

Area	Ref	Action	Strategic Owner	Responsible Officer	Start Date	Deadline (End of)	Success and Impact measures	Commentary - July 24	Progress RAG End of July 24	
<b>It has an effective system to define the levels of risk in the community</b>										
Prevention	1.1.1	Implement the Prevention Risk Stratification (PRS) process based on the NFCC guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>• PRS guidance note written and published</li> <li>• PRS is live across all channels</li> <li>• All staff understand the PRS methodology</li> </ul>	Ongoing monitoring in place. Preparedness and Improvement (Prevention) audits commenced with eight audits already carried out as of 31 July. The SC who is leading on this is going to be providing information on the outcomes and themes following this round of visits.	Complete	
	1.1.2	Key Performance Indicators (KPIs) developed and reported to support Risk Stratification guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jan-24	Mar-24	<ul style="list-style-type: none"> <li>• KPI's in place</li> <li>• Management control processes in place.</li> <li>• All referrals are dealt with in line with PRS guidance thresholds</li> </ul>	Currently KPIs are being manually retrieved and presented. We are continually working on how improvements can be made to automate this and a working group with key stakeholders has been assembled to discuss and seek a solution. There has been an impact this month on progress due to capacity within departments.	Complete	
	<b>It's systems and processes for dealing with referrals from individuals and partner agencies effectively manage and prioritise those referrals with the highest identified risk</b>									
	1.2.1	Ensure all current referrals are processed and up to date	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jun-23	Nov-23	<ul style="list-style-type: none"> <li>• Referrals from partner agencies are being processed in line with Service expectations.</li> <li>• No referral backlog.</li> </ul>	Continues to remain as BAU with ongoing monitoring now in place.	Complete	
	1.2.2	Launch Online Home Fire Safety Check form (OHFSC) developed to complement the Person-Centred Framework	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Feb-24	<ul style="list-style-type: none"> <li>• New route available for the public to complete a person-centred self-assessment of fire risk.</li> <li>• All OHFSC are handled with the relevant treatment and timescales.</li> </ul>	145 interactions through the OHFSC as of 29 July are being reported.	Complete	
	1.2.3	Introduce a recognised way of recording and processing all prevention referrals directly into the Premises Risk Management System (PRMS) to ensure there is one database recording all prevention engagements as well as activity	Assistant Chief Fire Officer	Administrative Support Manager	Nov-23	Feb-24	<ul style="list-style-type: none"> <li>• Referral processing guidance note written and published</li> <li>• Guidance note utilised to support training</li> </ul>	Document and Process now in place. Update has being made in July to flow chart to now include clarification on contacting original referee.	Complete	
	1.2.4	Update PRMS to reflect Risk Stratification guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>• All agreed requirements have been developed, testing by all relevant users and live.</li> <li>• All referrals are in line with delivery expectations associated with the descriptors for levels of risk as per the Risk Stratification Guidance</li> </ul>	This is being closely monitored with minimal issues being identified and rectified. Expected to close down development actions already requested by end of July. Some additional areas which require attention on how KPI information is recorded and reported have been identified and a working group with key stakeholders has been assembled to discuss and seek a solution. Additionally scoping request to build API to link to OHFSC.	Complete	

	1.2.5	Ensure all appropriate staff are adequately trained on the referral process and understand the methodology.	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jan-24	Mar-24	•All staff have received appropriate training.	Ongoing monitoring in place. Preparedness and Improvement (Prevention) audits commenced with eight audits already carried out as of 31 July. The SC who is leading on this is going to be providing information on the outcomes and themes following this round of visits.	Complete
<b>Clearly define its risk-based inspection programme, within a revised protection strategy, which is aligned to its next public safety plan</b>									7
