

2020-2025 CORPORATE PLAN - YEAR TWO (2021/22) PROGRESS REVIEW**KEY**

C	Project / task / activity complete
R	Project / task / activity behind plan and / or not delivering required benefits – irrecoverable.
A	Project / task / activity behind plan and / or not delivering required benefits - but recoverable
G	Project / task / activity proceeding as planned and / or delivering expected benefits

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Strategic objective 1: Prevent incidents that cause harm from happening.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre, against the requirements set out in the three yearly funding agreement.	21/22	G	A decision on a new funding agreement has been deferred to 1 August 2022 pending evaluation of the effectiveness and value of the Safety Centre against the outstanding element of the requirements set out in the three yearly funding agreement.	Continue into 22/23
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.	21/22 to 22/23	G	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.	Continue into 22/23 as planned.

Strategic objective 2: Protect homes, public buildings and businesses from the effects of fire.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO2.1 Evaluate and review Service policy towards Unwanted Fire Signals (UFS)	20/21 to 21/22	C	Evaluation complete and steps taken to streamline the process and reduce administrative burden. UFS are now monitored by inspection officers rather than a dedicated UFS resource and allocated to the Protection team for localised follow up.	Project complete and ongoing work now absorbed into business as usual.

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SO2.2 Evaluate and review Protection Risk Based Inspection Programme (RBIP), including local and national themes. Prioritise and allocate the most appropriate resources to identified risks, increasing the amount of information shared through Business Engagement to improve compliance with fire safety regulations.	20/21 to 21/22	C	Programme evaluation now complete. Premises across the county have been identified through the corporate gazetteer and these premises have been allocated a score according to risk. These are prioritised and allocated to the Protection team on a monthly basis based upon the risk score. Business engagement will continue and will focus on the lower risk premises or those who we are asking to undertake a self-assessment. These will be reviewed and acted upon accordingly.	Project complete and ongoing work absorbed into business as usual.

Strategic objective 3: To provide a timely and proportionate response to incidents by allocating our assets & resources in relation to risk & demand

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO3.1 Evaluate impact of strategic infrastructure developments focussing on operational response capability (resources, equipment, and training) and community risk.	20/21 to 24/25	G	Active monitoring, risk assessment and engagement with key strategic infrastructure projects (e.g. HS2, Smart Motorways and the East West Rail line) continues. Work on the HS2 South Portal, a major construction site located just outside Buckinghamshire, commenced in June 2021. Twin boring machines are currently tunnelling 16km through the Chiltern Hills. This will take approximately three and a half years, terminating at a North Portal in the Great Missenden area. Along the route through Buckinghamshire are a series of shafts which join	This work will continue throughout the remaining years of the Plan and beyond. It is a key theme and strategic priority of the Current 2020-25 Public Safety Plan.

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			<p>the main tunnel, the first one is a vent shaft at Chalfont St Peter. USAR crews, in conjunction with SCAS and HS2, have completed a multi-agency exercise to determine risks and operational response requirements. Additional multi-agency drills will be conducted at key locations as the line progresses.</p> <p>Work continues to assess smart motorway risks and operational response requirements across the range of potential incidents. Also, a gap analysis has been performed and through multi-agency interaction BFRS continues to develop joint multi-agency response arrangements.</p> <p>Other longer-term trends such as population growth and associated housing development are also monitored to identify risks and resourcing implications.</p>	
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SO3.4 Review Incident Command Support arrangements to ensure they meet the full range of foreseeable incidents and organisational capability	20/21 to 21/22	A	Royal Berkshire are the Tri-Service Thames Valley lead for this and have been working with Airbus on the development of the new Incident Command software. A Tri-Service meeting was held in January 2022 to agree commitments and set direction for the project. Draft Statements of Requirements have been prepared for submission to the next Thames Valley Interoperability Group meeting for approval and agreement to progress as a Tri-Service project.	Work on the project was paused by RBFRS for a period during the Covid pandemic which means it is now running beyond the originally envisaged timescale. Continue into 22/23.

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SO3.5 Evaluate / review our premises risk management system and processes when implemented, to drive improvement that ensures accurate and appropriate risk information can be effectively gathered and made available at point of need to improve understanding of risk in Service Delivery and the wider organisation.	20/21 to 22/23	A	Functional requirements across Prevention, Protection and Response reviewed. Work is ongoing with current focus on removal of outdated questions, addition of high-rise building related information and agreement of change control requirements for system changes.	Continue into 22/23 as planned.
SO3.6 Evaluate and implement the results of operational capability reviews, including operational resourcing model, Urban Search and Rescue, incorporating the findings of ongoing evaluation activity.	21/22 to 23/24	G	Improvements to reporting processes within RMT have enabled more accurate forecasting of future staff and appliance availability (including USAR, Water Rescue boats and other specialist appliances). Ongoing firefighter recruitment and development activity should improve the future resilience of our operational resourcing model with effect from Summer 2022.	Keep in Plan. Remove USAR from project description as evaluation complete and reference other specialist equipment and skills which will be the focus for the next stages of this work.

