

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	