	2.1.1	Review and update current Protection strategy intended to provide clarity on how the Service will conduct its Protection business in line with legislative requirements and focusing resource on highest risk premises types.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Nov-23	Dec-23	<ul style="list-style-type: none"> <li>• Peer review from NFCC sector advisors</li> <li>• Appropriate level of stakeholder engagement in developing revised strategy</li> <li>• Scrutiny and acceptance of revised strategy by Fire Authority Members 6th December</li> <li>• Internal Publication</li> </ul>	Protection strategy has been reviewed and updated with input from NFCC. The strategy was presented to the Fire Authority on 16 December 2023 ( <a href="https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-12-protection-strategy-2023-2025.pdf/">https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-12-protection-strategy-2023-2025.pdf/</a> )	Complete
	2.1.2	Introduce risk-based interventions programme to underpin revised strategy	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> <li>• Risk-based inspection methodology identified and clearly articulated</li> <li>• Based on methodology, identify planned audit schedule for very high / high risk premise types</li> <li>• Internal Publication</li> </ul>	The RBIP has been through its initial iteration working in partnership with the Data Team. This was introduced to the Protection team and they offered feedback about improving the RBIP data. This was worked upon and another meeting was held in June between the Protection and data teams to demonstrate the revised RBIP taking into account the guidance document recommendations from the NFCC. This new data will be migrated over to as the Protection team finish off the very high risks on the initial RBIP. The information for the new RBIP data has been fully discussed with the Protection team so that they fully understand the process and the data. This methodology has also been shared with our FRS colleagues in the south East who have yet to come up with a process to meet the NFCCs guidance document. The new data reflects the suggested risks as the NFCC see them and have taken into account some of our more extreme SSRI high risks.	Complete
	2.1.3	Ensure the Protection strategy 2025-30 is embedded and fully aligned with the Community Risk Management Plan (CRMP) 2025-30	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Feb-24	Oct-24	<ul style="list-style-type: none"> <li>• Evidence-led approach to management of protection resources</li> <li>• Extensive internal / external consultation</li> <li>• Due consideration to integration / alignment with Prevention and Response strategies</li> </ul>	New strategy being built into CRMP to ensure alignment. Currently in draft ahead of public consultation. Engagement already undertaken with NFCC and peer review from Derbyshire FRS. Public consultation due to start 08 July.	On track
<b>Make sure its increased number of staff complete a proportionate amount of activity to reduce risk and work to effective targets</b>									
	2.2.1	Embed the revised Protection strategy and Risk-Based Interventions Programme (RBIP) guidance As directed within the revised strategy, teams will now be focussing on planned and demand-led activity on high risk / low compliance property types	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>• Good stakeholder engagement when developing the strategy and RBIP guidance and during transition</li> <li>• Direction and performance management to ensure a smooth transition in terms of ways of working</li> <li>• KPI's monitored to assure embeddedness</li> <li>• Very high/High risk premises schedule delivered</li> </ul>	The RBIP has been embedded in with the Protection team and each of the team is able to see the RBIP database and pick from this based on the level of risk identified within the database. The Protection officers have also challenged the data where appropriate to improve upon it and given their views about how to devise the new RBIP. The team have been aiming to concentrate upon doing audits and are aware of this whilst at the same time having to deal with complaints and consultations though the team are improving on their risk based approach to complaints and consultations that will further free up potential audit time.	Complete

Protection

2.2.2	Introduce new Protection KPI's captured at team and person level - Planned audit numbers against RBIP. - Monitor audit outcomes (compliance) against audit numbers to assure that the RBIP is targeting the right premises.	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>KPI's presented to Performance Monitoring Board quarterly</li> <li>1000 audits annually</li> <li>Proportionate number of audits resulting in non-satisfactory outcomes</li> </ul>	The non-satisfactory outcomes of audits remains at a high level broadly above KPI. The audit numbers have always been a stretch target and June is lower than previous months and upon inquiries of the SC there have been a few officers on annual leave and some undertaking training as well as the start of the summer annual period. There has been a push to increase the numbers in July and already previous to the end of the month there is an increase upon the numbers recorded in June. Monitoring of audit numbers continues but it should be acknowledged that over 75% of the very highs have been completed within the last 9 months and approximately 40% of the highs which is within the three year expectation for these.	Complete
