

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
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Chief Fire Officer and Chief Executive

To: Members of Buckinghamshire and Milton Keynes Fire Authority

3 October 2022

MEMBERS OF THE PRESS
AND PUBLIC

Please note the content of
Page 2 of this Agenda Pack

Dear Councillor

Your attendance is requested at a Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held at **BUCKINGHAMSHIRE COUNCIL, THE OCULUS, THE GATEWAY OFFICES, GATEHOUSE ROAD, AYLESBURY, BUCKS, HP19 8FF** on **WEDNESDAY 12 OCTOBER 2022 at 11.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Health and Safety:

There will be limited facilities for members of the public to observe the meeting in person. A recording of the meeting will be available after the meeting.

Chairman: Councillor Rouse

Councillors: Adoh, Bagge, Carroll, Chapple OBE, Christensen, Darlington, Exon, Hall, Hopkins, Hussain, Lambert, Marland, McLean, Stuchbury, Waite, Walsh



MAKING YOU SAFER

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To observe the meeting as a member of the Press and Public

The Authority supports the principles of openness and transparency. To enable members of the press and public to see or hear the meeting this meeting will be recorded. Please visit:

<https://www.youtube.com/channel/UCWmIXPWAscxl3vIiv7bh1Q>

The Authority also allows the use of social networking websites and blogging to communicate with people about what is happening, as it happens.

Adjournment and Rights to Speak – Public

The Authority may adjourn a Meeting to hear a member of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.

A request to speak on a specified agenda item should be submitted by email to gbritten@bucksfire.gov.uk by 4pm on the Monday prior to the meeting. Please state if you would like the Director of Legal and Governance to read out the statement on your behalf, or if you would like to be sent a 'teams' meeting invitation to join the meeting at the specified agenda item.

If the meeting is then adjourned, prior to inviting a member of the public to speak, the Chairman should advise that they:

- (a) speak for no more than four minutes,
- (b) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present. Adjournments do not form part of the Meeting.

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes. Such attendance will be facilitated if requests are made to enquiries@bucksfire.gov.uk at least two clear working days before the meeting. Statements can be read out on behalf of the Member by the Director of Legal and Governance, or the Member may request a 'team's meeting invitation to join the meeting at the specified agenda item.

Petitions

Any Member of the constituent Councils, a District Council, or Parish Council, falling within the Fire Authority area may Petition the Fire Authority.

The substance of a petition presented at a Meeting of the Authority shall be summarised, in not more than four minutes, by the Member of the Council who presents it (as above). If the petition does not refer to a matter before the Authority, it shall be referred without debate to the appropriate Committee.

Questions

Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing*, at least two clear working days before the day of the Meeting of the Authority or the Committee.

COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

1. To appoint the Authority's Standing Committees and Lead Members.
2. To determine the following issues after considering recommendations from the Executive Committee, or in the case of 2(a) below, only, after considering recommendations from the Overview and Audit Committee:
 - (a) variations to Standing Orders and Financial Regulations;
 - (b) the medium-term financial plans including:
 - (i) the Revenue Budget;
 - (ii) the Capital Programme;
 - (iii) the level of borrowing under the Local Government Act 2003 in accordance with the Prudential Code produced by the Chartered Institute of Public Finance and Accountancy; and
 - (c) a Precept and all decisions legally required to set a balanced budget each financial year;
 - (d) the Prudential Indicators in accordance with the Prudential Code;
 - (e) the Treasury Strategy;
 - (f) the Scheme of Members' Allowances;
 - (g) the Integrated Risk Management Plan and Action Plan;
 - (h) the Annual Report.
 - (i) the Capital Strategy
3. To determine the Code of Conduct for Members on recommendation from the Overview and Audit Committee.
4. To determine all other matters reserved by law or otherwise, whether delegated to a committee or not.
5. To determine the terms of appointment or dismissal of the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent.
6. To approve the Authority's statutory pay policy statement.

AGENDA

Item No:

1. Apologies

2. New Member of Authority and Appointment to Committee

To welcome the new Member from Buckinghamshire Council and to appoint to a Committee in accordance with the Group Leader's wishes.

To appoint Councillor Shade Adoh onto the Overview and Audit Committee.

3. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 15 June 2022 (item 3) **(Pages 9 - 32)**

4. (a) Matters Arising from the Previous Meeting

The Chairman to invite officers to provide verbal updates on any actions noted in the Minutes from the previous meeting.

(b) Chairman's and Vice-Chairman's responsibilities (Annual Meeting, 15 June 2022 Minute FA11)

To note the Chairman's role:

- To preside at meetings of the Authority
- To be the principal member spokesperson for the Authority
- To represent the Authority at civic and ceremonial functions
- To liaise with the Chief Fire Officer, statutory officers, senior officers, and Authority members on matters related to the governance and conduct of the Authority
- To support lead members and the Vice Chairman where needed in the carrying out of their responsibilities
- To provide leadership to the Authority, with the aim of securing political consensus wherever possible

(i) It is recommended that the Chairman's role be noted.

To note the Vice-Chairman's role:

- To fulfil the duties of the Chairman in the Chairman's absence
- To assist the Chairman in specific duties as and when required, including leading on the Authority's response to any Government proposals relevant to the responsibilities of the Authority, and any transitions or changes arising from such proposals.
- To lead on Climate Change
- To lead on the Authority's response to any matters relating to HMICFRS

(ii) It is recommended that the Vice-Chairman's role be noted.

5. Disclosure of Interests

Members to declare any disclosable pecuniary interests they may have in any matter being considered which are not entered onto the Authority's Register, and officers to disclose any interests they may have in any contract to be considered.

6. Chairman's Announcements

To receive the Chairman's announcements (if any) and a presentation of the Armed Forces Covenant Gold Award

7. Petitions

To receive petitions under Standing Order SOA6.

8. Questions

To receive questions in accordance with Standing Order SOA7.

9. Recommendations from Committees:

Special Meeting of the Executive Committee – 7 October 2022

(a) Performance Management Q1 2022/23

"That the Performance measures for 2022/23 are noted"

The report considered by the Executive Committee is attached at item 9(a) **(Pages 33 - 74)**

10. Summer Pressures

To consider item 10 **(to follow)**

11. 2020-2025 Corporate Plan: Year 3 Update

To consider item 11 (**Pages 75 - 96**)

12. Prevention Strategy 2022-2025

To consider item 12 (**Pages 97 - 128**)

13. Safety Centre Funding Agreement

To consider item 13 (**Pages 129 - 166**)

14. People Strategy 2020-2025 Year Two Update

To consider item 14 (**Pages 167 - 204**)

15. Exclusion of Public and Press

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contain information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contain information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information.

16. Exempt Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Fire Authority held on 15 June 2022 (item 16).

17. Date of next meeting

To note that the next meeting of the Fire Authority will be held on Wednesday 7 December 2022 at 11am.

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: knellist@bucksfire.gov.uk



BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

ROLE DESCRIPTION

LEAD MEMBERS

1. To take a lead role in providing support and constructive challenge to senior officers in the development of strategies and plans and contributing towards the strategic direction of the Authority, within the Authority's overall policy objectives.
2. To act as a 'sounding board' for senior officers on issues within the portfolio, and be supportive in dealing with any problems at a strategic level.
3. To review, in conjunction with senior officers, the service within the portfolio.
4. To keep abreast of related developments and policies at national, regional and local level.
5. To take the lead in reporting to the Authority, one of its committees, or panels on issues within the portfolio.
6. To attend the Overview and Audit Committee, at its request, in connection with any issues associated with the portfolio which is the subject of scrutiny.
7. To act as a spokesperson for the Authority on issues within the portfolio.
8. To represent the Authority on bodies, at events and at conferences related to the portfolio, as appointed by the Executive Committee and to feedback to the Authority any issues of relevance / importance.

(Approved 8 June 2007)

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Buckinghamshire & Milton Keynes Fire Authority

MINUTES OF THE ANNUAL MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON WEDNESDAY 15 JUNE 2022 AT 10 AM.

Present: Councillors Bagge, Carroll, Chapple OBE, Christensen, Darlington, Exon, Hall, Hopkins, Hussain, Lambert, Marland, McLean, Rouse, Stuchbury, Waite and Walsh

Officers: J Thelwell (Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Stunell (Head of Human Resources), A Burch (Group Commander), D Tubbs (Station Commander) and K Nellist (Democratic Services Officer)

Remotely: M Osborne (Deputy Chief Fire Officer), C Bell (Head of Protection, Assurance and Development), S Tuffley (Head of Prevention, Response and Resilience), A Carter (Head of Technology, Transformation and PMO)

Apologies: Councillor Irwin

Councillor Hopkins opened the meeting by welcoming everyone to the Annual Meeting of Buckinghamshire and Milton Keynes Fire Authority.

Councillor Hopkins advised that although members of the public are able to attend and observe in person, following the meeting, a video recording would be uploaded to the Authority's YouTube Channel.

FA01 ELECTION OF CHAIRMAN

(Councillor Hopkins in the Chair)

It was proposed and seconded that Councillor Rouse be elected Chairman of the Fire Authority for 2022/23.

RESOLVED –

That Councillor Rouse be elected Chairman of the Authority for 2022/23.

(Councillor Rouse in the Chair)

A Member commented that it was important to start having a discussion about the Chairman occasionally being from Milton Keynes Council and not always from Buckinghamshire Council, as it would

provide some balance moving forward, sharing the responsibility across Milton Keynes; a Member supported that suggestion.

FA02 APPOINTMENT OF VICE CHAIRMAN

It was proposed and seconded that Councillor Hopkins be appointed Vice-Chairman of the Fire Authority for 2022/23.

RESOLVED –

That Councillor Hopkins be appointed Vice-Chairman of the Authority for 2022/23.

FA03 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 16 February 2022, be approved and signed by the Chairman as a correct record.

FA04 MATTERS ARISING FROM THE PREVIOUS MINUTES

FA37 - The Director of Legal and Governance advised that on 31 May, he and the Chief Fire Officer had received an email from the NFCC Strategic Lead Safeguarding, advising that she had received formal confirmation from the Home Office that the Fire Minister having considered the business case, which was mentioned in the minutes, was minded to endorse to the Ministry of Justice the change to the Exceptions Order to include fire and rescue authority employees. However, indications were that this would increase DBS checking nationally to Standard DBS checking rather than the Enhanced DBS checking which was undertaken by the Authority and as requested by the Group Leaders in their letters to the Minister and National Fire Chiefs Council (NFCC) Chairman.

The Chief Fire Officer advised that he had been invited to sit on the National Fire Chief's Council Safeguarding Board and at those meetings he would be pushing the position of this Authority on Enhanced DBS checking.

FA40(c) – In terms of Members Allowances, the Director of Legal and Governance confirmed notification had been received from the new Conservative Group members to forego the 1.5% element of their allowances.

FA05 DISCLOSURE OF INTERESTS

None.

The Chairman announced that:

He was very honoured and privileged to become Chairman of this Authority. There were some significant challenges coming over the next 12 months, and he was very much looking forward to the Authority working collectively to address those challenges and focusing on ensuring Buckinghamshire and Milton Keynes had the best fire and rescue service it could.

The Chairman paid tribute to Councillor Lesley Clarke OBE who had been the previous Chairman of the Authority and who had steered it through a particularly challenging time during the Covid-19 pandemic. He wanted to put on record his thanks to her and also for the professional and quality handover she had given him. He would also like to register thanks on behalf of all the Authority. The Chairman also thanked the Lead Members who had been in their roles for the past 12 months, for the huge amount of work that had been undertaken. The Chairman particularly thanked Councillor Lambert for his hard work on the equality, diversity and inclusion work that would be discussed later in the meeting.

The Chairman congratulated the Members from Milton Keynes Council on achieving City status.

Last month saw the successful completion of a challenging 12 weeks of acquisition training at the Fire Service College and Buckinghamshire Fire and Rescue Service training sites, for our newest firefighter recruits. To celebrate this significant achievement, we hosted a "passing out" ceremony for the first time at the Blue-Light Hub, West Ashland on Friday 20 May 2022. Friends and family, members of the Authority and members of the Senior Management Team attended the ceremony to congratulate and welcome our new members of staff. Thanks, and recognition of the work put in goes to Course Director, Watch Commander James Tuffley, the Area Trainers and all the Associate Trainers who assisted throughout the initial training. Thanks also to all those who were involved in organising the day and marking the occasion with the celebration it deserved. The firefighters have now taken up operational posts at a variety of stations across the Service and we wish them a long and happy career here in Buckinghamshire Fire and Rescue Service.

Human Resources together with the help of Training School, Marketing and Communications Team, and the Organisational Development Team launched a Wholetime Recruitment campaign in April 2022. The

campaign attracted 172 applicants including existing On Call Firefighters. Applicants are undertaking tests to verify their technical and practical competence. Those who are successful will progress to a final interview and medical. The candidates will be joining on 3 October 2022.

The On Call and Wholetime Firefighter transferee campaign is live and closes on 3 July 2022.

Crew, Watch and Station Commander assessment and development centres are planned for the week commencing 17 September 2022 – including an On Call specific weekend. These Development Centres will be for both internal and external candidates and will be for promotional and direct transfer purposes. Engagement sessions/familiarisation events will be held on 18 and 19 July, to provide an opportunity for potential candidates to receive input on the process and have any questions answered. On Call and Support Services recruitment is ongoing throughout the year. Learning from these campaigns will help us to attract a wider range of diverse applicants for future recruitment campaigns. For example, we held a 'have a go' day in February 2022 for those who were unsuccessful in the previous Wholetime recruitment campaign and gave them a chance to work on their developmental areas. They also had the opportunity to talk to existing firefighters on how best they could be successful.

