivery lead	Lead Department	Delivery Date	Progress & Issues Report	Status	Evidence to support completion
Effectiveness	Understanding the risk of fire and other emergencies	The service gathers information about the risks its firefighters face in response to incidents	Narrative - Good Practice	yes		SSRI Project	Technical	Protection, Assurance and Development	Mar-23		on track	
Effectiveness	Understanding the risk of fire and other emergencies	The service is good at using information from operational incidents attended to improve its understanding of current and past risk	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development	N/A		BAU	
Effectiveness	Understanding the risk of fire and other emergencies	The service is ahead of schedule to improve its information about high-rise risk following the Grenfell Tower fire inquiry	Narrative - Good Practice	yes		Grenfell project (GTI 1)	Technical/Protection	protection, Assurance and Development	Mar-23	GTI part 2 recommendations will lead to rescope of this workstream	on track	
Effectiveness	Preventing fires and other risks	The service is proactive in identifying and reporting safeguarding concerns	Narrative - Good Practice	yes		BAU	Community Safety and Safeguarding Manager	COO	N/A		BAU	
Effectiveness	Protecting the public through fire regulation	The service has done a good job of increasing its number of qualified staff	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development	Mar-22		on track	
Effectiveness	Protecting the public through fire regulation	The service is ahead of schedule to audit all ACM-clad high-rise premises	Narrative - Good Practice	yes		Building Risk Review (BRR) Programme	Protection	Protection, Assurance and Development	Dec-21		Complete	
Effectiveness	Protecting the public through fire regulation	The service provides proportionate enforcement activity and works with others to support its capacity	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development	Mar-22		on track	
Effectiveness	Protecting the public through fire regulation	The service is improving its response to building consultations	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development	Mar-22		on track	
Effectiveness	Protecting the public through fire regulation	The service has increased the ways in which it engages with businesses to help them understand and comply with fire safety legislation	Narrative - Good Practice	yes		Protection Uplift Programme	Protection	Protection, Assurance and Development	Mar-22		on track	
Effectiveness	Responding to fires and other emergencies	The service's response strategy is a unique and innovative approach	Narrative - Good Practice	yes		BAU	Resourcing and Projects	Prevention, Response and Resilience	N/A		BAU	
Effectiveness	Responding to fires and other emergencies	The service meets its immediate availability standard	Narrative - Good Practice	Partially accept	The round 2 inspection covered the pandemic timeframe when resourcing improved considerably due various lockdowns and furloughed on-call employees. Further work is required to ensure the availability standard is resilient	Links to AFI in resourcing. Not currently a project	Resourcing and Projects	Resourcing and Projects	TBC	Work required to build sustainable resilience into the model	Not started	
Effectiveness	Responding to fires and other emergencies	The service meets national response standards of performance	Narrative - Good Practice	yes		BAU	Resourcing and Projects	Prevention, Response and Resilience	N/A		BAU	
Effectiveness	Responding to fires and other emergencies	The service has good command of incidents	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development	N/A		BAU	
Effectiveness	Responding to fires and other emergencies	The service has a positive relationship with Thames Valley Fire Control	Narrative - Good Practice	yes		BAU	Pan organisation	Prevention, Response and Resilience	N/A		BAU	
Effectiveness	Responding to fires and other emergencies	Thames Valley Fire Control is developing its ability to handle fire survival guidance calls	Narrative - Good Practice	yes		Grenfell project	TVFCS	Prevention, Response and Resilience	22/23	GTI part 2 recommendations may lead to rescope of this workstream	on track	

Category	Sub-area	Description	Type			Workstream	Sub-department	Department	Date		Status	
Effectiveness	Responding to fires and other emergencies	The service maintains and regularly updates information about risk to firefighters	Narrative - Good Practice	yes		BAU	Prevention, Response and Resilience	Prevention, Response and Resilience	N/A		BAU	
Effectiveness	Responding to fires and other emergencies	The service is good at evaluating its operational performance and is aligning to national operational guidance	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development	22/23		on track	
Effectiveness	Responding to major and multi-agency incidents	The service is well prepared for major and multi-agency incidents	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development	22/23		on track	
Effectiveness	Responding to major and multi-agency incidents	The service has a good ability to respond to major and multi-agency incidents	Narrative - Good Practice	yes		NOG project	Technical	Protection, Assurance and Development	22/23		on track	
Effectiveness	Responding to major and multi-agency incidents	The service works well with other fire services	Narrative - Good Practice	yes		Collaboration	Technical	Protection, Assurance and Development	N/A		on track	
Effectiveness	Responding to major and multi-agency incidents	The service works well with other partners	Narrative - Good Practice	yes		Collaboration	Technical	Protection, Assurance and Development	N/A		on track	
Effectiveness	Responding to major and multi-agency incidents	The service has a well-established cross-border exercise plan	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development	N/A		BAU	
Effectiveness	Responding to major and multi-agency incidents	The service has adopted JESIP	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development	N/A		BAU	
Effectiveness	Responding to major and multi-agency incidents	The service listens to and applies learning from national incidents and practices	Narrative - Good Practice	yes		BAU	Training and Assurance	Protection, Assurance and Development	N/A		BAU	
Efficiency	Making best use of resources	The service plans to deal flexibly with its immediate financial difficulty	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets	N/A		BAU	
Efficiency	Making best use of resources	The service collaborates when possible	Narrative - Good Practice	yes		BAU	Pan organisation	Pan organisation	N/A		BAU	
Efficiency	Making best use of resources	The service has good continuity arrangements	Narrative - Good Practice	yes		BAU	Business Continuity	Legal and Governance	N/A		BAU	
Efficiency	Making best use of resources	The service shows sound financial management, but it could make improvement in its resource allocation	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets	N/A		BAU	
Efficiency	Making the fire and rescue service affordable now and in the future	The service works hard to continually improve value for money and do more with less	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets	N/A		BAU	
Efficiency	Making the fire and rescue service affordable now and in the future	Reserves are reducing significantly	Narrative - Good Practice	yes		BAU	Finance and Assets	Finance and Assets	N/A		BAU	
People	Promoting the right values and culture	There is a positive health and safety culture within the service	Narrative - Good Practice	yes		BAU	Health and Safety	Protection, Assurance and Development	N/A		BAU	
People	Ensuring fairness and promoting diversity	The service has made some progress to promote fairness in its internal promotion and progression processes	Narrative - Good Practice	Yes		Leadership and Management Framework	Organisational Development	Protection, Assurance and Development	01/03/2023		On track	
People	Managing performance and developing leaders	The service has introduced a good process for managing individuals' performance	Narrative - Good Practice	Yes		Appraisal Process	Organisational Development	Protection, Assurance and Development	Complete		Complete	