



# Buckinghamshire & Milton Keynes Fire Authority

**Meeting and date:** Overview and Audit Committee, 20 July 2022

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

**Lead Member:** Councillor David Hopkins

**Report sponsor:** Deputy Chief Fire Officer Mick Osborne

**Author and contact:** Anne-Marie Carter, Head of Technology, Transformation and PMO – [Acarter@bucksfire.gov.uk](mailto:Acarter@bucksfire.gov.uk)

**Action:** For Noting

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

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

The latest report for this Service, was published on 15 December 2021, identified 22 areas for improvement, and two causes of concern accompanied by eight recommendations.

	Effectiveness	Efficiency	People
<b>Cause of concern</b>	1		1
<b>Recommendations</b>	3		5
<b>Area for Improvement</b>	11	5	6

An improvement plan (Appendix 1) is in place to specifically progress the report recommendations and identified areas for improvement. The latest improvement plan has been revised and has been integrated into the Portfolio Management Office which was introduced after the first inspection to coordinate and manage any actions required.

The Service is making 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 15 June 2022.

Our Service Liaison Lead, Kathryn Richardson, has indicated our approach to improvement, and addressing matters raised in the report, was sensible.

We feel the progress made will put BFRS in a good place for the reinspection due to take place in Autumn 2022

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

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

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

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

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

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

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

**Privacy and security implications:**

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

The report and its appendices are not protectively marked.

**Duty to collaborate:**

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

**Health and safety implications:**

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

**Environmental implications:**

There are no environmental implications arising from this report.

**Equality, diversity, and inclusion implications:**

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

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

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

**Consultation and communication:**

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

**Next steps -**

- Report published on Intranet with update for staff
- Next update to Overview and Audit Committee on the 9 November 2022

**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/>

Appendix	Title	Protective Marking
1	HMICFRS INSPECTION REPORT – IMPROVEMENT PLAN Updated May 2022	



## HMICFRS 2021 Inspection Report Action Plan - Dashboard

Last Update:

May-22

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

Areas For Improvement	Total	Complete	On track	On hold/delayed	Not started	RAG status
Effectiveness	11	1	6	0	4	
Efficiency	5	2	2	1	0	
People	6	0	6	0	0	

Grand Totals					
30	3	21	2	4	

Last Update: May-22

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG Status	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	Latest 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	On track	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Comprehensive Service Delivery Area (SDA) profiles to inform station planning developed and launched to all nine SDAs. These comprise socio-demographic, geo-spatial, risk and demand related information. Station planning process now includes liaison and collaboration with external partners / agencies (for example, MK Council to address increase in fires in their housing stock). NHS 'Exeter' data now being leveraged to inform targeting at local level of higher risk groups such as the 80+ population.	On-Track	
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	Not started	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	Development of the 2025-30 PSP will conform to the 2021 Fire Standard for preparation of Community Risk Management Plans (CRMPs). This specifies best practice requirements for risk profiling.	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	Not started	Corporate Plan SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	Corporate planning	COO	24/25	This will be addressed in the 2025-30 PSP.	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	On-Track	Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	The Prevention Improvement Plan has now been presented and agreed at PMB, SMB & O&A. Progress has been made on the actions, but due to staffing levels this has impacted on the estimated delivery times.	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	This links to 1.1 on the Prevention Improvement Plan. We have representation at all boards where we have a statutory responsibility and selected boards where we can impact on risk in the community. All though this is complete on the Improvement Plan, this will remain under constant review.  Initial work on refining and targeting 80+ has been completed through external data sources and is progressing to implementation at local service delivery areas.  Station planning process includes local Service Delivery Area profiles and benchmarking reports, which are being used to set targets addressing risk at local level.	On-Track	
					Safety Centre evaluation	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	30/09/2022	As previous update - paper scheduled to commence end of June	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	On-Track	Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	Q3 22/23	Prevention strategy drafted and initial round of consultation completed with staff groups primarily involved in delivering it.  Feedback received and amendments made before wider organisational consultation.	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	delayed	Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Staffing challenges have led to a focus on recruitment and onboarding. This element has been assessed as being delayed due to capacity within the Prevention team.  Initial work has been completed to address scoring issues related to the 80+ targeting.  The current screening process will require further amendments to PRMS to reflect revised scoring priorities for risk of fire fatality or serious injury.	delayed	