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SO3.8 Develop and deliver collaboration opportunities across the Service, utilising partnerships.	20/21 to 24/25	G	<p>Over the last 12 months there have been a number of projects worked on supporting Collaboration:</p> <ul style="list-style-type: none"> • Breathing apparatus (BA) - all 3 Thames Valley Services will have the same BA by April 2023. The contract has now been awarded and Berkshire are in the process of transitioning. • Appliances: BFRS have continued to purchase new appliances from via the Thames Valley appliance agreement; • National Operational Guidance - all 3 Services continue to align their operational ways of working; • Fire Investigation - in partnership with Thames Valley Police work has started to ensure the Thames Valley Fire Services have accredited fire investigation. <p>These projects sit alongside the 'business as usual' work.</p> <p>A 2022-2027 Business plan has been drafted, highlighting progress and the opportunities for the future. This will be shared with Fire Authority Members in the coming months.</p>	This remains a strategic priority for the Service – keep in Plan.

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SO3.9 Mid-term review of 2020-25 Public Safety Plan	22/23	N/A	This will encompass review of improvement opportunities identified by the HMICRS in their 2 nd inspection of the Service and the requirements of the new Community Risk Management Planning (CRMP) Fire Standard.	Keep in Plan
SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	23/24 to 24/25	N/A	The mid-term review will define the strategic context and development requirements and priorities for the 2025 – 2030 PSP.	Keep in Plan

Strategic objective 4: To offer best value for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised ‘good practice’ standards and can readily evidence this at all times.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SO4.3 Funding Pressures: Review options to deliver savings, potential sources of other income and services that we charge for.	21/22 to 22/23	G	The Fire Authority approved the £5 (Band D) precept increase in February which has resulted in additional £1.1m increase in funding (compared to a 2% precept increase). Work is on-going through various departments to best identify how this additional funding will be utilised. A clear direction from Members was for most to be allocated to front line service.	A review of chargeable services will be undertaken in 22/23.
SO4.4 Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced.	20/21 to 23/24	G	The Executive Committee adopted the LGA Immediate Detriment Framework in November 2021. We continue to process Immediate Detriment cases in line with the Framework.	Keep in Plan

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SO4.5 Process mapping and review of key cross-departmental processes to improve efficiency and effectiveness.	20/21 to 24/25	C	Office 365 functionality being used to improve efficiency (e.g. Microsoft Forms for change control). Fire Authority Members approved contract extensions for key systems during the year including - Premises Risk Management, Resource Management, and Asset Management. A budget for systems development will be available from 22/23 and a more structured process for identification of efficiency improvement opportunities will be introduced in Q1 2022/23.	This work is now embedded as part of 'business as usual' activities. Remove from Plan.

Strategic Enabler 1: To optimise the contribution and wellbeing of our people.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SE1.1 Supported by workforce planning, develop and roll-out of more flexible & innovative employment propositions, which are attractive and competitive and result in the best people being recruited.	20/21 to 22/23	G	Significant progress is being made with the recruitment of new firefighters with 38 joining us during the 21/22-year -15 Apprentice, 5 Flexi (including 3 transferees) and 18 On-Call. Learning from recruitment drives undertaken during the year and from approaches used by other Fire and Rescue Services is being used to inform the development of our recruitment 'toolkit'. A Recruitment Oversight Board was convened in April 2022, with Member	This remains a key priority for the Service given that neighbouring Services, particularly London, are continually recruiting for transferees and able to pay London weighting

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			involvement, to agree future strategic direction for firefighter recruitment which will seek to achieve a balance between attracting competent firefighters from other Services and new apprentices. A new Workforce Planning Group has been established to drive the overall strategy with an initial focus on the attracting candidates from the Asian community.	allowances. This has already had an impact on staff retention and the risk of further leavers remains high. Keep in Plan.
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Initiative / Project	Years	RAG	Status Report	Review Outcome
SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation.	21/22 To 22/23	G	During the year, Members approved a £50k revenue budget allocation to fund a leadership programme to accelerate development of management at all levels across the Service. The programme was launched in October 2021 with positive feedback from the initial cohorts. The programme will continue into 22/23 and focus on junior and supervisory management tiers. In March 2022 assessment centres were held for Crew, Watch and Station Commanders to identify internal and external candidates with the potential for promotion to the next level and also potential transferees in at their current rank. A further round of assessment centres is planned for September 2022.	Given that neighbouring Services' recruitment activity, particularly London Fire Brigade's, tends to be most attractive to longer serving / more experienced staff, prioritising development of existing Service staff and also attracting more experienced external recruits remains a key priority. Keep in Plan.