2.2.3	Introduce three apprentice Business Safety Advisor roles utilising Protection grant funding to support - Enable more qualified Protection staff to focus on high risk / low compliance	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>New roles resulting in greater levels of co-ordinated and targeted support to local businesses</li> <li>Less time spent by qualified officers doing low risk activity.</li> </ul>	Our third apprentice starts on 1 august to get us up to a full complement using the grant funding. We also have three advisors one of whom is using grant funding. The advisors are just going through their assignments in order to get to a Level 3 in Fire Safety at which point they can start to take over complaints in 'simple' premises and also deal with fire safety inquiries. this will free up the inspecting officers to focus more fully on the audit numbers. The advisors and the apprentices have been working through the new approach to business engagement to further support local businesses in improving their fire safety.	Complete
<b>Assures the system to record fire safety activity is robust and well supported to enable prioritisation of highest risk</b>								
2.3.1	Ensure schedule for planned audits is easily accessible to staff who require it	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> <li>Identified very-high risk and high risk audits are provided to teams</li> </ul>	See the point above about how the protection have been fully engaged in the development of the revise RBIP. All officers fully understand the highs and very highs and have been picking from the RBIP as they complete their pre-planned audits. This is reflected in the percentage of very highs and highs that have been completed so far since the initial RBIP was adopted in October. When we move across to the revised RBIP the protection team will be fully involved and will have had a say in the way that it has been developed. The revised RBIP reflects the current draft guidance as devised by the NFCC and has been shared with our FRS colleagues.	Complete
2.3.2	Premises Risk Management System (PRMS) – training input to ensure standardisation / consistency in data input and extraction	Assistant Chief Fire Officer	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> <li>Training input received by relevant Protection staff</li> <li>Consistency monitored by Station Commanders</li> </ul>	The Protection team as a whole continue to work with PRMS to improve upon our understanding of the system and is being monitored by the SCs and the GC in the way that it is being used. There is a PRMS group who from all the offices that meets to ensure that there continues to be consistency in the way that the system is being used.	Complete
2.3.3	PRMS system – make provision for standard Protection outcome letters to improve efficiency and consistency	Assistant Chief Fire Officer	Group Commander Protection	Jan-24	Apr-24	<ul style="list-style-type: none"> <li>Standard letters available for use</li> <li>Training provided as appropriate to support implementation</li> </ul>	We continue to use a third party consultant to develop and improve our standard letters and get them on the system. We have also started to make use of the new Policy enforcement and Training Officer to assist with the turn around of these and also consult with our legal advisor over the content of the letters.	Complete
2.3.4	Review provision of admin support to Protection teams to ensure efficiency	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Dec-23	Apr-24	<ul style="list-style-type: none"> <li>Administrative requirements identified</li> <li>Qualified Protection staff enabled to focus more time on planned activity</li> </ul>	Protection managers and admin team leader have identified a number of areas / tasks requiring additional support. Additional provision has been allocated for a 12 month period, with anticipated system improvements to take place during that time.  Interviews are taking place for this role and we await the outcomes.	Complete
<b>Makes sure it has an effective quality assurance process so that staff carry out audits to an appropriate standard</b>								

	2.4.1	Introduce a Protection Quality Assurance (QA) process	Assistant Chief Fire Officer	Group Commander Protection	Oct-23	Apr-24	<ul style="list-style-type: none"> <li>• (QA) process documented, consulted and agreed through governance</li> <li>• Relevant staff are trained on the QA process</li> <li>• QA activity recorded and reported</li> </ul>	We are presently reviewing the QA procedure and continue to work through the process. there will be a reminder this month about ensuring the next round of QA is undertaken.	Complete