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	On-Track	Prevention Improvement Plan	GC Territorial North and Community Safety & Safeguarding Manager	Prevention, Response and Resilience	01/11/2024	Continued challenges regarding recruitment into vacant roles. Although utilised alternative business cases where skills matched required roles, the Prevention team has been operating under-capacity. This has impacted on prevention delivery. When recruitment is completed, there is a 4-6 month onboarding process to competence. Coupled with unusually high sickness levels, in 21/22 delivery staff capacity was 64% compared to 96% in 20/21 and 98% in 19/20.  Difficulty in recruiting into admin vacancies has also impacted upon capacity to screen and book visits.  Covid has reduced some people's willingness to engage with visits they have been referred for. It also impacted upon visit delivery for 4 weeks (1/12) of 19/20 which reduced delivery numbers by 6% from 18/19 (1892)  Despite Covid impacting on the first part of 21/22, 1524 visits were delivered in 21/22 which is 7% less than 19/20.	On-Track	
Effectiveness	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 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	<a href="https://bucksfire.gov.uk/documents/2021/10/oa-item-17-17-10-21.pdf/">10 November 2021 - Prevention Evaluation - Phase one report 2021</a>
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	On-Track	Protection Uplift Programme	Head of Protection	Protection, Assurance and Development	30/09/2022	The risk-based inspection programme is coming online shortly following all of the recent restriction and a change in management of Protection. All staff have been trained to a level to complete these inspections independently to make best use of their time. A provisional target has been agreed within Protection and will be reviewed at the end of the year for the number of audits that are going to be undertaken. Training is continuing from a third party to deliver fire Safety input to operational crews and is expected to be complete by the end of the year. Work is continuing with the Communication team about developing areas of the website for Protection which will include self-assessment information that we are developing with the NFCC.	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	On-Track	BAU	Head of Protection	Protection, Assurance and Development	TBC - Subject to NFCC programme	The Protection Department continue to work through the Fire Standards for protection and maintaining of CPD through training. The Service is looking at the process of complying with the Third Party Accreditation process developed by the NFCC.	On-Track	
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	On-Track	UwFS Review	Head of Protection	Protection, Assurance and Development	30/09/2022	UwFS - The protection Department is looking at the resources we are expending on UwFS and how best to make use of the information without the existing resources we expend on this.	On-Track	
					AFA review	TBC	Prevention, Response and Resilience	TBC	Review is being managed separately to this by Prevention, Response and Resilience and scheduled to start in Q4 22/23	Not started	
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	On-Track	Protection Uplift Programme	Head of Protection	Protection, Assurance and Development	30/09/2022	The Service has been looking into how we can best make use of the NFCC self-assessment toolkit and how we can implement this within our website. We have created a SPOC of our Business Safety officer to engage with businesses. This is also integral to the risk based inspection programme so that less at risk businesses will be engaging with the business safety officer to undertake self-assessment.	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	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	Not started	Not a current project	Communication, Marketing and Engagement Manager	Technology, transformation and PMO	Q3 22/23		Not started	