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SE1.5 Continue to explore ways of supporting and enhancing the health and wellbeing of staff as their life circumstances change, through ongoing engagement.	20/21 to 22/23	G	Feedback from the staff Culture Survey undertaken in January 2022 is being used to identify opportunities to enhance support to staff and inform future development of the Service's health and wellbeing strategy. New procedures have been agreed and launched to facilitate flexible and hybrid working. A range of other activities have been undertaken to improve inclusivity within the Service including: participation in the Change 100 initiative that provides work placements, professional development and mentoring for disabled graduates who experience difficulty in entering the workplace; the launch of a range of online toolkits to aid understanding of different needs such as for those with hidden disabilities and users of sign language; and, the creation of specific interest groups. Also, mental health first aid and refresher training has been undertaken to ensure employees are fully supported. A review of the Service's Equality Impact Assessment processes and training is planned for 2022/23. The EDI objectives update paper will be presented to the June Fire Authority	Maintaining and enhancing the health and well-being of all of our staff remains a key priority for the Service especially in the wake of the challenges of the Covid pandemic and recovery from this. Keep in Plan.

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Strategic Enabler 2: Information Management Systems and Processes: to ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.

Initiative / Project	Years	RAG	Status Report	Review Outcome
SE2.1 Continue to improve resilience and security of information and communication technology across the Service.	21/22 to 24/25	A	Migration from Skype to Teams for telephony has been successfully completed. The migration of our ICT network provider from Udata to BT / Buckinghamshire Council is progressing. New fibre connections are now in place and tested for all Service sites and installation of new data cabinets, firewalls, routers and switches, and wireless access points complete. Completion of the programme of improvements including new Wide Area and Local Area Networks (WAN / LAN) is on track for completion by July 2022. However, the project RAG status has been moved to amber, given dependencies on external providers and pressure on internal resources. The Service continues to engage with the national ESMCP project as required and will continue to provide updates on progress to the Authority's Executive Committee on a regular basis.	Keep in Plan pending completion of the roll-out of the new WAN / LAN and ongoing engagement with the ESMCP.

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SE2.3 Deliver improvements in records management, to include the completion and maintenance of retention schedules, to facilitate development of file structures that enable and assure security, integrity and availability of Authority information and compliance with data protection legislation / regulations.	20/21 to 21/22	A	This project has been on hold pending resourcing of the Data Protection Officer (DPO) functions previously provided by the 'in-house' Information Governance and Compliance Manager role. Currently, the plan is to insource these from an external provider in line with the Authority approved succession plan. The remaining functions of the role will continue to be performed by the remaining members of the Legal and Governance team.	Extend into 22/23 pending implementation of the new DPO arrangements.
SE2.6 Refresh performance management arrangements.	21/22 to 22/23	A	Work on this project was paused during the Covid pandemic. Scoping of requirements will be undertaken in Q1 of 22/23	Keep in Plan.
SE2.8 Review / enhance overall Service resilience structures and processes including roll out of new business continuity management process and supporting software.	20/21 to 21/22	A	Following a review of projects by the Strategic Management Board, the plan to undertake complete re-engineering of the business continuity management process via implementation of an externally provided software system was terminated in favour of making incremental improvements to the existing process. Implementation of the proposed system had been paused during the Covid pandemic and the decision not to proceed was taken in the context of an assessment of the Service's capacity to absorb all of the changes arising from implementation of the Service's overall portfolio of projects.	Keep in plan for 22/23 but re-scope in light of SMB decision.

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Strategic Enabler 3: Assets and Equipment: to provide high-quality, cost-effective assets and equipment with sufficient flexibility to adapt to changing requirements.

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SE3.8 Review of estate requirements to accommodate improved flexible working and potential rationalisation of estate.	20/21 to 24/25	A	The initial scope of this work has focused on the future of the Unit 7 facility at the Service's Aylesbury Headquarters. Exit from this is unlikely to occur before 23/24. However, a further review of the need for this facility will be undertaken in Q4 of 22/23 in light of the impact of the new hybrid working policy and procedures on office space requirements.	Keep in Plan.