A Member reported that he had attended the apprentices Passing Out Parade on 20 May at the Blue Light Hub and wanted to report how impressed he was with the way the day was organised and the way it showcased the effectiveness and competence of the Service and the pride, commitment, and motivation of the firefighters at all levels.

FA07

MEMBERSHIP OF THE AUTHORITY

The Authority noted that the following Members had been appointed by the Constituent Authorities to serve on the Fire Authority for 2022/23:

Buckinghamshire Council (12)

Councillors Bagge, Carroll, Chapple OBE, Christensen, Hall, Hussain, Irwin, Lambert, Rouse, Stuchbury, Waite and Walsh

Milton Keynes Council (5)

Councillors Darlington, Exon, Hopkins, Marland and McLean

FA08

COMMITTEE MATTERS

- (a) Local Government and Housing Act 1989 and Local Government (Committees and Political Groups) Regulations 1990

The Authority noted that the allocation of seats on the Authority was:

(i)	Conservative Group:	11 seats	(64.70%)
(ii)	Liberal Democrat Group:	3 seats	(17.65%)
(iii)	Labour Group:	3 seats	(17.65%)

(b) Committee Matters – Committee Appointments

RESOLVED –

That the following Committees be appointed and seats be allocated, as follows:

(a) Executive Committee (8 Members):

- (i) Conservative – 5 seats
- (ii) Liberal Democrats – 2 seats
- (iii) Labour – 1 seat

(b) Overview and Audit Committee (9 Members):

- (i) Conservative – 6 seats
- (ii) Liberal Democrats – 1 seat
- (iii) Labour – 2 seats

RESOLVED –

1. That the following Members be appointed to the Executive Committee:

Councillors Christensen, Hall, Hopkins, Lambert, Marland, McLean, Rouse and Walsh in accordance with the Group Leaders wishes.

2. That the following Members be appointed to the Overview and Audit Committee:

Councillors Bagge, Carroll, Chapple OBE, Darlington, Exon, Hussain, Irwin, Stuchbury and Waite in accordance with the Group Leaders wishes.

FA09

CALENDAR OF MEETINGS

The Authority considered proposed dates for its meetings and meetings of its committees during 2022/23.

RESOLVED –

1. That meetings of the Authority be held on Wednesday 12 October 2022, Wednesday 7 December 2022, Wednesday 15 February 2023 and Wednesday 14 June 2023, all at 11 am.
2. That meetings of the Executive Committee be held on Wednesday 13 July 2022, Wednesday 14 September 2022, Wednesday 16 November 2022, Wednesday 8 February 2023 and Wednesday 22 March 2023, all at 10 am.
3. That meetings of the Overview and Audit Committee be held on Wednesday 20 July 2022, Wednesday 9 November 2022 and Wednesday 15 March 2023, all at 10am.

FA10

APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

The Authority considered the appointment of representatives to outside bodies having received nominations which were seconded:

RESOLVED –

1. That Councillors Hopkins and Bagge be appointed to attend the Local Government Association Annual Conference.
2. That Councillor Rouse be appointed as the Authority's representative (and Councillor Hopkins as the Standing Deputy) to the Local Government Association Fire Commission.
3. That Councillors Rouse and Hopkins be appointed as the Authority's representatives to the Local Government Association Annual Fire Conference.
4. That Councillors Rouse and Walsh be appointed as the Authority's representatives on the Thames Valley Fire Control Service Joint Committee.
5. That Councillors Hall and McLean be nominated as substitute members of the Thames Valley Fire Control Service Joint Committee.

FA11

LEAD MEMBER RESPONSIBILITIES

The Chairman advised Members that he would like to make an amendment to the Lead Member Responsibility for 'Finance and Assets, Information Security and IT and Climate Change', by removing Climate Change and adding it to the Vice Chairman's responsibilities, as it was important to the Authority that Climate Change was given clear focus moving forward.

It was proposed and seconded that 'Climate Change' be removed from the Lead Member responsibility for Finance and Assets, Information Security and IT.

RESOLVED –

Climate Change be removed from the Lead Member responsibilities for Finance and Assets, Information Security and IT.

The Chairman wanted to put on record the Vice Chairman's responsibilities, which would include supporting the Chairman of the Authority in the discharge of their responsibilities; and to deputise for the Chairman of the Authority where necessary, including leading on the Authority's response to any Government proposals relevant to the responsibilities of the Authority, and any transitions or changes arising from such proposals.

With Climate Change having been removed from the Lead Member for Finance and Assets, Information Security and IT, and it being proposed and seconded it was

RESOLVED -

That the Vice Chairman be appointed to lead on Climate Change and to lead on the Authority's response to any matters relating to HMICFRS.

Having received nominations which were seconded it was

RESOLVED –

That Members be appointed as Lead Members for 2022/23 as follows:

Responsibility	Lead Member
Service Delivery, Protection and Collaboration	Councillor Rouse
People, Equality and Diversity and Assurance	Councillor Hall
Finance and Assets, Information Security and IT	Councillor Walsh
Health and Safety and Corporate Risk	Councillor McLean

FA12 2020-2025 CORPORATE PLAN: YEAR 2 PROGRESS REVIEW AND YEAR 3 UPDATE

The Chairman advised Members that this was a review of progress made over the second year of the five-year Corporate Plan that this Authority approved at the Annual Meeting in June 2020. Progress during the first year and a year two refresh was approved at last year's Annual Meeting. Also, in light of progress made, officers had taken the opportunity to refresh the programme of activities that would be undertaken over the remaining three years of the plan in pursuit of Its Strategic Objectives. Given that the Authority continued to face a very

uncertain outlook, officers would keep the plan under active review to enable the Authority to respond to changes to its strategic context and report back as often as conditions require.

The Corporate Planning Manager advised Members that this item was structured in two parts and for each item of the refreshed plan a report had been provided which showed what had been completed during the second year of the plan and a status report for the remaining items using the RAG system. Of the 22 projects and workstreams set out in the plan, three had been completed and were now embedded in ongoing 'business as usual'. None were at red RAG status; seven were at amber and there were two without a RAG Status, as they were not due to start during the second year of the plan (these related to the preparation of the next PSP which would cover the period 2025–30).

The Corporate Planning Manager advised Members, that Appendix 1 contained the updated programme of activities that would be progressed over the remaining three years of the plan and also who would be responsible for driving each aspect of the programme forward at Senior Management Team level, and who was leading on delivery of the groundwork. Members were asked to note two new items relating to the Protection Objectives replacing those that were completed during year two of the Plan. The document had also been updated to reflect the latest financial projections that were reported to the Authority in February.

The Corporate Planning Manager advised Members that in his introduction, the Chairman mentioned the need to keep the Plan under active review given the uncertainties associated with the future outlook. Members would have seen a range of risks that could potentially impede progress with delivery of the plan. Also, there were potential implications for the Authority arising from the Government's proposals set out in the Home Office White Paper Consultation document.

A Member asked why 'the environment' was not on the Corporate Plan.

The Corporate Planning Manager advised that the environment was on the Public Safety Plan, and also some elements of it were in the Corporate Plan and also the Authority had approved an Environment and Climate Action Plan.

The Director of Finance and Assets advised that there were a number of activities in the Environment and Climate Action Plan, that would be

focused upon over the next four to five years and these could be referenced in the Corporate Plan.

A Member asked that with regard to unexpected financial pressures, inflation was not referenced, and should the rate of inflation be identified.

The Director of Finance and Assets advised that it had not been included specifically as there were so many general pressures. In terms of the individual inflation rate for the Authority, a survey had been designed for the whole sector by the National Fire Chief Council Finance Committee, and as part of that, officers would be working out the Authority's individual rate of inflation.

A Member asked how relevant the Corporate Plan was going back two or three years, in light of the recent HMICFRS Inspection recommendations, what changes would need to be made and would it require a new plan or just amendments to the current plan.

The Chairman advised that the plan had been refreshed to respond to the questions raised in the HMICFRS report. Along with the work on the environmental element, if the report were brought back to the next meeting, Members could then decide whether to start the process of looking at a new Corporate Plan or amend the current plan further.

The Chairman asked if the Corporate Planning Manager could draw to Members attention the action he was most concerned about progress on and also, with regard to the actions being taken, what impact would the actions have on the outcome measures, so it was really clear the actions were having the impact required.

The Chairman asked if this could become a regular standing agenda item to get an update on progress against outcome measures and the trends to see how successful the plan was.

The Corporate Planning Manager advised Members that SE1.1 'supported by workforce planning, development and roll-out of more flexible & innovative employment propositions, which are attractive and competitive and result in the best people being recruited' although at green rag status, the treatment and retention of staff was absolutely key, without the people there wouldn't be a plan, and that was the action he wanted to draw Members attention to.

It being proposed and seconded it was:

RESOLVED –

1. That the 2020-2025 Corporate Plan Progress Review and Update be noted by the Authority.
2. That a further review of the Corporate Plan be undertaken to integrate elements of the Public Safety Plan and the Environment and Climate Action Plan in respect of climate change and the HMICFRS actions to be presented at the next meeting.

FA13

EQUALITY, DIVERSITY AND INCLUSION OBJECTIVES 2020-2025 YEAR TWO UPDATE

The Lead Member for People, Equality and Diversity and Assurance, thanked the previous post holder for his integrity and professionalism for the work he had undertaken whilst in the role.

The Lead Member for People, Equality and Diversity and Assurance introduced the report and advised Members that in June 2020 the Authority approved the overarching EDI Objectives 2020 to 2025 set out against elements of the Authority's core values – Diversity, Service to the Community, Improvement and People. This report was to update on progress made on EDI throughout the year and the EDI objectives.

The Head of Human Resources advised Members that Appendix 1 provided an introduction to the statutory duties outlined by the prevailing legislation and the overarching objectives. Appendix 2 showed the proposed EDI objectives, which had been revised to continue the strong focused approach on EDI work and alignment to the Corporate Plan priorities and the HMICFRS report recommendations.

The Head of Human Resources advised Members that regarding the first objective 'Change 100 Internship', officers had been working with Leonard Cheshire, an external provider who support people with disabilities to come into the workplace for a period of three months. This was an opportunity for the individuals and also the Service.

Appendix 3 illustrated the EDI workforce data in the form of charts in comparison to the latest census data (2011) for the population of Buckinghamshire and Milton Keynes. The diversity of the workforce was broken down into wholetime, on call and support staff who were encouraged to disclose their protected characteristics, the data was used to inform the EDI strategies. Further work was planned on this area. The EDI workforce data was presented to ensure it was inclusive and could be viewed by individuals who find it hard to distinguish between different colours. The current data set had been reported for a number of years and the way the data was collected and presented

was being refreshed, and this would help inform the objective setting. Appendix 4 provided a summary of EDI headlines.

A Member stated that a lot of work was being undertaken, but he felt that benchmarking was not reflected in the report, and it would be interesting to compare progress with other Authorities as an objective measure.

The Head of Human Resources advised that there was a lot of collaboration undertaken with other fire and rescue services, but it was something that could be looked at in terms of EDI data. With regard to protected characteristics, some people were not comfortable, for whatever reason, submitting this information, and work was ongoing, trying to ensure people understood why it was important to share this information, not just when joining the organisation, but to continue to update the information.

A Member who had attended the recent apprentice graduation felt that although there was some diversity, there was a lack of gender diversity and although there were now measures in place to work with women who did not get through the interview process due to the physical elements, it would be better to be working with them before the process began and include this within the objectives and action plans. Talking to schools about recruitment was not reflected in the EDI objectives and also Fire Authority Members should be reflected in the EDI data capture.

The Head of Human Resources advised that there were 'have a go' days that took place throughout the year, and also separate female 'have a go' days. With the last cohort of apprentices who had just graduated, all those who were not successful in the role related tests, were given the opportunity to come back and try again and also given plans on how they could improve. A review had been carried out on the role related tests, and changes had been made to ensure the right testing was in place.

The Head of Human Resources advised Members that the Chief Fire Officer and Deputy Director of Finance and Assets would be visiting a school the day after the Annual Meeting to talk about a career within the fire and rescue service, not just operationally, but support services as well. Officers had also been attending apprentice and career fairs throughout Buckinghamshire and Milton Keynes.

The former Lead Member for People, Equality and Diversity and Assurance wanted to put on record his thanks for all the officers who he had worked with over the past few years for doing such a great job.

A Member asked what kind of role would the person from Leonard Cheshire be coming into and was advised that a role in the marketing

and communications team or the human resources team was being considered.

The Chairman asked the Lead Member for People, Equality and Diversity and Assurance to work with the Head of Human Resources to look at all the data collected and how it could be presented in future.

RESOLVED –

1. That the contents of the report, EDI objectives for 2020-2025 in Appendix 1 and EDI workforce data in Appendix 3 and BMKFA headlines in Appendix 4 be noted.
2. The revised EDI objectives 2022/2023 in Appendix be approved.

FA14

HOME OFFICE CONSULTATION 'REFORMING OUR FIRE AND RESCUE SERVICE'

The Chairman advised that he was aware that the Democratic Services Officer had emailed copies of the Home Office White Paper to all Members of the Authority when it was published on 18 May 2022; and that he had asked that it be tabled today as an agenda item with a view to agreeing a mechanism for submitting responses on behalf of the Authority if Members were minded to do so. It was not the intention today for Members go through the details of any of the 48 questions in the consultation document.