Last Update: May-22

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG Status	PMO Project link	Delivery Lead	SMT Sponsor	Delivery Date	Latest update	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	On Track	Portfolio Management Office Project	Head of Technology, Transformation, and PMO	Head of Finance and Assets	Q4 22/23	Projects continue to be reviewed on a monthly basis by BTB and then SMB. Qtrly planning sessions are now scheduled in with the wider leadership team to review progress against plans, review capacity issues and celebrate success.	on-track	
					Performance Management framework	Data Intelligence Team Manager	Technology, transformation and PMO	Q3 22/23	A new BFRS performance strategy is currently being built/written. The hope is to have this completed before Q2 22/23. Once published, service KPIs will be published, with lower level KPIs following in Q2.	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	Complete	Thames Valley Breathing Apparatus procurement	GC Technical	Protection, Assurance and Development	01/04/2023	The Thames Valley Breathing Apparatus Project is running to the identified schedule, leading up to the staggered 'go-live' dates within each Service.  The entire project has adopted a collaborative approach, each Service agreeing to ensure operational alignment throughout, including procedures and training, which will support the recognised goal of a 'Thames Valley BA wearer'.  Significant cost savings have been achieved through collaborative purchase with Thames Valley partners including: <ul style="list-style-type: none"> <li>•Cylinders - 60% reduction in cost per unit</li> <li>•Personal issue face masks - 65% reduction in cost per unit</li> <li>•Incurve-E Breathing Apparatus (BA) Set - 6.8% reduction in cost per unit</li> </ul> The initial equipment allocation is expected to be delivered in July 2022 inline to support the training delivery programme that will commence in RBFRS, delivered by BA trainers from all three FRS.	on-track	
					Emergency Service Mobile Communications Programme	Programme Manager	Technology, transformation and PMO	2025/26	Coverage Assure 1.1 activities are 50% complete - slightly delayed due to loss of survey resource. Work underway to find alternate resource. Strong engagement from SC region with Programme to participate in Fire Funding 'deep dive' work. Business case submitted to engage SC PM following the loss of RPM role. Region still remains engaged with ESMCP work despite slow down from the Centre	delayed	
					Thames Valley National Operational Guidance	GC Technical	Protection, Assurance and Development	Mar'22:Phase 1 Sept '22: gap analysis - implemented NOG	The collaborative approach to implementing NOG remains ongoing, though we are planning to complete phase 1 by the end of the financial year. As part of the project, a strategic gap analysis of how we have implemented NOG is required which we anticipated would be complete by September 2022. However, due to an ongoing vacancy in the technical department this time frame has been extended to January 23.	on-track	
					Thames Valley Fire Investigation	GC Protection	Protection, Assurance and Development	01/10/2023	Personnel have been identified and are working towards ISO 17020. The infrastructure and monies have been agreed upon. there is a business case for the creation of another full time role as Thames Valley Fire Safety Investigation officer in order to keep on track with the delivery timescales. OFRS have become the single entity for the collaboration team and a clear structure has been put in place. BFRS have identified a location in which the team will work from.	on-track	
					2022/23 reset of the collaboration framework for Thames Valley	pan-directorate	Technology, Transformation and PMO		A Thames Valley emergency services business plan for 2022-2027 has been drafted. It highlights the works done during the previous business plan and what the areas of focus are for the following 5 years. Collaboration now sits under the PMO to ensure work is reviewed and the correct resources are allocated.	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	on-track	Various	pan-directorate	Technology, Transformation and PMO	TBC	We have invested in replacing our Wide and Local area networks in collaboration with Buckinghamshire council. This will provide a more resilient network to build our technology on.  The ICT strategy is in place and following a budget challenge last year is funded until 2025	on-track	

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	Complete	BAU	Director of Finance and Assets	Finance and Assets	18/11/2020	The Fire Authority approved increasing the Band D precept by £5, which has addressed the issues of unsustainable capital funding. Projects to improve ways of working are already included in the capital programme (e.g. funding the ICT Strategy)	Complete	<a href="https://bucksfire.gov.uk/documents/2020/11/item-7-executive-committee-financial-strategy.pdf/">https://bucksfire.gov.uk/documents/2020/11/item-7-executive-committee-financial-strategy.pdf/</a> <a href="https://bucksfire.gov.uk/documents/2020/03/reserves_strategy_2018-19_web.pdf/">https://bucksfire.gov.uk/documents/2020/03/reserves_strategy_2018-19_web.pdf/</a>
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	Delayed	BAU	Property Manager/Fleet Manager	Finance and Assets	23/24	The Property strategy is current and in date. A review is scheduled to ensure it remains in date after 2023	Complete	<a href="https://bucksfire.gov.uk/documents/2020/03/property_strategy_2018_-_2023.pdf/">https://bucksfire.gov.uk/documents/2020/03/property_strategy_2018_-_2023.pdf/</a>
					BAU	Fleet Manager	Finance and Assets	01/04/2022	The Fleet Strategy update has been delayed to allow the Service Delivery team to review and forecast the service's future operational requirement	Delayed	