	2.4.2	Review suite of Protection procedures and guidance to ensure it is aligned with best practice and supports staff in relation to consistent application	Assistant Chief Fire Officer	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> <li>• Published revised procedures and guidance</li> <li>• Training / input (as required) delivered to Protection staff</li> </ul>	The new policy Enforcement and Training officer started on 1st July 2024. This has allowed us to concentrate to the development of policies and procedures. We have sought existing procedures from other services to ensure that our new documents will be fit for purpose and reflect the current thinking and legislation. the new post's priorities is documents and already consultation is being undertaken with the team with new draft documents.	Risk to progress
<b>Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation</b>									
	3.1.1	Develop a role to include dedicated EDI support to ensure the delivery of EDI objectives	Director of Finance & Assets	Head of Human Resources	Jan-23	Apr-24	•Dedicated staff member in place/ recruited	As part of his induction and embedding into the Service, the new People and Culture Officer is visiting stations on a weekly basis, he is also meeting with stakeholders from across the service. He is working on the HMICFRS actions and EDI plan. Attendance at National conferences (AFSA and NFCC Culture) and virtual workshops (Equality Impact assessments and Dignity at work) has meant he has contacts from other services and networks.	Complete
	3.1.2	Review current EDI training across all levels including management and look at options to implement additional regular, measurable, bitesize session(s) on EDI	Director of Finance & Assets	Station Commander HR Projects	Nov-23	Apr-24	<ul style="list-style-type: none"> <li>• Review undertaken of EDI training to assess effectiveness, reach and options</li> <li>• EDI online training has a completion rate of 90%+ supported by regular reporting, to ensure managers can follow up on non-completion</li> <li>• Staff at all levels can demonstrate a good understanding of EDI and how this needs to be reflected in the way we work and deliver services.</li> </ul>	As part of his induction and embedding into the Service, the new People and Culture Officer is visiting stations on a weekly basis, he is also meeting with stakeholders from across the service. He is working on the HMICFRS actions and EDI plan. Attendance at National conferences (AFSA and NFCC Culture) and virtual workshops (Equality Impact assessments and Dignity at work) has meant he has contacts from other services and networks.	Complete
	3.1.3	Rollout 360 feedback process to all middle managers, which includes a section on how they promote EDI	Director of Finance & Assets	Organisational Development Manager	Dec-23	Dec-24	• All relevant staff have completed 360 feedback including the manager appraisal session and workbook and the outcomes feed into development plans and appraisal process.	All middle and senior managers have been enrolled onto and completed 360 feedback including the manager appraisal session and workbook and the outcomes feed into development plans and appraisal process. 360 feedback has been embedded as business as usual via the Talent Management discussion of the appraisal and when 'Potential to move to next level' is selected and signed off by your line manager, those are then invited to complete a 360. It isn't mandatory but is encouraged as part of the development journey and wider staff development pathway. E,D&I and "my role" specific section added to appraisal process 2024/25.	Complete
	3.1.4	Utilise EDI data to better inform station plans to facilitate targeted community engagement activity adding specific action(s) related to EDI	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Mar-24	• Service delivery area plans include EDI related data and actions	This action is now BAU, station commanders are responsible for using the added data, and benchmarking reports to inform activity. This is being monitored by the territorial Group Commanders. Examples of work are Eid in the Park, 17 June (High Wycombe) African Diaspora, 6 July (Broughton), MK Pride 14 September, Black History Month (Broughton) October 19	Complete
	3.1.5	Review and relaunch of our values/code of ethics to support a positive workplace culture	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Oct-24	• All staff understand what each value means for/to them and can share how it supports the communities we serve	Project Initiation document presented to June Business Transformation Board, visualisation visits on station being planned time for events: <ul style="list-style-type: none"> <li>•August: Group Meeting on Teams</li> <li>•August/September: Station Meetings</li> <li>•September/October: Installation Logistics.</li> </ul> Organisational Development to launch new Leadership and Behaviour Framework, this is aligned to our Promise, Values and Behaviours, and will form part of all future development centres and performance and development packs.	On track