The Director of Legal and Governance advised that since writing the report, there had been a date arranged for him and the Corporate Planning Manager to meeting with the Police and Crime Commissioner's Head of Governance and its Chief Executive to liaise on areas of shared interest in the White Paper. If Members were minded to agree the recommendation to form a working group, the Director of Legal and Governance would follow up with the Chairman on how best to facilitate a workshop and/or a document drop box for Member and officer input in the consultation responses.

Members discussed their views on the White Paper which would be taken into consideration by the working group.

RESOLVED –

1. The content of the Home Office white paper consultation document be noted.
2. The establishment of a working group comprised of the Group Leaders, the Vice Chairman, and Lead Members be agreed in order for it to formulate responses to be approved at the meeting of the Executive Committee on 13 July.

FA15

THAMES VALLEY BREATHING APPARATUS PROJECT PROGRESS UPDATE (MARCH 22)

The Group Commander and Station Commander advised Members that the aim of the project was to align and standardise the Breathing Apparatus (BA) and ancillary equipment utilised across the Thames Valley area which included Buckinghamshire Fire and Rescue Service, Royal Berkshire Fire and Rescue Service and Oxfordshire Fire and Rescue Service under a joint collaborative contract. The successful project delivery was a key enabler to achieving full operational alignment for the Thames Valley. The project falls under a wider programme of operational alignment which aimed for seamless cross-border mobilisation of fire and rescue service assets via Thames Valley Fire Control Service, and firefighters who can work together using the same operational guidance, training, and equipment.

The key achievements were the new equipment contract provided better management of contamination, this increased firefighter safety both during and post incident; A BA wearer survey had been completed and responses reviewed; successful practical trials by operational staff had taken place, providing feedback and scoring to assist in identifying the best equipment offering; the collaborative procurement process had been successfully completed, resulting in significant efficiency savings and equipment specification aligned across the Thames Valley; personal facemasks for all staff to improve equipment offering and firefighter safety and joint Thames Valley training team established to provide efficiency and resilience in aligned training delivery.

The benefits highlighted were better equipment with latest technologies; improved firefighter safety and monitoring; lighter, better fitting equipment for use by a diverse workforce; standardised equipment across the Thames Valley; resilience with equipment and maintenance; reduced procurement and technical costs; more efficient service delivery with few mobilisations and increased interoperability; reduction in complexity of management of incidents and supports aligned procedures and training in the Thames Valley.

A Member asked what would happen to the existing kit and was advised that this would be collected and donated through one of the fire charities.

The Vice-Chairman thanked officers for the presentation and for reminding Members that it was the fifth anniversary of the Grenfell tragedy and Members thoughts were with all the families involved including the firefighters.

The Lead Member for Health and Safety and Corporate Risk stated that he was pleased that health and safety, as well as health and wellbeing were at the forefront of the project.

The Chief Fire Officer advised Members that this was another positive step in terms of collaboration. There was a Thames Valley Fire Control,

the services buy the same fire appliances and same equipment and now the three services would have the same breathing apparatus across the Thames Valley. The next steps would be operational procedures and combined training.

The Chairman clarified that the reason this service was the last to receive the new breathing apparatus, was due to the order in which the current contracts for all three services were expiring.

RESOLVED –

That the report be noted.

FA16 EXCLUSION OF PUBLIC AND PRESS

RESOLVED –

It was moved and resolved that the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report contains information relating to the financial or business affairs of a person (including the Authority); and on these grounds it is considered, at this moment in time, that the need to keep information exempt outweighs the public interest in disclosing the information.

The Chief Fire Officer, Corporate Planning Manager, Group Commander, Station Commander and all remote participants left the meeting.

FA17 FUTURE SENIOR MANAGEMENT TEAM SUCCESSION PLAN REPORT

Members considered the report and appendices, details of which were noted in the confidential/exempt minutes.

The Authority was advised as follows:

Succession planning for the Senior Management Team (SMT) was on-going and well-reported to Members, with potential opportunities, challenges and risks identified. The timing and sequencing of SMT succession planning was disrupted by the advent of the public health emergency associated with the Covid-19 pandemic. Both the Chief Fire Officer and Deputy Chief Fire Officer were heavily engaged in leading the Service's response to this in collaboration with other partner agencies.

The Service continued to face a number of strategic uncertainties including financial stability due to current economic conditions; the government's agenda as set out in its White paper – "Reforming our Fire and Rescue Service"; and the need to address the issues identified by the HMICFRS in its most recent inspection.

Officers were of the view that option 1¹ strikes the optimal balance having regard to considerations of public safety, leadership stability, time to succession plan properly, and progression of key HMICFRS issues. It also created scope/flexibility for the Authority over the medium term to address the uncertainties identified above. It does not preclude the further opportunity to extend the duration of the contracts, should exceptional circumstances persist or emerge in the future.

The meeting went back into public session and

RESOLVED –

1. an interim departure from the Deputy Chief Fire Officer (DCFO) Succession Plan (Appendix C) until no later than 10 November 2024 be approved;
2. the mitigation measure in the Chief Fire Officer (CFO) Succession Plan (Appendix C) of re-engagement be adopted.
3. an offer of employment to the incumbent CFO be approved:
 - a. subject to the following:
 - i. a fixed term contract to terminate no later than 1 November 2024 (unless terminated by either side on the giving of 3 months' notice); and
 - ii. £153,717 per annum starting salary;
 - b. with other terms and conditions in accordance with the CFO's current entitlements and obligations.
4. the current DCFO's fixed term contract is extended to expire no later than 10 November 2024
5. a paper to be submitted to the Authority before 31 December 2023 to consider all options open to the Authority in respect of the roles of both CFO and DCFO and the Senior Management Team.

THE CHAIRMAN CLOSED THE MEETING AT 12.11 PM.

¹ In accordance with the [Home Office Fire and Rescue National Framework for England, May 2018](#) the preferred option and the alternative options considered are set out in the appendix to these published Minutes.

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Option One

Maintain the existing leadership positions with the current postholders of Chief Fire Officer and Deputy Chief Fire Officer.

The Fire Authority agrees to re-engage, and abate the pension for the Chief Fire Officer before 27 September 2022, until 30 September 2024; and extend the current contract with the Deputy Chief Fire Officer until 10 November 2024.

Implications for this option are:

Post	Benefits	Implications
Chief Fire Officer (re-engagement and abatement)	<ul style="list-style-type: none"> • Maintains the integrity and continuity of the current operational command structure • Maintain stability and continuity of current leadership arrangements • Greater objectivity in relation to wider options for future of BFRS • Maintain continuity of the public safety considerations over the medium term • Engagement of internal and external stakeholders needed to deliver on the areas highlighted by the HMICFRS; and to secure longer term financial stability • Minimises upheaval and recruitment costs associated with change • Maintains the current Principal Officer rota number and costs • Abatement reduces pension costs to fire authority short term • No induction and familiarisation for new person in role required 	<ul style="list-style-type: none"> • Removes opportunity for an internal promotion, or an external appointment • Delayed opportunity for potential candidate(s) from minority or non Fire Service / non-operational background to apply

Deputy Chief Fire Officer (current fixed term contract extended)	<ul style="list-style-type: none"> • Maintains the integrity and continuity of the current operational command structure • Maintain stability and continuity of current leadership arrangements • Greater objectivity in relation to wider options for future of BFRS • Minimises upheaval and recruitment costs associated with change • Engagement of internal and external stakeholders needed to deliver on the areas highlighted by the HMICFRS; and to secure longer term financial stability • Maintains the current Principal Officer rota number and costs • Abatement reduces pension costs to fire authority • No induction and familiarisation for new person in role required 	<ul style="list-style-type: none"> • Removes opportunity for an internal promotion, or an external appointment • Delayed opportunity for potential candidate(s) from minority or non Fire Service / non-operational background to apply
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Option 1 - summary

It would create potential risks to public safety, if this option were not adopted, as it would not be realistic to expect a sufficiently qualified replacement to be in post on 27 September 2022. This would mean a reduction in Principal Officer cover to three, and no one in post to oversee the appointment of a Deputy Chief Fire Officer.

To defer commencing recruitment to both posts until 2024, respectively, will enable seamless transition and delivery of a new Public Safety Plan, ensure knowledge transfer and continuity in the leadership team. It would be optimistic to expect that a new Public Safety Plan would be ready to be consulted upon until December 2023; or later should the Authority wish to propose substantial changes from the current Public Safety Plan.

Obtaining Precept flexibility has been the focus of the CFO and Lead Members up until February 2022, which was substantially based on the skills, experience and trust that had been built in the long-standing relationships with key external partners.

The current position regionally and nationally is that there is a shortage of qualified staff in the fire and rescue service with a large majority of services currently recruiting. This is also mirrored in BFRS's partner agencies, where there are vacancies across local authorities, ambulance services and the police.

It is likely that BFRS will be in recruiting continuously over the next three years to maintain the headcount of firefighters and support staff, across all tiers and levels of experience, needed to fulfil the Authority's pledges in its Public Safety Plan. The Deputy Chief Fire Officer is key to the recruitment campaigns and training aspects for firefighters and is intrinsically immersed in ensuring that BFRS has the right people, in the right places, with the right skills to move the service forward. This was identified as an area for improvement in the recent report from HMICFRS -

"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"

The consultation on the White Paper 'Reforming Our Fire and Rescue Service' was published on 18 May 2022. This will require the Authority to consider its governance model; how it works with other fire and rescue services in the future; and the interaction between the political oversight body and the individual charged with responsibility for operational matters. The relationships built up by the current Deputy and Chief Fire Officer will allow for a smoother delivery of the priorities established by the Government or the Authority in the medium term.

Option Two

Current Chief Fire Officer retires at the due date of 27 September 2022 and the contract for the current Deputy Chief Fire Officer's fixed term contract is extended, with abatement, for up to a further three years.

Implications for this option are:

Post	Benefits	Implications
Chief Fire Officer Vacancy advertised nationally.	<ul style="list-style-type: none">Internal promotional opportunity, or an external appointmentOpportunity for potential candidate(s) from minority or	<ul style="list-style-type: none">Disrupts the integrity and continuity of the current operational command structure

Operational / non-operational applicants invited	<p>non Fire-Service / non-operational background to apply</p> <ul style="list-style-type: none"> • If non-operational likely to introduce diversity of leadership focus, skills and experience. • If operational background, will maintain the current Principal Officer rota number and costs 	<ul style="list-style-type: none"> • Change to stability and continuity of leadership arrangements • If non-operational background, will require additional Principal Officer post on establishment to maintain the rota - additional costs. • If operational, on-going Fire Service Pension costs • Induction and training for new person in role • Other Fire and Rescues services are currently recruiting for CFO and DCFO positions, some have experienced issues with this
Deputy Chief Fire Officer (current fixed term contract extended further three years)	<ul style="list-style-type: none"> • Maintain element of stability and continuity of current leadership arrangements • Experienced person to support new CFO • Partially minimises upheaval and recruitment costs associated with change • Maintains the current Principal Officer rota number and costs • Abatement reduces pension costs to fire authority • No induction or familiarisation for role required 	<ul style="list-style-type: none"> • Removes opportunity for an internal promotion, or an external appointment • Delayed opportunity for potential candidate(s) from minority or non Fire Service / non-operational background to apply • Other Fire and Rescues services are currently recruiting for CFO and DCFO positions, some have experienced issues with this

Option 2 - summary

At the Annual Meeting on 10 June 2020, the Authority agreed to depart from the Succession Plan and abate the DCFO post until 31 December 2022. The Pay Policy Statement (paragraph 28) refers to abatement being for '*exceptional circumstances where specialist knowledge and expertise are required for a defined period of time*'.

Benefits of maintaining this specialist knowledge during this time was recognised including providing stability in responding to the Covid-19 Pandemic; assuming additional duties following the retirement of the Director of People and

Organisational Development; and the potential retirement of Area Managers, one of whom retired at end of March 2022.

In the view of the Chief Fire Officer, the Deputy Chief Fire Officer has had excellent performance in his current role, taking on more responsibility when the Director of People and Organisational Development retired, ensuring that BFRS made savings in the Senior Management Team.

The current position regionally and nationally is that there is a shortage of qualified staff in the fire and rescue service with a large majority of services currently recruiting. This is also mirrored in BFRS's partner agencies, where there are vacancies across local authorities, ambulance services and the police.

Option Three

That the Deputy Chief Fire Officer leaves the Service at the due date of his current fixed term contract of 10 November 2022 (or earlier with 3 months' notice) and the post is advertised. The Fire Authority approves re-engagement of the current CFO for a fixed term contract with abated pension (after a break in service), for up to 31 December 2023 although likely to be sooner depending on the recruitment programme and outcome of DCFO recruitment process.