# HMICFRS 2021 Inspection Report Action Plan - People



Last Update: May-22

Pillar	Sub-category	HMICFRS inspection report finding	Finding type	Overall RAG status	PMO Project link	Delivery lead	SMT Sponsor	Delivery Date	Latest 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	On Track	BAU improvement	SMT	CFO	Ongoing	SMT continue to visit stations and meet with Support Services employees. They are actively ensuring visibility by attendance at events, such as the recent Apprentice Pass Out parade. SMT work at HQ and stations across the county. New Response Area Manager is meeting with all Watches. Proactive work to engage with staff through station and team visits. An SMT member has attended the majority of the Culture Survey listening workshops.	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	On Track	BAU improvement	Head of Human Resources	Head of Human Resources	Monitoring	As per previous update. Covid reports are run on a weekly basis and reviewed against Fire Service Rota, any anomalies are followed up with managers. Absence stats are reported to HSWC. Case management meetings are ongoing.	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	On Track	Internal Governance review	Corporate planning	Legal and Governance	Phase 1 January 2021 Phase 2 October 2021 - May 2022	The approved Phase 2 recommendations included the formation of a new Workforce Planning Group to take on a more holistic approach to workforce planning embracing all aspects of the employee lifecycle. This will focus on planning and evaluation of measures to recruit, develop and retain the right staff addressing, in particular, current and future skills gaps.	Complete	SMB approval of Phase 2 recommendations on 17 May 2022.
					Workforce Planning Group	Head of Human Resources	COO		Workforce planning group now in place. Work ongoing to confirm new establishment number following the increase in funding. Recruitment plan and dashboard built for review and signoff at next meeting (8th July 2022)	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	On Track	Active Monitoring System project	GC Training and Assurance	Protection, Assurance and Development	05/03/2022	Active monitoring system now embedded.	complete	
					Operational Training Provider	GC Training and Assurance	Protection, Assurance and Development	01/05/2022	New contract awarded to FSC > 2025	Complete	
					Internal Governance review / BTB	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development	22/04/2022	Training Strategy Group - Terms of reference, including group membership and reporting mechanisms of outputs reviewed as part of phase 2 governance review. All complete and initial meeting held May 2022.	Complete	
					Quality Assurance training records	Organisational Development Manager / GC Training and Assurance	Protection, Assurance and Development		Not Started	Not started	
People	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 and EDI group	COO	01/04/2025	2020 - 2025 EDI objectives refreshed and due to be presented to June Fire Authority, along with workforce data, headlines. EDI objectives - Change 100 internship - in progress, EDI champions training - budget agreed, meetings in place with prospective providers and RBFRS, Equality Impact assessments - in place, progress on training, HEAT package and communications, Individual toolkits - published and in progress, interest groups - work ongoing internally and with other FRS, EDI calendar - in place and articles published, events attended, community engagement - work ongoing as per Recruitment oversight Board/Workforce planning group, ENEI TIDE survey submitted, awaiting results, due at the end of June, current employees focus - meetings and work continues in regards to uniform, facilities, EIA, welfare	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Following the Culture Survey earlier in the Jan 2022, the working group committed to completing listening workshops across stations and office teams. Station sessions are 90% complete and 50% in the office. The session introduces the feedback loop that is made up of 4 stages, 1) Listen to feedback, 2) Share ideas, 3) Review & feedback, 4) Celebrate success. The feedback from these sessions is collated and fed back	On Track	