3.1.6	Work with our staff networks to gain their input, to develop policies, projects and initiatives.	Director of Finance & Assets	Head of Human Resources	Jul-24	Dec-24	<ul style="list-style-type: none"> <li>A representative from these groups is included in the development of procedures before consultation.</li> <li>Increased staff engagement and inclusion</li> </ul>	<p>First Culture Board took place on 12 July, the initial proposal for how staff networks will work in BFRS was presented and is now being communicated across the service led by the People &amp; Culture Officer. Culture Board ToR to be signed off at next Culture Board meeting - 9 August. Links to 3.2.3.</p> <p>We now have consistent representation on national staff networks inc AFSA South East Region, Black and LGBT networks</p> <p>People &amp; Culture Officer is collaborating with other Fire Services, SCAS and Police networks to identify points of learning including supporting staff chairs/co chairs/allowing attendance to grow confidence once chairs are identified.</p> <p>First staff network planned for September/October with members from a diverse range of employees already being engaged with to develop networks based on their need. This action is set to be completed in October when the staff networks are established and reporting back into the Culture Board</p>	<b>On track</b>
<b>Make sure that it has appropriate ways to engage with and seek feedback from all staff, including those from under-represented groups</b>								
3.2.1	Launch and review "Speak Up" campaign	Director of Finance & Assets	HR Advisory & Development Manager	Oct-23	Feb-24	<ul style="list-style-type: none"> <li>All staff aware of Speak Up facility</li> <li>Ongoing process in place to review take up/usage</li> </ul>	Confidential reporting line in place and all employees have been made aware of the services available. Since launch in May, three calls have been made to the service.	<b>Complete</b>
3.2.2	Develop mechanisms to reduce the mystery of the Service's governance processes	Director of Finance & Assets	Head of Technology, Transformation & PMO	Nov-23	Jan-24	<ul style="list-style-type: none"> <li>"Extra Chair" take up is 50%</li> <li>A summary of internal governance meetings is published on the intranet within 2 weeks of the meeting taking place</li> </ul>	Extra Chair take up to be monitored on a quarterly basis. Template agreed and to be used across BTB and PMB	<b>Complete</b>
3.2.3	Explore further options to establish staff networks for underrepresented groups, including exploring options to join with external networks (other FRS's and national networks)	Director of Finance & Assets	Head of Human Resources	Nov-23	Jun-24	<ul style="list-style-type: none"> <li>Established networks which feed into the Culture Board</li> <li>Increase in the number of staff networks from underrepresented groups. (internal or external).</li> </ul>	<p>First Culture Board took place on 12 July, the initial proposal for how staff networks will work in BFRS was presented and is now being communicated across the service led by the People &amp; Culture Officer. Culture Board ToR to be signed off at next Culture Board meeting - 9 August. Links to 3.1.6.</p> <p>We now have consistent representation on national staff networks inc AFSA South East Region, Black and LGBT networks</p> <p>People &amp; Culture Officer is collaborating with other Fire Services, SCAS and Police networks to identify points of learning including supporting staff chairs/co chairs/allowing attendance to grow confidence once chairs are identified.</p> <p>First staff network planned for September/October with members from a diverse range of employees already being engaged with to develop networks based on their need. This action is set to be completed in October when the staff networks are established and reporting back into the Culture Board</p>	<b>Risk to progress</b>
3.2.4	Move to an annual staff survey supported by embedding the feedback loop. Utilise pulse surveys to support assessment of progress against specific actions.	Director of Finance & Assets	Head of Technology, Transformation & PMO	Nov-23	Aug-24	<ul style="list-style-type: none"> <li>Maintain completion rate at 70+ percent</li> <li>Increase "the Service will take action from the survey" score</li> <li>Instigate action where the outcomes/scores are low</li> </ul>	<p>The overall completion rate was 72.5%.</p> <p>The question: 'The information from this survey will be used constructively by the Service increased by 13.24%.</p> <p>Team sessions with support from the supplier continue. An update will be provided to the Culture Board on the themes coming out of these sessions.</p> <p>We are reviewing how we use could use a pulse survey to see how the changes from this action plan have been embedded with staff.</p>	<b>On track</b>