Implications for this option are:

Post	Benefits	Implications
Chief Fire Officer (re-engagement and abatement until no later than 31 December 2023)	<ul style="list-style-type: none">• Maintains the integrity and continuity of the current operational command structure• Maintain stability and continuity of current leadership arrangements• Greater objectivity in relation to wider options for future of BFRS• Minimises upheaval and recruitment costs associated with change• Maintains the current Principal Officer rota number and costs• Abatement reduces pension costs to fire authority	<ul style="list-style-type: none">• Removes opportunity for an internal promotion, or an external appointment• Delayed opportunity for potential candidate(s) from minority or non Fire Service / non-operational background to apply• Other Fire and Rescues services are currently recruiting for CFO and DCFO positions, some have experienced issues with this

	<ul style="list-style-type: none"> No induction and familiarisation for new person in role required 	
Deputy Chief Fire Officer Vacancy advertised nationally. Operational / non-operational applicants invited	<ul style="list-style-type: none"> Internal promotional opportunity, or an external DCFO appointed Opportunity to reduce average age of the operational workforce Opportunity for potential candidate(s) from minority or non Fire Service / non-operational background to apply If non-operational likely to introduce diversity of management focus, skills and experience. If operational background, will maintain the current Principal Officer rota number and costs 	<ul style="list-style-type: none"> Disrupts the integrity and continuity of the current operational command structure Change to stability and continuity of management and deputising arrangements Reduced flexibility to consider wider options for future of BFRS involving leadership and organisational structure If non-operational background, will require additional Principal Officer post on establishment to maintain the rota - additional costs. If operational, on-going Fire Service Pension costs Induction and familiarisation/training for new person in role Other Fire and Rescues services are currently recruiting for CFO and DCFO positions, some have experienced issues with this

Option 3 - summary

On the same basis as the recommendation in option 1, it would create potential risks to public safety, as it would not be realistic to expect a sufficiently qualified replacement to be in post on 27 September 2022. This would mean a reduction in Principal Officer cover to three, and no one in post to oversee the appointment of a Deputy Chief Fire Officer.

The current position regionally and nationally is that there is a shortage of qualified staff in the fire and rescue service with a large majority of services currently recruiting. This is also mirrored in BFRS's partner agencies, where there are vacancies across local authorities, ambulance services and the police.

The Pay Policy Statement (paragraph 28) referring to abatement being for *'exceptional circumstances where specialist knowledge and expertise are required for*

a defined period of time, would apply to the post of CFO to provide continued leadership to the Service during the recruitment process for the DCFO post. A date for completion to be identified.

It would be optimistic to expect that a new Public Safety Plan would be ready to be consulted upon until December 2023; or later should the Authority wish to propose substantial changes from the current Public Safety Plan.

Obtaining Precept flexibility has been the focus of the CFO and Lead Members up until February 2022, which was substantially based on the skills, experience and trust that had been built in the long-standing relationships with key external partners.

The consultation on the White Paper 'Reforming Our Fire and Rescue Service' was published on 18 May 2022. This will require the Authority to consider its governance model; how it works with other fire and rescue services in the future; and the interaction between the political oversight body and the individual charged with responsibility for operational matters. The relationships built up by the current Chief Fire Officer will allow for a smoother delivery of the priorities established by the Government or the Authority in the medium term.

Option Four

The Fire Authority does not agree to re-engage and abate the Chief Fire Officer, nor to extend the contract for the Deputy Chief Fire Officer. The CFO retires on 27 September 2022 and the fixed term contract for the DCFO ends on 10 November 2022. Both posts are advertised nationally.

Implications for this option are:

Post	Benefits	Implications
Chief Fire Officer vacancy advertised nationally. Operational / non-operational applicants invited	<ul style="list-style-type: none"> Internal promotional opportunity, or an external CFO and DCFO appointment Opportunity for potential candidates from minority or non Fire Service / non-operational background to apply If non-operational likely to introduce diversity of leadership focus, skills and experience. 	<ul style="list-style-type: none"> Disrupts the integrity and continuity of the current operational command structure Change to stability and continuity of leadership arrangements Reduced flexibility to consider wider options for future of BFRS involving leadership and organisational structure
Deputy Chief Fire Officer vacancy advertised		

<p>nationally. Operational / non-operational applicants invited</p>	<ul style="list-style-type: none"> • If operational background, will maintain the current Principal Officer rota number and costs 	<ul style="list-style-type: none"> • If non-operational background, will require additional Principal Officer posts on establishment to maintain the rota - additional costs. • If operational, on-going Fire Service Pension costs • Induction and familiarisation/training for new people in role • Greater level of support from SMT for new postholders • Other Fire and Rescues services are currently recruiting for CFO and DCFO positions, some have experienced issues with this
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Option 4 - summary

For both postholders to leave at the same time, this year, is likely to create instability at the leadership and operational command levels if the recruitment process is undertaken concurrently and with immediate effect. There will be little opportunity for a planned and managed handover.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Special Meeting of the Executive Committee, 7 October 2022

Report title: Performance Management – Q1 2022/23

Lead Member: Councillor Simon Rouse

Report sponsor: Mick Osborne, Deputy Chief Fire Officer/Chief Operating Officer

Author and contact: Anne-Marie Carter, Head of Technology, Transformation and PMO, acarter@bucksfire.gov.uk

Action: Noting

Recommendations:

That the Performance measures for 2022/23 are noted.

Executive summary:

This report details the suite of performance measures initially being proposed for reporting to the Executive committee in 2022/23.

There are currently a total of 74 measures split across 4 quadrants:

- 1) Public Safety
- 2) Response
- 3) Great place to work
- 4) Public Value

The committee are asked to consider:

- Whether we have a satisfactory range and number of performance measures to evidence the Service's objectives and the outcomes we are hoping to achieve for 2022/23

Working with the lead members and officers, we will continue to refine the measures and targets as we progress through the year.

The report also comprises of the Service performance against these measures for Q1 2022/23, see Appendix 1, containing the following:

- 1) Summary page – detailing key measures we wish to highlight
- 2) Performance Measures Overview – each quadrant on one page
- 3) Performance Measures Details – shows actual performance alongside relevant trend information and where needed commentary.

At the end of Q1, 54 measures reported with a Blue, Green, Amber or Red status and 9 are for information.

BRAG	Number		Total	%
	Target	Monitor		
B	9	2	11	18%
G	23	5	28	44%
A	7	1	8	13%
R	15	1	16	25%

There are 11 measures that are work in progress and will be developed over 2022/23.

It is proposed that the performance measures be reported to the Executive committee at every meeting, aligning where possible with quarterly reporting.

Financial implications: A detailed understanding of the Service's performance allows informed decision making in relation to future resource allocation. The balance of measures also allows an understanding of the Service's financial performance and enables a view to be formed of its overall value for money compared with others.

Risk management: Performance and risk information is designed and presented to assist the Authority in the strategic decision-making through understanding the communities we serve and associated risk profiles. Performance management information is a major contributor to service improvement and to the effective prioritisation of resources.

Legal implications: There are no legal implications arising directly from this report.

Privacy and security implications: There are no Privacy and Security implications arising from this paper.

Duty to collaborate: There are no opportunities to collaborate directly from this report.

Health and safety implications: There are no specific Health, Safety and Wellbeing implications arising from this paper. Performance reports on Health, Safety and Wellbeing is subject to separate scrutiny and performance reporting.

Environmental implications: There are no environmental implications arising directly from this report. Performance measures will be developed during the year to provide reassurance that the Service is making progress against its recently approved Environment and Climate action plan.

Equality, diversity, and inclusion implications: There are no specific Equality, diversity and inclusion implications arising from this paper. Performance reports on Equality, diversity and inclusion are subject to separate performance reporting.

Consultation and communication: We aim to provide performance information incorporating stakeholder contributions. The report will be circulated throughout the organisation for information and awareness.

Board	Date	Outcome
Strategic Management Board	23 August 2022	Approved for submission to Executive Committee

Next steps -

- If agreed, the performance measures will be reported quarterly
- Indicators and targets will be reviewed annually

Background papers:

Overview and Audit Committee, 10 November 2021: 2020-21 Annual Performance Monitoring
2020/2021 Performance Report

<https://bucksfire.gov.uk/documents/2021/10/oa-item-14-17-10-21.pdf/>

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Summary	N/A
2	BFRS Key Performance Measures – Detail	N/A

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BFRS - KEY PERFORMANCE MEASURES 2022-2023



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

Introduction

This Key Performance Measures report has been designed as a rounded and balanced picture of how the Service is performing at a local level.

Due to the regular frequency of this report being produced, most indicators used within each measures represent change within the Service and does not always represent good or bad performance. For example, Accidental Dwelling Fires could increase, yet still have the fewest number within the country (relative). This level of detail will be covered in annual reports and ad-hoc reports when requested, as most national data is published annually.

It is worth noting, the report contains many types of targets and methods of comparison. Some targets are aspirational, some are there to ensure minimum standards are met and others are there to identify exceptions within trends, allowing us to identify possible needs for change/reaction.

Reporting Month: **June**

Reporting Quarter: **Q1**

Last Updated: **24 Aug 2022**

	Monthly / Quarterly	Cumulative
Better than expected	B	B
As expected (within trend/target)	G	G
Worse than expected	A	A
Considerably worse than expected	R	R

For monitoring purposes	B	B
For monitoring purposes	G	G
For monitoring purposes	A	A
For monitoring purposes	R	R

No reporting for this pattern i.e not monthly	-	-
Data not available to staff when published	!	!
Work in progress / info not received in time	?	?

Highlighted Measures

Public Impact - Safer place to work

PI.2.05	Deliberate fires to non-dom (not own)	R	R
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Deliberate fires to other people's non-domestic properties have increased by around 100%, month on month in 2022/2023. It is worth noting that these are still small numbers (April saw an increase from three to six fires).

Public Impact - safer place to live

PI.1.09	Fire & Wellness visits	R	R
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Fire & Wellness visit numbers are around a third of the Service's target, which aims to achieve 300 visits a month by April 2023. At the end of June, the Service had completed 290 year to date. Some of this can be attributed to staffing levels, both operational and within the prevention team. Alongside recruitment, there are also planned changes to systems and processes with the aim to increase number of visits.

It is worth noting that, while the overall number is currently low, those that we do visit tend to be households that we would deem most vulnerable (PI.1.10).

Public Impact - safer place to live

PI.1.02	Serious Accidental Dwelling Fires	B	B
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While the number of fire and wellness visits are still a challenge for the Service, it is imperative that we must consider the outcomes to our public.

In view of the above, both the number of Accidental Dwelling Fires (ADFs) and the number of serious ADFs continue to improve. Year to date, serious ADFs have reduced by 20% when compared with the average of the previous five years.

Public Impact

Home	PI.1.01	Accidental Dwelling Fires (ADFs)	B	B
	PI.1.02	Serious ADFs	B	B
	PI.1.03	Fire related fatalities in ADFs	G	G
	PI.1.04	Serious fire related injuries in ADFs	G	G
	PI.1.05	False alarms	G	A
Home	PI.1.06	Deliberate fires to dwelling (not own)	B	B
	PI.1.07	Deliberate secondary fires (own)	B	B
	PI.1.08	Dwelling fires with unknown cause	G	G
	PI.1.09	Fire & Wellness visits	R	R
	PI.1.10	% Fire & Wellness visits to vulnerable	B	G
Work	PI.2.01	Primary fires in non-doms	B	G
	PI.2.02	Serious fires in non-doms	B	B
	PI.2.03	Fire related fatalities - non-doms	G	G
	PI.2.04	Serious fire related injuries - non-doms	G	G
Work	PI.2.05	Deliberate fires to non-dom (not own)	R	R
	PI.2.06	Non-dom fires with unknown cause	G	G
	PI.2.07	False alarms	B	G
	PI.2.08	Fire safety Audits completed	G	G
Communities	PI.3.01	Number of RTCs attended	B	B
	PI.3.02	RTC fatalities	B	B
	PI.3.03	RTC Injuries - serious	R	R
	PI.3.04	RTC Injuries - slight	G	G
Communities	PI.3.05	Deliberate secondary fires (others)	B	G
	PI.3.06	Deliberate primary fires (others)	G	G

NOTES:

Response

Incidents	R.1.01	Total Incidents (Exc Co-res)	B	B
	R.1.02	Co-responder incidents	A	A
	R.1.03	Effecting entry incidents	R	R
	R.1.04	Average attendance time to all	B	G
	R.1.05	Average attendance time to ADFs	B	A
Ops Re	R.3.01	Maintenance of competencies	R	-
	R.3.02	Hydrants	?	?

Response Model	R.2.01	Availability - Wholetime	R	R
	R.2.02	Availability - On-Call	R	R
	R.2.03	Wholetime - Response Model	?	?
	R.2.04	On-Call - Response Model	?	?
	R.2.05	OTB mobs into BFRS grounds	B	G
	R.2.06	OTB mobs out of BFRS grounds	G	B

NOTES:

R.3.01 - MOC -This is currently a Service priority and is being reviewed as an area of focused activity through the BFRS Performance Monitoring Board. We would anticipate this measure to improve steadily across the year. Station Commanders are updated every month on progress and exceptions.

R.2.01 - The Service has recently increased it's budgeted establishment. A range of recruitment options are being progressed including new recruits and transferees across different levels. The Service has also recently created a workforce planning group to maintain close oversight.

Great Place to Work

People	GP.1.01	Actual vs Establishment - Wholetime	A	G
	GP.1.02	Actual vs Establishment - On-Call	R	R
	GP.1.03	Actual vs Establishment - Support	R	A
	GP.1.04	% Staff turnover	R	A
	GP.1.05	% Absence	?	?
	GP.1.06	Welfare & Support	?	?
	GP.1.07	Employee engagement	-	R
	GP.1.08	Appraisal completion	-	R
	GP.1.09	Mandatory E-Learning completed	-	R
	GP.1.10	Grievance and disciplines processed	G	-

H&S	GP.2.01	Injury rate	?	?
	GP.2.02	Workplace accidents/injuries	G	G
	GP.2.03	Near misses	G	G
	GP.2.04	Vehicle accidents	G	G
	GP.2.05	RIDDOR reportable injuries	R	R
	GP.2.06	Attacks on members of staff	A	A
	GP.2.07	Equipment damage	G	G

NOTES:

GP.1.09 - Completion of mandatory e-learning packaged - E-Learning is BFRS' electronic learning record system which all staff are required to carry out and record completion of all training. July was a themed month for this activity which promoted the system and the training needs.

