

HMICFRS Improvement Board Terms of Reference

1. Objective

- The primary objective of the Improvement Board is to address and rectify the causes of concern and areas for improvement (AFI's) highlighted in the recent 2023 HMICFRS inspection report, aiming for substantial enhancements in the overall performance and quality of Buckinghamshire Fire & Rescue Service.
- To drive improvements within the Service in line with the action plan and present progress and outcomes to the HMICFRS Fire Performance Oversight Group (FPOG).

2. Membership

- A designated chair, the Chief Fire Officer/Chief Executive (CFO) will lead the board and ensure effective coordination among members.
- The other members of the Improvement Board will be:
 - Deputy Chief Fire Officer/ Chief Executive
 - Director of Finance and Assets
 - Director of Legal and Governance
 - Interim Assistant Chief Fire Officer
 - Head of Protection & Assurance
 - Head of Human Resources
 - Service Liaison Lead
- The Improvement Board may invite other guests or observers to attend its meetings as appropriate, such as subject matter experts, external consultants or advisers and the Chairman and relevant Lead Members.

3. Accountability and Responsibilities

- Review the detailed findings of the inspection report and identify specific areas requiring improvement.
- Develop a comprehensive action plan with clear, measurable objectives and timelines to address causes of concern and areas for improvement.
- Regularly monitor and evaluate the progress of the implementation of improvement measures against the action plan and areas for improvement within the report.
- Review risks and opportunities elevated from sponsors for each improvement area and consider strategic investment, or transformational change proposals that mitigate risk, maintain momentum and take account of identified opportunities
- Ensure effective communication channels are established to disseminate information regarding improvement initiatives to all stakeholders.
- Act as the final point of review for all papers being submitted to the FPOG
- Ensure the People, Culture and Equality aspects are considered for all areas of the action plan and ensure these are documented, scrutinised and reviewed on a regular basis

4. Implementation

- Establish strategic leads and work groups as necessary, to focus on specific aspects of improvement identified in the inspection report and action plan.
- Allocate resources, including personnel, budget, and technology, to support the implementation of improvement initiatives.
- Collaborate with relevant internal and external entities to leverage expertise and best practices.

5. Reporting (Internal and external)

- Provide regular progress reports to the Fire Authority and Overview and Audit Committee and other stakeholders.
- Reports should include, where relevant, progress against actions identified in HMICFRS thematic reports (e.g. culture and values)
- Relevant Lead Members should be provided with (at least) quarterly updates on progress against their areas of responsibility.
- Progress updates from strategic leads.
- Include key performance indicators (KPI's), metrics, risks and milestones in reports where appropriate, to demonstrate tangible improvements.
- Highlight any challenges and propose solutions.

6. Review and Assessment

- Conduct periodic reviews of the improvement plan's effectiveness and make necessary adjustments based on feedback and changing circumstances.
- Review timetable and any actions.
- Foster a culture of continuous improvement within the Service.

7. Timeline

- Define a realistic timeline for the implementation of improvement measures, taking into consideration the urgency of certain issues.
- The Improvement Board will meet on a fortnightly basis; the dates will be agreed in advance and sent to the members of the Board; further meetings will be arranged as appropriate to ensure all actions are on track

8. Documentation

- Maintain detailed records of improvement initiatives, including meeting minutes, action plans / logs, and progress reports.
- Develop framework for FPOG presentations.

9. Governance

- Adhere to established governance structures within the Fire Authority and organisation, while ensuring the Improvement Board has the necessary authority to make impactful decisions.

10. Communications

- Develop internal communications plan.
- Good news and good practice.

11. Conclusion

- The Improvement Board will strive to instil a culture of excellence, accountability, and continuous improvement within Buckinghamshire Fire & Rescue Service, ensuring that the expectations of HMICFRS are met and future inspections reflect positive advancements.

This Terms of Reference document is subject to review and amendment as deemed necessary by the Improvement Board.