**Equality, Diversity**

3.2.5	Investigate and implement reporting at senior level on whistleblowing/ Speak Up/ grievance/ disciplines/investigations to monitor, identify and take action on potential themes	Director of Finance & Assets	HR Advisory & Development Manager	Jan-24	Mar-24	<ul style="list-style-type: none"> <li>Increased visibility of issues being raised and the Service's lessons learnt through regular reporting internally and externally on activity</li> <li>Additional activity to reduce reoccurrence of themes as and when identified</li> </ul>	Case management update provided to SMB on a quarterly basis. 24/25 Q1 update to be presented to 20 August SMB.	<b>Complete</b>
3.2.6	Ensure all line managers have regular structured contact with all their staff	Assistant Chief Fire Officer	Organisational Development Manager	Apr-24	Mar-25	<ul style="list-style-type: none"> <li>The leadership and management programme includes training/ education on being a people manager.</li> <li>Increased percentage of staff who have a 121 every month</li> </ul>	Leadership and Management Development Pathway includes People Manager training. Supervisory and Middle Manager Acquisition Programmes also includes People Manager Input, including training on effective appraisals. Increase number of appraisal completion for 2023/24. Staff survey results indicates positive and regular interaction between staff and line management. From having a temporary WC role in service for the past 18 months, that has been providing coaching and mentoring to staff on station, it has become clear that the coaching and mentoring required of existing managers, isn't in the operational skills and knowledge, but in the people management / talent management / performance management - a support staff member can provide this coaching and mentoring. The growth bid submitted as part of the MTFP for 2025/26 supports this.	<b>On track</b>
<b>Make improvements to the way it collects equality data to better understand its workforce demographics and needs</b>								
3.3.1	Relaunch the Equality Monitoring campaign encouraging individuals to input their own equality data on the HR system in a safe and secure environment, supported by ongoing communications.	Director of Finance & Assets	Head of Human Resources	Jan-24	Jul-24	<ul style="list-style-type: none"> <li>A continuous increase of equality data being inputted.</li> <li>Increased messaging about the benefits of a diverse workforce and the reasons for declaration.</li> </ul>	People and Culture Officer and Senior Data Analyst meeting 23 July to review data for presentation to August PMB, review of gaps in data taking place and how we can encourage employees to close them	<b>Complete</b>
3.3.2	To review recruitment and promotion processes to ensure they include and promote the importance of staff providing their equality data.	Director of Finance & Assets	Head of Human Resources	Feb-24	Apr-24	<ul style="list-style-type: none"> <li>Increase of equality data.</li> <li>Staff know how to enter their equality data.</li> </ul>	Costs for the onboarding module have been received and are being reviewed.	<b>Complete</b>
3.3.3	To embed a process to monitor EDI data completions with a quarterly update to the Leadership team to identify if particular teams require additional support to understand why completion is of benefit.	Director of Finance & Assets	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> <li>Ability to identify areas of the service that require additional support/training.</li> <li>Better understanding of the diversity of the workforce through ongoing data tracking.</li> </ul>	Latest data to be presented to Culture Board on a regular basis and staff networks once they are set up in September	<b>Complete</b>
3.3.4	A quarterly review of equality data by the Culture Board to ensure we have an understanding of the workforce demographics and needs. Appropriate action taken where necessary.	Director of Finance & Assets	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> <li>Increase in the availability of data which will allow the organisation to make more informed decisions that will have a positive impact.</li> </ul>	As above, all of these actions link - 3.3.1 - 3.3.4	<b>Complete</b>
<b>Be more ambitious in its efforts to attract a more diverse workforce that better reflects the community it serves</b>								