GP.2.05 - RIDDOR - We closely monitor all safety events. For RIDDOR definition, please click [here](#).

Public Value

Finance	PV.1.01	Net Expenditure	-	B	Compliance	PV.2.01	Data breaches	-	G
	PV.1.02	Firefighter cost to public	-	B		PV.2.02	Subject Access Requests	G	G
	PV.1.03	Firefighter cost % to Service cost	-	A		PV.2.03	FOIs	G	R
	PV.1.04	Bank Costs	R	R		PV.2.04	Contracts within framework	-	?
	PV.1.05	Fraud	-	G	PMO	PV.5.01	Internal Audits	R	R
	PV.1.06	Capital Investments	-	G		PV.5.02	Projects in progress	-	G
Engagement	PV.3.01	Customer satisfaction	-	G		PV.5.03	Projects off track	-	G
	PV.3.02	Compliments & Complaints	-	R	Environ	PV.6.01	Carbon emissions	?	?
	PV.3.03	Social Media	?	?		PV.6.02	Recycling	?	?
ICT	PV.4.01	Service Desk	R	A					
	PV.4.02	Network uptime	?	?					

NOTES:

PV1.01 and PV1.02 - both indicators are significantly better than the national average. However, these indicators need to be considered in conjunction with appliance availability, as lower spend is only positive if availability is also on target.

PV1.04 - bank costs are above target. While better than target performance on PV1.01 and PV1.02 show bank is still cost effective, over reliance on bank shifts could be a potential risk to operational performance.

PV5.01 - there are a significant number of internal actions that are overdue. However, none of the actions overdue have been identified as high risk. Progress against implementation will continue to be monitored through the Overview and Audit Committee.

PUBLIC IMPACT

IN THE HOME

PI.1.01 - Number of Accidental Dwelling Fires (ADF)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	24	29	25									
	2022	19	23	22									
	Status	B	B	B									
Cumulative													
	Prev 5 year	24	53	77									
	2022	19	42	64									
	Status	B	B	B									

B	<5%
G	Within 5%
A	>5%
R	>10%
What is good	
Less is better	

Description	Number of dwelling fires where the cause of the fire was recorded as accidental
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.1.01

PI.1.02 - Number of Serious ADFs

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	8	9	8									
	2022	6	4	10									
	Status	B	B	A									
Cumulative													
	Prev 5 year	8	17	25									
	2022	6	10	20									
	Status	B	B	B									

B	<5%
G	Within 5%
A	>5%
R	>10%
What is good	
Less is better	

Description	Accidental dwelling fires where the fire spread from the item that first ignited
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.1.02

PI.1.03 - ADFs - Fire Related Fatalities

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	0.4	0.2	0.4									
	2022	0	0	0									
	Status	G	G	G									
Cumulative													
	Prev 5 year	0.4	0.6	1.0									
	2022	0	0	0									
	Status	B	B	B									

B	
G	0
A	>0
R	>3
What is good	
Less is better	

Description	Number of fire related fatalities recorded at accidental dwelling fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	PI.1.03

PUBLIC IMPACT

IN THE HOME

PI.1.04 - ADFs - Serious Fire Related Injuries

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	0.0	0.0	0.4									
2022	0	0	0									
Status	G	G	G									
Cumulative												
Prev 5 year	0.0	0.0	0.4									
2022	0	0	0									
Status	G	G	G									

B	0
G	<2
A	>1
R	>3

What is good
Less is better

Description	Number of serious fire related injuries recorded at accidental dwelling fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	PI.1.04

PI.1.05 - False alarms in the home

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	87.8	98.2	95.8									
2022	100	100	98									
Status	R	G	G									
Cumulative												
Prev 5 year	87.8	186.0	281.8									
2022	100	200	298									
Status	R	A	A									

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Less is better

Description	Incidents attended in the home, that were recorded as a false alarm
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.1.05

PI.1.06 - Deliberate dwelling fires

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	2.20	0.60	1.40									
2022	1	1	1									
Status	B	B	B									
Cumulative												
Prev 5 year	2.20	2.80	4.20									
2022	1	2	3									
Status	B	B	B									

B	<2 per month
G	2 per month
A	>2 per month
R	>4 per month

What is good
Less is better

Description	Dwelling fires started deliberately by someone other than owner/occupant
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual number of incidents
Reference	PI.1.06

PUBLIC IMPACT

IN THE HOME

PI.1.07 - Deliberate Secondary Fires (to own property)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	52.4	39.6	46.2									
2022	26	19	17									
Status	B	B	B									
Cumulative												
Prev 5 year	52.4	92.0	138.2									
2022	26	45	62									
Status	B	B	B									

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Less is better

Description	Secondary fires attended where the fire was started by the owner deliberately
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Previous five year average
Reference	PI.1.07

PI.1.08 - Dwelling fires - Cause Not known

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	-	-	-									
2022	0	1	2									
Status	B	G	G									
Cumulative												
Prev 5 year	-	-	-									
2022	0	1	3									
Status	B	B	G									

B	<1 per month
G	1-2 per month
A	>2 per month
R	>3 per month

What is good
Less is better

Description	Number of dwelling fires where the cause was recorded as not known
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Actual (low numbers)
Reference	PI.1.08

PI.1.09 - Fire & Wellness Visits

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Target	300	300	300	300	300	300	300	300	300	300	300	300
2022	89	119	82									
Status	R	R	R									
Cumulative												
Target	300	600	900	1200	1500	1800	2100	2400	2700	3000	3300	3600
2022	89	208	290									
Status	R	R	R									

B	> 10%
G	Within 10%
A	< 10%
R	< 20%

What is good
More is better

Description	Number of fire & wellness visits completed successfully
Owner	Prevention
Data source	PRMS

Pattern	Monthly
Comparison	Aspirational Target
Reference	PI.1.09

PI.1.10 - Fire & Wellness Visits - Vulnerable

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	72%	81%	82%									
	Status	G	B	B									
Cumulative													
	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	72%	77%	78%									
	Status	G	G	G									

B	>80%
G	>70%
A	>59%
R	<60%
What is good	
Higher is better	

Description	% of successful fire & wellness visits that involved a vulnerable person
Owner	Prevention
Data source	PRMS
Pattern	Monthly
Comparison	Target
Reference	PI.1.10

PI.2.01 - Non-domestic Fires - Primary

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	18.0	17.8	17.2									
	2022	16	24	14									
	Status	B	R	B									
Cumulative	Prev 5 year	18.0	35.8	53.0									
	2022	16	40	54									
	Status	B	A	G									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of primary fires recorded at non-domestic properties
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Previous five year average
Reference	PI.2.01

PI.2.01 - Non-domestic Fires - Primary - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	10.4	8.2	8.0									
	2022	6	9	7									
	Status	B	G	B									
Cumulative	Prev 5 year	10.4	18.6	26.6									
	2022	6	15	22									
	Status	B	B	B									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Primary fires recorded at non-domestic properties which spread from item of origin
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Previous five year average
Reference	PI.2.02

PI.2.03 - Non-domestic Fires - Fire related fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	-	-	-									
	2022	0	0	0									
	Status	G	G	G									
Cumulative	Prev 5 year	-	-	-									
	2022	0	0	0									
	Status	G	G	G									

B	
G	0
A	1
R	>1

What is good
Less is better

Description	Fire related fatalities recorded at non-domestic property fires
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Actual (low numbers)
Reference	PI.2.03

PI.2.04 - Non-domestic Fires - Fire related injuries - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	-	-	-									
	2022	0	0	0									
	Status	G	G	G									
Cumulative	Prev 5 year	-	-	-									
	2022	0	0	0									
	Status	G	G	G									

B	
G	0
A	1
R	>1

What is good
Less is better

Description	Serious fire related injuries recorded at non-domestic property fires
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Actual - Low numbers
Reference	PI.2.04

PI.2.05 - Non-domestic Fires - Deliberate

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	3.0	2.8	2.8									
	2022	6	6	5									
	Status	R	R	R									
Cumulative	Prev 5 year	3.0	5.8	8.6									
	2022	6	12	17									
	Status	R	R	R									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Non domestic building fires started deliberately by someone other than owner/occupant
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Previous five year average
Reference	PI.2.05

PI.2.06 - Non-domestic Fires - Primary Fire - Not known

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.4	1.2	1.8									
	2022	3	1	0									
	Status	A	G	G									
Cumulative	Prev 5 year	1.4	2.6	4.4									
	2022	3	4	4									
	Status	A	G	G									

B	
G	<3 per month
A	3 per month
R	>3 per month

What is good
Less is better

Description	Non domestic building fires where the cause recorded as not known
Owner	Response
Data source	BFRS IRS

Pattern	Monthly
Comparison	Actual - Low numbers
Reference	PI.2.06

PI.2.07 - Non-domestic property false alarms

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	111.6	128.2	125.0									
2022	111	125	112									
Status	G	G	B									
Cumulative												
Prev 5 year	111.6	239.8	364.8									
2022	111	236	348									
Status	G	G	G									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Incidents recorded as a false alarm at non-domestic properties
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.2.07

PI.2.08 - Fire safety audits completed

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Target	20	20	20	20	20	20	20	20	20	20	20	20
2022	10	32	27									
Status	R	B	G									
Cumulative												
Target	20	40	60	80	100	120	140	160	180	200	220	240
2022	10	42	69									
Status	R	G	G									

B	>29 Per month
G	>19 Per month
A	<20 Per month
R	<11 Per month

What is good
Higher is better

Description	No of Fire Safety Audits completed
Owner	Protection
Data source	PRMS
Pattern	Monthly
Comparison	Target
Reference	PI.2.08

PUBLIC IMPACT

IN THE COMMUNITY

PI.3.01 - Road Traffic Collisions (RTC)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	37.6	44.2	48.0									
2022	34	34	41									
Status	G	G	B									
Prev 5 year	37.6	81.8	129.8									
2022	34	68	109									
Status	G	B	B									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of Road Traffic Collisions attended
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.3.01

PI.3.02 - RTC Fatalities

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	1.6	1.6	1.2									
2022	1	0	0									
Status	G	B	B									
Prev 5 year	1.6	3.2	4.4									
2022	1	1	1									
Status	G	B	B									

B	<1 per month
G	1 per month
A	>1 per month
R	>2 per month

What is good
Less is better

Description	Number of fatalities recorded at RTCs attended within Buckinghamshire & Milton Keynes
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual (low numbers)
Reference	PI.3.02

PI.3.03 - RTC Injuries - Serious

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	5.6	8.4	9.2									
2022	6	10	12									
Status	G	A	R									
Prev 5 year	5.6	14.0	23.2									
2022	6	16	28									
Status	G	A	R									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Less is better

Description	Number of serious injuries recorded at Road Traffic Collisions
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.3.03

PUBLIC IMPACT

IN THE COMMUNITY

PI.3.04 - RTC Injuries - Slight

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	19.0	26.0	22.8									
	2022	9	11	12									
	Status	B	B	B									
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	19.0	45.0	67.8									
	2022	9	20	32									
	Status	B	B	B									

B	<10%
G	Within 10%
A	>10%
R	>20%
What is good	
Less is better	

Description	Number of slight injuries recorded at Road Traffic Collisions
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.3.04

PI.3.05 - Deliberate Secondary Fires

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	43.6	36.4	42.0									
	2022	39	41	36									
	Status	B	A	B									
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	43.6	80.0	122.0									
	2022	39	80	116									
	Status	B	G	G									

B	<10%
G	Within 10%
A	>10%
R	>20%
What is good	
Less is better	

Description	Number of secondary fires that were deliberately started by somebody that wasn't the owner
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.3.05

PI.3.06 - Deliberate Primary Fires

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	16.4	14.2	19.6									
	2022	16	21	15									
	Status	G	R	B									
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	16.4	30.6	50.2									
	2022	16	37	52									
	Status	G	R	G									

B	<10%
G	Within 10%
A	>10%
R	>20%
What is good	
Less is better	

Description	Number of primary fires that were deliberately started by somebody that wasn't the owner
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	PI.3.06

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RESPONSE

INCIDENTS

R.1.01 - Total number of incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	581	599	621									
	2022	567	597	564									
	Status	G	G	B									
Cumulative	Prev 5 year	581	1180	1801									
	2022	567	1164	1728									
	Status	G	G	B									

B	<2.51%
G	Within 2.5%
A	>2.51%
R	>10%

What is good
For monitoring only

Description	Total number of incidents attended within Bucks and MK (excluding co-res)
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	R.1.01

R.1.02 - Co-Responder Incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	53.6	55.0	53.4									
	2022	67	63	66									
	Status	A	G	A									
Cumulative	Prev 5 year	53.6	108.6	162.0									
	2022	67	130	196									
	Status	A	G	A									

B	<20%
G	Within 20%
A	>20%
R	>30%

What is good
For monitoring only

Description	Number of co-responder incidents attended by BFRS staff in MK and Bucks
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	R.1.02