					People Networks	Head of technology, Transformation and PMO UPDATE	Head of technology, Transformation and PMO UPDATE	TBC	Work has started to understand how we set up people networks in the Service either on our own or as part of collaboration.	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	Meetings undertaken between HR and Data Intelligence team. Addressing Inequalities group to work on what EDI data they collect, share and how we can work more collaboratively	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	On Track	EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	EIA in place, Head of HR reminds colleagues at PMB, BTB, SMB etc. the importance of carrying them out. Meeting taking place at start of June to build HEAT package, put training plan together. Extra resource sought to assist	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	on Track	Engagement, Attraction, Recruitment and Selection Framework (EARSF) -Delayed	HR Operations Manager	COO	01/04/2025	Cohort 6 had their Pass out parade on Friday 20 May. Cohort 7 recruitment is underway, due to start in service in October. Assessment of role related testing carried out to ensure it is in line with other FRS and equalities considered. Transferee advert due to go live by end of May. On call and Support Services recruitment continues. Recruitment Oversight Board/Workforce Planning Group terms of reference agreed, work is focused on Asian community engagement. MarComms and HR working closely on the advertising, attraction of prospective candidates.	Delayed	
					EDI objectives	Head of Human Resources and EDI group	COO	01/04/2025	2020 - 2025 EDI objectives refreshed and due to be presented to June Fire Authority, along with workforce data, headlines. EDI objectives - Change 100 internship - in progress, EDI champions training - budget agreed, meetings in place with prospective providers and RBFRS, Equality Impact assessments - in place, progress on training, HEAT package and communications, Individual toolkits - published and in progress, interest groups - work ongoing internally and with other FRS, EDI calendar - in place and articles published, events attended, community engagement - work ongoing as per Recruitment oversight Board/Workforce planning group, ENEI TIDE survey submitted, awaiting results, due at the end of June, current employees focus - meetings and work continues in regards to uniform, facilities, EIA, welfare	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	On Track	BAU improvement - Talent management	Organisational Development Manager	Protection, Assurance and Development	01/04/2023	The NFCC has highlighted staff engagement, people development and leadership and management as a priority for the sector and a number of national workstreams have been developing resources to help services improve in these areas, these include the coaching and mentoring portal and talent management toolkit launched May 2022, the Supervisory Leadership Development Programme - due to be launched in the Summer 2022. - OD will begin to review these resources to establish the benefit of utilising these within the organisation.	on Track	
					Leadership and Management framework	Organisational Development Manager	Protection, Assurance and Development	01/03/2023	Growth bid submitted as part of in-year process to secure additional resource to bring back into the Service the Operational Support Manager (OSM) role as part of the Supervisory Managers Programme (SMP). Leadership & Management Development Programme - Cohorts 3 and 4 of phase 1 completed April 2022. Phase 2 roll out and funding approved by Members at Exec on 23rd March. Scoping of phase 2 started with provider and RMT has commenced to secure dates from September onwards to run the programme. Development centres planned for September 2022 - both internal and external and engagement session will be held in the run up to these. In addition, an On-call specific weekend development centre has been planned.	On Track	
					Apprenticeship programme	Organisational Development Manager	Protection, Assurance and Development	Complete	A review of FF apprenticeship delivery model was undertaken and options scoped for a different approach. Agreement received to continue with current model, utilising partnership with FSC/Capita.	Complete	<a href="https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/">https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/</a>
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	on track	Appraisal Process	Organisational Development Manager	Protection, Assurance and Development	Complete	Complete - work on going on reporting to provide managers with regular data outstanding appraisals.	Complete	Internal file - Performance Monitoring Board meeting 30/09/21, item 11(ii) update on appraisal returns (official sensitive personal)
					Direct Entry				Awaiting NFCC project completion and White paper consultation	Not started	

# HMICFRS 2021 Inspection Report - Identified Good Practice (narrative)



Last Update: 01 May 2022

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

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

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

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