3.4.1	Develop a programme of works to ensure all workplace facilities (both on premises and at incidents) meet the needs of current and future staffing demographics.	Director of Finance & Assets	Director of Finance & Assets	Nov-23	Mar-25	<ul style="list-style-type: none"> <li>Review of premises facilities</li> <li>Programme in place to improve identified gaps</li> <li>Welfare facilities in place at incidents</li> <li>Adequate facilities in place for all protected characteristics</li> </ul>	Property Forum meeting due to meet 2 September 2024- Ongoing review of premises facilities, meeting booked 5 August with Director of Finance and Assets, Property Manager, People and Culture Officer to report back EDI feedback from completed EDI station visits for consideration. New Helmet bags being rolled out, which provide a better ability to keep PPE separate and prevent spread of contaminants while also providing a facility to store personal hygiene/welfare equipment as providing all operational women a personal pack to store their own products in, Taken delivery of the extra equipment for welfare at incidents which consist of shelters for rest areas and tents/barriers to help protect dignity. Currently working on a toilet option that will deliver the option of toilet facilities at 100% of our incidents.	On track
3.4.2	Introduce a sustained "Have a Go" operational programme for identified underrepresented groups, including a plan for positive action, offering a range of targeted activities across the county.	Director of Finance & Assets	Station Commander HR Projects	Dec-23	Nov-24	<ul style="list-style-type: none"> <li>Annual programme in place including at least six "Have a Go" events held for underrepresented groups per year.</li> <li>A clear plan in place to deliver and maintain positive action.</li> <li>Increased uptake from underrepresented applicants.</li> </ul>	A positive action programme will be presented to a future (October) Culture Board, the programme will be split into three parts, 1) On going positive engagement/action being conducted by stations at Service Delivery Areas 2) Centrally managed HR/Marcomms Positive Action work to be carried out leading up to recruitment 3) Positive Action programmes to run concurrently during a recruitment campaign to support candidates from under represented groups	On track
3.4.3	Map out and review recruitment process end to end to understand impact on different underrepresented groups, including the applicants' feedback at various stages of the application.	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Jun-24	<ul style="list-style-type: none"> <li>Recruitment processes are adapted.</li> <li>Increased uptake from underrepresented applicants.</li> <li>Data collected from applicants will be used to inform process changes.</li> </ul>	The completed review was presented to Joint Consultation Forum in July, a paper is being prepared for presenting to Business Transformation Board (5 September) and September Strategic Management Board. This will consider the relevance of each process, highlight potential barriers whilst also considering the anticipated risks, with control measures recommended to mitigate as far as reasonably practicable	Risk to progress
3.4.4	Identify and report on areas of underrepresentation within the Service, identifying groups we would benefit from attracting across all levels,	Director of Finance & Assets	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> <li>Relevant and up-to-date data which can be used to inform recruitment actions</li> </ul>	Recruitment information within iTrent is being reviewed and cleansed as on-going process in order for the reports to be reflected correctly. The support roles within iTrent are being revised to ensure that any vacant roles are being recruited to and any that are not required, are being delimited within the system, so that they will no longer show on reports that are being run. There are no plans for wholetime recruitment in 2024. On call recruitment - 11 are due to start in August, we continue to monitor protected characteristics of applicants and successful candidates. Targeted have a go days are planned to support under represented groups.	On track
3.4.5	Ensure recruitment resources are utilised to ensure more applications from diverse/underrepresented people from our local communities.	Director of Finance & Assets	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> <li>Engagement/recruitment activities such as career fairs are prioritised to those that meet our target audiences</li> <li>More applications from diverse/underrepresented applicants</li> </ul>	We continue to review the requests we receive making decisions on attendance based on the information we have on demographics, the capacity to attend and the recruitment campaigns that are open or due to open later in the year. All requests are logged on a spreadsheet and the reasons for attendance or non attendance. Work is still ongoing with stakeholders across the service on our approach to attendance at small, medium and large events.	On track