R.1.03 - Effecting Entry/exit incidents attended

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	15.6	15.4	13.4									
	2022	18	24	19									
	Status	R	R	R									
Cumulative	Prev 5 year	15.6	31.0	44.4									
	2022	18	42	61									
	Status	R	R	R									

B	<2.51%
G	Within 2.5%
A	>2.51%
R	>10%

What is good
For monitoring only

Description	Number of effecting entry/exit incidents attended
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	R.1.03

RESPONSE

INCIDENTS

R.01.04 - Average attendance time to all incidents																Description		Average attendance time to incidents attended (excluding co-res)	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	<10 Sec	Owner	Response		
	Prev 5 year	08:21	08:22	09:04										G	Within 10 sec				
	2022	08:39	08:32	08:45										A	>10 Sec				
	Status	A	A	B										R	>30 seconds				
Cumulative															What is good		Pattern	Monthly	
	Prev 5 year	08:21	08:22	08:36										Quicker is better		Comparison			Previous five year average
	2022	08:39	08:35	08:39										Reference	R.1.04				
	Status	A	A	G															

R.01.05 - Average attendance time to Accidental Dwelling Fires																Description		Average attendance time to Accidental Dwelling Fires	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	<10 Sec	Owner	Response		
	Prev 5 year	07:33	07:52	07:55										G	Within 10 Sec				
	2022	09:51	07:49	07:09										A	>10 Sec				
	Status	R	G	B										R	>30 seconds				
Cumulative															What is good		Pattern	Monthly	
	Prev 5 year	07:33	07:43	07:47											Quicker is better				
	2022	09:51	08:44	08:11															
	Status	R	R	A															

RESPONSE

RESPONSE MODEL

R.2.01 - Availability - Wholetime																	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	99% - 99.9%	Description	Availability of wholetime appliances (impacted by both crew and appliances)
	Target	-	-	-										G	98% - 98.9%	Owner	Response
	2022	91.2%	94.4%	91.8%										A	96% - 97.9%	Data source	Fire Service Rota
	Status	R	R	R										R	<96%		
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	What is good		Pattern	Monthly
	Target	-	-	-										Higher is better		Comparison	Target Figures
	2022	91.2%	92.8%	92.5%												Reference	R.2.01
	Status	R	R	R													

R.2.02 - Availability - On-Call																	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	>59%	Description	Availability of On-Call appliances (impacted by both crew and appliances)
	Target	-	-	-										G	>29%	Owner	Response
	2022	5.4%	10.1%	7.9%										A	> 16%	Data source	Fire Service Rota
	Status	R	R	R										R	< 17%		
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	What is good		Pattern	Monthly
	Target	-	-	-										Higher is better		Comparison	Target Figures
	2022	5.4%	7.8%	7.8%												Reference	R.2.02
	Status	R	R	R													

R.2.03 - Wholetime - response model - (Work in progress)																	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B		Description	?
	Prev 5 year													G		Owner	Response
	2022													A		Data source	Fire Service Rota
	Status													R			
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	What is good		Pattern	Monthly
	Prev 5 year													Higher is better		Comparison	Target Figures
	2022															Reference	R.2.03
	Status																

RESPONSE

RESPONSE MODEL

R.2.04 - On-Call - response model - (Work in Progress)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year												
2022												
Status												
Cumulative												
Prev 5 year												
2022												
Status												

B	
G	
A	
R	

What is good	
Higher is better	

Description	?
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	R.2.04

R.2.05 - Over the border mobilisation into BFRS

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	115.0	123.6	136.2									
2022	130	163	118									
Status	A	R	B									
Cumulative												
Prev 5 year	115.0	238.6	374.8									
2022	130	293	411									
Status	A	R	G									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good	
For monitoring only	

Description	Number of appliance mobilisations into BFRS grounds
Owner	Response
Data source	Vision (TVFC)
Pattern	Monthly
Comparison	Previous five year average
Reference	R.2.05

R.2.06 - Over the border mobilisation out of BFRS

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	43.2	46.8	46.6									
2022	51	58	48									
Status	B	G	G									
Cumulative												
Prev 5 year	43.2	90.0	136.6									
2022	51	109	157									
Status	B	G	B									

B	>10%
G	Within 10%
A	<10%
R	<20%

What is good	
For monitoring only	

Description	Number of appliance mobilisations out of BFRS grounds
Owner	Response
Data source	Vision (TVFC)
Pattern	Monthly
Comparison	Previous five year average
Reference	R.2.06

RESPONSE

OPS RESILIENCE

R.3.01 - % Maintenance of competencies completed

Quarterly		Q1	Q2	Q3	Q4
	Target	95%	96%	97%	98%
	Actual	65%			
	Status	R			

B	>98%
G	>94%
A	>89%
R	<90%
What is good	
Higher is better	

Description	Percentage of maintenance of competencies completed
Owner	Operational Training
Data source	HEAT
Pattern	Quarterly
Comparison	Target Figures
Reference	R.3.01

R.3.02 - Hydrant - (Work in Progress)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year												
	2022												
	Status												
Cumulative													
	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	
What is good	
Higher is better	

Description	
Owner	
Data source	SC Capture
Pattern	Monthly
Comparison	Target Figures
Reference	R.3.03

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GP.1.01 - Actual v's Establishment - Wholetime

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	280	280	300									
	2022	278	275	272									
	Status	G	G	A									
Cumulative													
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	99%	99%	96%									
	Status	G	G	G									

B	>100%
G	> 94.9%
A	< 95%
R	< 90%
What is good	
Nearest Target	

Description	Total number of people in Wholetime roles v's budgeted establishment
Owner	HR
Data source	ITrent
Pattern	Monthly
Comparison	Against target
Reference	GP.1.01

GP.1.02 - Actual v's Establishment - On-Call

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target (FTE)	96	96	96									
	2022 (FTE)	65.3	63.9	62.5									
	Status	R	R	R									
Cumulative													
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	68%	67%	65%									
	Status	R	R	R									

B	>100%
G	> 94.9%
A	< 95%
R	< 90%
What is good	
Nearest Target	

Description	Total number of people in On-Call roles v's budgeted(FTE) establishment
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	GP.1.02

GP.1.03 - Actual v's Establishment - Support

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	133	133	133									
	2022	121	120	119									
	Status	A	A	R									
Cumulative													
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	91%	91%	90%									
	Status	A	A	A									

B	>100%
G	> 94.9%
A	< 95%
R	< 90%
What is good	
Nearest Target	

Description	Total number of people in Support roles v's budgeted establishment
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	GP.1.03

GP.1.04 - % Staff turnover													
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
	2022	1.2%	1.4%	2.4%									
Cumulative	Status	A	A	R									
	Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
	2022	1.2%	1.3%	1.7%									
	Status	A	A	A									

B	
G	<1%
A	<2%
R	>1.9%
What is good	
Less is better	

Description	% of employees who leave the Service, expressed as a percentage of total workforce.
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	GP.1.04

GP.1.05 - % Absence													
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year												
	2022												
Cumulative	Status												
	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	
What is good	
Less is better	

Description	% of people absent, expressed as a percentage of total workforce
Owner	HR
Data source	iTrent
Pattern	Monthly
Comparison	Against target
Reference	GP.1.05

GP.1.06 - Welfare & Support (Work in progress)													
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year												
	2022												
Cumulative	Status												
	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	
What is good	

Description	
Owner	HR
Data source	
Pattern	
Comparison	
Reference	GP.1.06

GP.1.07 - Employee Engagement

%		2017	2020	2022
	Target	65%	65%	65%
	Actual	21%	32%	24%
	Status	R	R	R

B	>65%
G	55-65%
A	45-55%
R	<45%
What is good	
Higher is better	

Description	Most Effective employees are both highly engaged and enabled.
Owner	HR
Data source	Supplier Staff Survey reports
Pattern	Every other year
Comparison	Against target
Reference	GP.1.07

GP.1.08 - Appraisal Completion

Annual		17/18	18/19	19/20	20/21	21/22
	Target	95%	95%	95%	95%	95%
	2022	65%	46%	52%	59%	60%
	Status	A	R	R	R	R

B	>95%
G	85-95%
A	65-84%
R	<65%
What is good	
Higher is better	

Description	The number of appraisals completed as at Sept of the year after v's the headcount
Owner	Organisational Development
Data source	iTrent
Pattern	Annually
Comparison	Against target
Reference	GP.1.08

GP.1.09 - Completion of mandatory e-learning packages

Annual		2021	2022	2023
	Target	95%	95%	95%
	2022	27%	35%	29%
	Status	R	R	R

B	>95%
G	85-95%
A	65-84%
R	<65%
What is good	
Higher is better	

Description	% Completion of mandatory e-learning packages within each training year for all staff
Owner	Organisational Development
Data source	Heat
Pattern	Annually
Comparison	Against target
Reference	GP.1.09

GP.1.10 - Total number of Grievance/Discipline cases

In progress		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	2021	1	4	0	3	1	1	0	3	2	1	2	1
	2022	1	1	0									
	Status	G	G	G									
Completed		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	2021	0	0	1	1	0	1	5	3	2	1	2	1
	2022	1	1	0									
	Status	G	G	G									

B	
G	<2 per month
A	2 per month
R	>2 per month
What is good	
Monitor	

Description	Total number of Grievance and Discipline cases in progress and completed each month
Owner	HR
Data source	
Pattern	Monthly
Comparison	Monitor
Reference	GP.1.10

GREAT PLACE TO WORK

HEALTH & SAFETY

GP.2.01 - Injury Rate per 1,000

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	22.4	21.0	19.5	23.8
	2022				
	Status				
Cumulative					
	Prev 3 year	22	43	63	87
	2022				
	Status				

B	
G	
A	
R	
What is good	
Less is better	

Description	
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.01

GP.2.02 - Number of workplace reported accidents/injuries

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	11	10	9	11
	2022	8			
	Status	G			
Cumulative					
	Prev 3 year	11	21	30	41
	2022	8			
	Status	G			

B	
G	
A	
R	
What is good	
Less is better	

Description	No of workplace reported accidents/injuries
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.02

GP.2.03 - Number of near miss events

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	12	10	6	9
	2022	12			
	Status	G			
Cumulative					
	Prev 3 year	12	22	28	37
	2022	12			
	Status	G			

B	
G	
A	
R	
What is good	
Monitor	

Description	Number of near miss events
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.03

GREAT PLACE TO WORK

HEALTH & SAFETY

GP.2.04 - Number of vehicle accident reports

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	11	11	11	11
	2022	9			
	Status	G			
Cumulative					
	Prev 3 year	11	22	33	44
	2022	9			
	Status	G			

B	
G	
A	
R	
What is good	
Less is better	

Description	Number of vehicle accident reports
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.04

GP.2.05 - Number of staff who suffered RIDDOR reportable injuries at work

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	1	0	1	3
	2022	4			
	Status	R			
Cumulative					
	Prev 3 year	1	1	2	5
	2022	4			
	Status	R			

B	
G	
A	
R	
What is good	
Less is better	

Description	Number of staff who suffered RIDDOR reportable injuries at work
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.05

GP.2.06 - Verbal or physical attacks on a member of staff

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	0	0	1	1
	2022	1			
	Status	A			
Cumulative					
	Prev 3 year	0	0	1	2
	2022	1			
	Status	A			

B	
G	
A	
R	
What is good	
Less is better	

Description	Number of incidents in which there was a verbal or physical attack on a member of staff
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.06

GP.2.07 - Number of equipment damage reports

Quarterly		Q1	Q2	Q3	Q4
	Prev 3 year	13	9	10	13
	2022	9			
	Status	G			
Cumulative					
	Prev 3 year	13	22	32	45
	2022	9			
	Status	G			

B	< 5 month
G	5-10 month
A	> 10 month
R	> 15 month
What is good	
Less is better	

Description	Number of equipment damage reports
Owner	Health & Safety
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP.2.07

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PV.1.01 - Net Expenditure per person per year

Annual		17/18	18/19	19/20	20/21	21/22	22/23
	Target	£36.22	!	!	!	!	
		£32.84	£30.34	£33.80	£32.22	?	
	Status	B	B	B	B		

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Below national average

Description	Net expenditure (excluding capital charges) per person living within Bucks and MK
Owner	Finance
Data source	BFRS Accounts
Pattern	Annual
Comparison	National Average
Reference	PV.1.01

PV.1.02 - Firefighter costs per person per year

Annual		17/18	18/19	19/20	20/21	21/22	22/23
	Target	£22.38	£23.10	£23.82	£25.22	!	
	Actual	£18.06	£17.28	£20.08	£21.02	?	
	Status	B	B	B	B		

B	<5%
G	Within 5%
A	>5%
R	>10%

What is good
Below national average

Description	Spend on Firefighters per person living within Bucks and MK
Owner	Finance
Data source	Accounts/HMICFRS (avg.)
Pattern	Annually
Comparison	National Average
Reference	PV.1.02

PV.1.03 - Firefighter costs as a % of net expenditure

Annual		17/18	18/19	19/20	20/21	21/22	22/23
		!	!	!	!		
	Actual	55%	57%	59%	65%		
	Status	A	A	A	G		

B	> 70%
G	60% - 70%
A	50% - 59.9%
R	< 50%

What is good
Higher is better

Description	Percentage of total net expenditure that is spent on Firefighters
Owner	Finance
Data source	BFRS Accounts
Pattern	Annually
Comparison	Against thresholds
Reference	PV.1.03

PV.1.04 - Bank Costs (£)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 3 year	106k	102k	107k	107k	112k	110k	118k	108k	96k	47k	41k	73k
2022	111k	101k	116k									
Status	A	G	R									
Cumulative												
Prev 3 year	106k	209k	316k	422k	535k	644k	762k	870k	966k	1,013k	1,054k	1,128k
2022	111k	212k	328k									
Status	A	A	R									

B	
G	< 0%
A	> 0%
R	> 10%

What is good
Less is better

Description	The cost of Bank shifts
Owner	Response
Data source	BFRS Accounts

Pattern	Monthly
Comparison	Previous 3 year average
Reference	PV.1.04

PV.1.05 - Fraud

	17/18	18/19	19/20	20/21	21/22	22/23
Annual						
Target	0	0	0	0	0	0
Actual	0	0	0	0	0	
Status	G	G	G	G	G	

B	
G	0
A	
R	>0

What is good
Zero fraud

Description	The number of confirmed frauds
Owner	Finance
Data source	BFRS Accounts

Pattern	Annually
Comparison	Against targets
Reference	PV.1.05

PV.1.06 - Capital Investment as a % of total expenditure

	17/18	18/19	19/20	20/21	21/22	22/23
Annual						
2022	9%	5%	3%	4%	3%	
Status	B	G	A	G	A	

B	>5%
G	4%-5%
A	3%-3.9%
R	<3%

What is good
Monitor

Description	Capital Investment as a % of total expenditure (excl. expenditure on Blue Light Hub)
Owner	Finance
Data source	BFRS Accounts

Pattern	Annually
Comparison	Monitor
Reference	PV.1.06

PUBLIC VALUE

COMPLIANCE

PV.2.01 - Number of reportable data breaches

Annual		17/18	18/19	19/20	20/21	21/22	22/23
	Target	0	0	0	0	0	0
	Actual	0	0	0	0	0	0
	Status	G	G	G	G	G	G

B	
G	0
A	
R	>0

What is good
Less is better

Description	A breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data
Owner	Legal and Governance
Data source	
Pattern	Annual
Comparison	
Reference	PV.2.01

PV.2.02 - Subject access requests responded to within the statutory timescales

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	0	0	0	0	0	0	0	0	0	0	0	0
	2022	0	0	0									
	Status	G	G	G									
Cumulative	Target	0	0	0	0	0	0	0	0	0	0	0	0
	2022	0	0	0									
	Status	G	G	G									

B	
G	0
A	1
R	> 1

What is good

Description	Subject access requests responded to within the statutory timescales
Owner	Legal and Governance
Data source	
Pattern	Monthly
Comparison	Target
Reference	PV.2.02

PV.2.03 - Percentage of FOI requests responded to within the statutory timescales

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
	Provided	86%	100%	100%									
	Status	R	G	G									
Cumulative	Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
	Provided	86%	94%	95%									
	Status	R	R	R									

B	
G	> 97%
A	> 95%
R	< 96%

What is good
Higher is better

Description	Percentage of FOI requests responded to within the statutory timescales
Owner	Legal and Governance
Data source	
Pattern	Monthly
Comparison	Target
Reference	PV.2.03

PV.2.04 - Contracts within Framework (Work in progress)																Description		
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B				
	Prev 5 year													G				
	2022													A		Owner	Procurement	
	Status													R		Data source		
Cumulative															What is good			
	Prev 5 year															Pattern		
	2022															Comparison		
	Status															Reference	PV.2.04	

PUBLIC VALUE

ENGAGEMENT

PV.3.01 - After the incident Survey - % of Respondents satisfied with the service provided

		17/18	18/19	19/20	20/21	21/22
Domestic	Target	99%	99%	99%	99%	99%
	Actual	95%	98%	99%	98%	
	Status	G	G	G	G	
Non-Domestic	Target	99%	99%	99%	99%	99%
	Actual	99%	100%	99%	99%	
	Status	G	B	G	G	

B	100%
G	95-99%
A	90-95%
R	<95%

What is good
Higher is better

Description	% of Respondents satisfied with the service provided after an incident
Owner	Legal & Governance
Data source	Post incident survey
Pattern	Annual
Comparison	Target
Reference	PV.3.01

PV.3.02 - Compliments & Complaints

		17/18	18/19	19/20	20/21	21/22
Compliments	Prev 3 year	-	-	-	-	23.3
	Actual		17	28	25	19
	Status					-
Complaints	Prev 3 year	-	-	-	-	19
	Actual		16	17	24	25
	Status					R

B	< 2
G	Within 1
A	> 3
R	> 5

What is good
Monitor

Description	Number of compliments and complaints received each year
Owner	Legal & Governance
Data source	
Pattern	Annual
Comparison	Monitor
Reference	PV.3.02

PV.3.03 - Social Media (work in progress)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2022												
	Status												
Cumulative	Prev 5 year												
	2022												
	Status												

B	
G	
A	
R	

What is good

Description	
Owner	Marketing & Comms
Data source	
Pattern	
Comparison	
Reference	PV.3.03

PV.4.01 - Service Desk Response

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	100%	tickets responded to with SLA. Owner ICT Data source Vivantio		
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	G	> 97.9%			
	2022	98.1%	96.4%	95.3%										A	> 95.9%			
	Status	G	A	R										R	< 96%			
Cumulative																	Pattern Comparison Reference	Monthly Target PV.4.01
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	What is good				
	2022	98.1%	97.2%	96.5%										Higher is better				
	Status	G	A	A														

PV.4.02 - Network Uptime (work in progress)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B				
	Prev 5 year													G				
	2022													A		Owner	ICT	
	Status													R		Data source		
Cumulative																		
	Prev 5 year													What is good			Pattern	
	2022																Comparison	
	Status																Reference	PV.4.02

PUBLIC VALUE

PORTFOLIO MANAGEMENT OFFICE

PV.5.01 - Internal Audit - Overdue actions

Number		Feb-21	Jun-21	Oct-21	Feb-21	Jun-22
	Target	!	!	!	!	!
	Actual	5	4	18	12	21
	Status	-	-	-	-	-
%	Target	15%	15%	15%	15%	15%
	Actual	14%	7%	29%	19%	22%
	Status	A	G	R	A	R

<table><tr><td>B</td><td><5%</td></tr><tr><td>G</td><td>5%-9.9%</td></tr><tr><td>A</td><td>10%-20%</td></tr><tr><td>R</td><td>>20%</td></tr></table>		B	<5%	G	5%-9.9%	A	10%-20%	R	>20%	Description	Number of overdue audits following an internal audit
		B	<5%								
		G	5%-9.9%								
		A	10%-20%								
R	>20%										
Owner	PMO										
Data source	Audit Providers - (BC)										
What is good		Pattern	3 times a year								
Less is better		Comparison	Target								
		Reference	PV.5.01								

PV.5.02 - Projects in progress

Monthly		Q1	Q2	Q3	Q4
		-	-	-	-
	2022	15			
	Status	G			
Cumulative	Prev 5 year				
	2022				
	Status				

<div>B</div> <div>G</div> <div>A</div> <div>R</div>	Description	The number of projects the Service has in progress (Excluding Property projects)	
	Owner	PMO	
	Data source		
What is good		Pattern	Quarterly
Monitor		Comparison	Monitor
		Reference	PV.5.02

PV.5.02 - Projects off track

Monthly		Q1	Q2	Q3	Q4
	Target	5%	5%	5%	5%
	2022	0			
	Status	G			
Cumulative	Prev 5 year				
	2022				
	Status				

<div>B</div> <div>G</div> <div>A</div> <div>R</div>	Description	The number of projects the Service have deemed to be a red status (Excluding Property projects)	
	Owner	PMO	
	Data source		
What is good		Pattern	Quarterly
Less is better		Comparison	Target
		Reference	PV.5.03

PUBLIC VALUE

ENVIRONMENT

PV.6.01 - Carbon emissions - (Work in progress)																Description		
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B				
	Prev 5 year													G		Owner		
	2022													A		Data source		
	Status													R				
Cumulative														What is good		Pattern		
	Prev 5 year															Comparison		
	2022															Reference	PV.6.01	
	Status																	

PV.6.02 - Recycling - (Work in progress)																Description	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B			
	Prev 5 year													G			
	2022													A		Owner	
	Status													R		Data source	
Cumulative														What is good			
	Prev 5 year															Pattern	
	2022															Comparison	
	Status															Reference	PV.6.02



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority – 12 October 2022

Report title: 2020-25 Corporate Plan: Year 3 Update

Lead Member: Councillor Simon Rouse (Fire Authority Chairman)

Report sponsor: Graham Britten – Director of Legal and Governance

Author and contact: Stuart Gowanlock – Corporate Planning Manager

Action: Decision

Recommendations: That the 2020-25 Corporate Plan Update be approved by the Authority.

Executive summary:

The updated 2020-25 Corporate Plan sets out how the Authority intends to equip and develop the Service and its people to meet the challenges that it faces over the remaining years of the plan. In particular, the need to develop the Service to address the strategic context and priorities set out in the 2020-25 Public Safety Plan and key issues arising from HMICFRS inspections.

A [first draft](#) of the Year 3 Update to the 2020-25 Corporate Plan, together with a review of progress during Year 2, was presented for review at the 15 June 2022 Fire Authority meeting. At that meeting, the Authority resolved:

- 1. That the 2020-2025 Corporate Plan Progress Review and Update be noted by the Authority.*
- 2. That a further review of the Corporate Plan be undertaken to integrate elements of the Public Safety Plan and the Environment and Climate Action Plan in respect of climate change and the HMICFRS actions to be presented at the next meeting.*

The Corporate Plan at Appendix 1 has been updated to integrate the items specified in the second resolution as follows:

- The addition of a Planning Framework diagram at page 7 showing how the individual plans relate to one another, including the Climate and HMICFRS Action Plans (also, hyperlinks have been included so that all of the plans can be accessed directly from the document);
- Included at Section 8 (Schedule of Key Projects and Tasks), specific items relating to the two HMICFRS Causes of Concern, arising from the 2021 inspection, and also the Climate Change Action Plan - again with hyperlinks to the relevant plans (see pages 10 and 13).

Officers have also taken the opportunity to update the performance measures designed to gauge progress towards the achievement of the Authority's Strategic Objectives and the effectiveness of its Strategic Enablers, to align with the new performance monitoring framework and associated indicators presented at agenda item 9a (see pages 8 – 9 of Appendix 1).

The updated programme for the remaining three years of the Plan (2022/23 – 2024/25) is set out at section 8 (pages 10 – 14) of the plan (Appendix 1).

Amendments and additions to the text of the Corporate Plan at Appendix 1, since it was presented to the Authority in June, are shaded grey.

[The review of progress during the second year of the plan](#), was presented to, and noted at, the 15 June 2022 Fire Authority meeting. [The review of progress during the first year](#) was reported to the 16 June 2021 Fire Authority meeting.

Financial implications:

Successful implementation of the plan is critical to the achievement of the Medium-Term Financial Plan.

Risk management:

Alongside the Public Safety Plan and Medium-Term Financial Plan, the Corporate Plan sets out how the strategic risks facing the Authority over the period to March 2025 will be managed.

Risks to achieving the plan together with mitigating actions are identified at page 15 of the updated plan.

Legal implications:

The Terms of Reference for the Authority require it to determine issues in respect of both the "Integrated Risk Management Plan and Action Plan" following recommendations from the Executive Committee.

Privacy and security implications:

No privacy issues have been identified as a direct consequence of the updating of 2020-25 Corporate Plan itself. However, it does include activities designed to address future requirements in relation to these areas.

Duty to collaborate:

The Policing and Crime Act 2017 introduced a statutory duty for emergency services to consider whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that Service and those other Services.

The new Corporate Plan has been aligned with the collaboration priorities agreed between the three Thames Valley Chief Fire Officers. It also identifies other areas in which collaboration opportunities with other blue light services and local resilience forum partners such as the NHS and local authorities are being pursued.

Health and safety implications:

Some elements of the programme of activities set out in the Corporate Plan may have health and safety implications e.g. Public Safety Plan reviews of emergency services provision. Detailed assessments of any health and safety implications will be conducted within the scope of the individual projects and work streams.

Environmental implications:

Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried out where required or appropriate. The 2020-25 Public Safety Plan requires that the Service “Continue to identify and act on opportunities to reduce our own carbon footprint”. An [Environment and Climate Change Action Plan](#) and the appointment of a Lead Member for Climate Change was [approved](#) by the Authority at its 8 December 2021 meeting.

Equality, diversity, and inclusion implications:

Where required, detailed Equality Impact Assessments will be undertaken within the scope of the individual projects and work streams identified in the Corporate Plan. Also, the Plan includes provision to continue pursuit of our [Equality, Diversity and Inclusion objectives 2020 - 2025](#), associated action plans and progress reporting against these to the Authority.

Consultation and communication:

Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan was reviewed by the Strategic Management Board at its 17 May 2022 meeting.

Revisions to the draft Corporate Plan requested by Members following an initial review at the 15 June 2022 Fire Authority were reviewed by:

- the Business Transformation Board on 8 September;
- the Strategic Management Board on 20 September 2022; and,
- the Lead Member for Service Delivery, Protection and Collaboration.

Following approval of the updated Plan by the Authority, it will be circulated to the Service Managers for cascading throughout the Service.

Background papers:

The 2020-25 Corporate Plan schedules the key work programmes arising out of the [2020-25 Public Safety Plan](#) which was approved by the Fire Authority at its 12

February 2020 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals.

The updated 2020-25 Corporate Plan reflects the sequencing and timing agreed by the Chief Fire Officer for the specific projects and workstreams required to deliver the proposals and priorities set out in the 2020-25 Public Safety Plan.

A first draft of the Year 3 2020-25 Corporate Plan Update, together with a review of progress during the second year of the plan, was presented to the 15 June 2022 Fire Authority meeting:

<https://bucksfire.gov.uk/documents/2022/05/fa-item-15.pdf/>

The updated 2020-25 Corporate Plan supersedes the second version which was approved by the Authority on the 16 June 2021:

<https://bucksfire.gov.uk/documents/2021/06/fa-160621-item-14.pdf/>

The first version of the Plan was approved by the Authority on 10 June 2020:

<https://bucksfire.gov.uk/documents/2020/06/fire-authority.pdf/>

Appendix	Title	Protective Marking
1	Updated (Year 3) 2020–25 Corporate Plan	None



2020–2025 Corporate Plan
Year 3 Update
October 2022

Appendix 1: 2020 – 2025 Corporate Plan – Year 3 Update

Plan Contents	Page
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[Year 2 Progress Review](#)

[Year 1 Progress Review](#)

1. Introduction

This document sets out how the Authority intends to equip and develop the Service and its people to meet the challenges that it faces over the remaining three years of the 2020-2025 Corporate Plan and continue to make progress towards the achievement of its vision and strategic objectives. It also sets out the programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2020 - 2025 Public Safety Plan. These were:

<p>Infrastructure projects</p> <p>Consider temporary re-location of fire appliances to reduce impact on emergency response.</p> <p>Review range of potential risks and identify any additional training, equipment and vehicle requirements.</p>	<p>Population</p> <p>Consider changing current response to automatic fire alarms policy, potentially freeing up capacity to deal with an increase in higher risk incident types.</p> <p>Review station resourcing models.</p> <p>Continue to improve our ability to target and engage with vulnerable groups.</p>	<p>Civil emergencies</p> <p>Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.</p> <p>Continue to identify and act on opportunities to reduce our own carbon footprint by using electric vehicles, for example.</p>
<p>Technology information and systems security</p> <p>Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).</p> <p>Assess, identify, and resolve potential capability gaps in relation to emerging information and systems security risks.</p>	<p>Workforce pressures</p> <p>Continue to develop our approach to workforce planning to inform recruitment and staff development strategies.</p> <p>Continue development and roll-out of more flexible and innovative employment opportunities to optimise recruitment and retention.</p> <p>Align training strategy and priorities to meet future needs.</p> <p>Continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change.</p>	<p>Funding pressures</p> <p>Review / optimise zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.</p> <p>Continue to pursue the case for relaxation of the Government's Council Tax referendum limits.</p> <p>Consider withdrawing from some non-statutory services to reduce costs.</p>

2. Strategic Context

The table below summarises the key strategic challenges identified and evaluated in the 2020 – 2025 Public Safety Plan.

Infrastructure projects Road closures during construction leading to slower emergency response times. On-site risks during construction such as working at heights or depths. New technical risks following project completion such as tunnel rescues.	Population Potential for increases in all types of emergency response. Potential increase in accidental dwelling fire injuries and fatalities particularly in vulnerable groups such as the 80+ age group.	Civil emergencies Increase in frequency and / or severity of incidents as a result of factors such as the effects of climate change.
Technology information and systems security Disruption to our ability to deliver emergency response and other services due to cyberattack. New risks arising from the introduction of emerging technologies such as autonomous vehicles, artificial intelligence, and robotics.	Workforce pressures Maintenance of range or level of service to the public due to staff retention and recruitment challenges.	Funding pressures Insufficient funding to maintain current range or level of service to the public.

3. Financial Context

In February 2022, the Authority approved the budget for 2022-23 (and indicative amounts for future years). The last update for the Medium-Term Financial Plan (MTFP) reflected the following:

- The additional £1.1m of funding resulting from the Fire Authority's decision to utilise the Precept flexibility offered to lower quartile Fire Authorities by Central Government (equating to a £5 rise in the annual Council Tax paid by a Band D taxpayer).
- Continuing uncertainty over future funding for firefighter pensions and the impact on entitlements of recent rulings that found the 2015 scheme to be discriminatory on grounds of age.
- The current and anticipated economic disruption due to the remaining effects of the Covid-19 pandemic on Council Tax and Business Rates revenue receipts.

Please note the table below was reflective of the economy at the time of approval in February 2022. However, this is likely to change due to the cost-of-living crisis and adverse economic outlook that the Service is currently facing which only materialised after the budget was approved. An updated MTFP will be presented to the Authority in February 2023 taking these factors into consideration.

MTFP Summary

Medium Term Financial Plan	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Net Budget Requirement	32,277	33,480	33,982	35,024	36,071	37,150
Total Funding Available	-32,277	-33,480	-33,982	-35,024	-36,071	-37,150
General Fund Balance	-1500	-1500	-1500	-1500	-1500	-1500
Other Earmarked Reserves (excluding Control Room Res.)	-1,304	-1304	-1304	-1,304	-1304	-1304
Earmarked Capital Reserves	-2,484	-4,138	-3,702	-3,492	-3,693	-4,382
Total	-5,288	-6,942	-6,506	-6,296	-6,497	-7,186

4. Planning Inputs

This plan has been developed to prioritise and programme:

- The proposals contained in the [2020 – 2025 Public Safety Plan](#) which was approved by the Fire Authority on 12 February 2020, following the outcomes of a public consultation.
- Areas for Improvement identified by the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their inspections of the Service in [2019](#) and [2021](#).
- Thames Valley Collaboration Programme projects to be continued or initiated during the period of this plan.
- Other improvement requirements of strategic importance. For example, identified by recent internal or external audit and assurance activities.
- The impact of the Covid-19 pandemic.

In the final quarter of the 2021/22 Financial Year, Service Management undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved in June 2021, to: ascertain progress; consider capacity to deliver; and, set priorities for the remaining life of the Plan. Three of the 22 workstreams were identified as complete having been embedded as part of normal operating processes. Two new workstreams were added to maintain momentum with the pursuit of the Protection Strategic Objective, replacing the two identified as complete (see pages 10 - 11). The outcomes of the Service Management Review in relation to each project or task can be viewed here:

<https://bucksfire.gov.uk/documents/2022/05/fa-item-15.pdf/>.

A review of progress against the original Year 1 programme can be viewed here:

<https://bucksfire.gov.uk/documents/2021/06/fa-160621-item-14.pdf/>

The updated programme for the remaining three years of the Plan (2022/23 – 2024/25) is set out at section 8 (pages 10 – 14) of this plan.

5. Vision and Values

As important as what is done, is how it is done, the Service's values therefore form an integral part of its approach to planning and delivery of its services. These also translate through to individual objective setting and performance appraisal via the behavioural elements of our appraisal process, training needs assessments and annual workforce development plans.

<p>Vision</p> <p>Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel</p>			
<p>Service to the community</p> <p>We will serve the community by:</p> <p>Working with all groups to reduce risk</p> <p>Treating everyone fairly and with respect</p> <p>Striving for excellence in all we do</p> <p>Being answerable to those we serve</p>	<p>People</p> <p>We practice and promote:</p> <p>Fairness and respect</p> <p>Recognition of commitment and the achievement of excellent service</p> <p>Honesty and trust</p> <p>Opportunities to develop and learn</p> <p>Co-operation and inclusive working</p>	<p>Diversity</p> <p>We value diversity in our service and in the community by:</p> <p>Treating everyone fairly and with respect</p> <p>Challenging prejudice and discrimination</p> <p>Creating opportunities to meet the different needs of people and the communities</p> <p>Promoting equal opportunities in terms of recruitment, promotion and retention</p>	<p>Improvement</p> <p>We value improvement at all levels of the service by:</p> <p>Accepting responsibility for our performance and actions</p> <p>Being open-minded and receptive to alternative approaches</p> <p>Learning from our experiences</p> <p>Supporting others to enable them to achieve their goals</p> <p>Encourage innovation and creativity</p>

6. Planning Framework

The Corporate Plan specifies and programmes the broad range of projects and initiatives that will develop and implement the proposals set out in the Public Safety Plan. It also address other issues of strategic importance such as those arising from HMICFRS inspections of the Service. It is underpinned by other more detailed plans relating to specific issues as set out below.



7. Strategic Objectives, Enablers and Performance Measures

Strategic Objectives											
Prevent Incidents that cause harm from happening.			Protect homes, public buildings and businesses from the effects of fire.			To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand			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.		
Key Performance Measures											
Home	PI.1.01	Accidental Dwelling Fires (ADFs)	Home	PI.1.03	Fire related fatalities in ADFs	Incidents	R.1.01	Total Incidents (Excluding Co-responder)	Finance	PV.1.01	Net Expenditure
	PI.1.02	Serious ADFs		PI.1.04	Serious fire related injuries in ADFs		R.1.02	Co-responder incidents		PV.1.02	Firefighter cost to public
	PI.1.06	Deliberate fires to dwelling (not own)		PI.1.05	False alarms		R.1.03	Effecting entry incidents		PV.1.03	Firefighter cost % to Service cost
	PI.1.07	Deliberate secondary fires (own)	Work	PI.2.03	Fire related fatalities - non-domestic		R.1.04	Average attendance time to all		PV.1.04	Bank Costs
	PI.1.08	Dwelling fires with unknown cause		PI.2.04	Serious fire related injuries - non-domestic		Ops Response	R.1.05		Average attendance time to ADFs	PV.1.05
	PI.1.09	Fire & Wellness visits		PI.2.07	False alarms	R.3.01		Maintenance of competencies		PV.1.06	Capital Investments
	PI.1.10	% Fire & Wellness visits to vulnerable		PI.2.08	Fire safety Audits completed	R.3.02		Hydrants	Engagement	PV.3.01	Customer satisfaction
Work	PI.2.01	Primary fires in non-domestic buildings	Communities	PI.3.02	RTC fatalities	Response Model	R.2.01	Availability - Wholetime		PV.3.02	Complaints
	PI.2.02	Serious fires in non-domestic buildings		PI.3.03	RTC Injuries - serious		R.2.02	Availability - On-Call		PV.3.03	Social Media
	PI.2.05	Deliberate fires non-domestic (not own)		PI.3.04	RTC Injuries - slight		R.2.03	Wholetime - Response Model			
	PI.2.06	Non-domestic fires with unknown cause			R.2.04		On-Call - Response Model				
Communities	PI.3.01	No. of RTCs attended			R.2.05		Over the Border (OTB) mobilisations into BFRS grounds				
	PI.3.05	Deliberate secondary fires (others)			R.2.06		OTB mobilisations out of BFRS grounds				
	PI.3.06	Deliberate primary fires (others)									

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Strategic Enablers						
People To optimise the contribution and well-being of our people.			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.		Assets and Equipment To provide high-quality, cost-effective assets and equipment with sufficient flexibility to adapt to changing requirements.	
Key Performance Measures						
People			ICT		PV.4.01	Service Desk
					PV.4.02	Network uptime
			Compliance		PV.2.01	Data breaches
					PV.2.02	Subject Access Requests
					PV.2.03	Freedom of Information Requests
					PV.2.04	% Compliance with Standing Orders relating to Contracts
			PMO		PV.5.01	Internal Audits
					PV.5.02	Projects in progress
					PV.5.03	Projects off track
			Health & Safety			Environment
PV.6.02	Recycling					
GP.1.01	Actual vs Establishment – Wholetime Staff					
GP.1.02	Actual vs Establishment - On-Call Staff					
GP.1.03	Actual vs Establishment – Support Staff					
GP.1.04	Percentage Staff turnover					
GP.1.05	Percentage Absence					
GP.1.06	Welfare & Support					
GP.1.07	Employee engagement					
GP.1.08	Appraisal completion					
GP.1.09	Mandatory E-Learning completed					
GP.1.10	Grievance and disciplines processed					
GP.2.01	Injury rate					
GP.2.02	Workplace accidents/injuries					
GP.2.03	Near misses					
GP.2.04	Vehicle accidents					
GP.2.05	RIDDOR reportable injuries					
GP.2.06	Attacks on members of staff					
GP.2.07	Equipment damage					

8. Schedule of Key Projects and Tasks

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

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre against the requirements set out in the three yearly funding agreement.	Public Safety Plan	Head of Prevention, Response & Resilience	Community Safety & Safeguarding Manager	✓		
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 in risk and impact of fire.	Public Safety Plan	Head of Prevention, Response & Resilience	Group Commander Prevention & Resilience / Community Safety & Safeguarding Manager	✓		
SO1.6 Address the Cause of Concern and associated Recommendations raised by the HMICFRS in its 2021 inspection findings relating to the priority given to prevention activity and the identification of those most at risk from fire.	HMICFRS	Head of Prevention, Response & Resilience	Community Safety & Safeguarding Manager	✓		

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

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO2.5 Review and evaluate the process by which all areas of the Service identify new buildings and incorporate them into the existing Premises Risk Management system. Improve the timeliness with which these premises are inspected by Protection and assessed by Response where applicable by improving the exchange of information between departments when new buildings are identified.	HMICRS	Head of Protection & Assurance	Group Commander Community and Business Safety Policy	✓		

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Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO2.6 Provide training to Response staff in order to improve their Protection knowledge to allow their greater use in Protection activity and improve the effectiveness of inter-departmental communication. Improve the effectiveness with which Response and Protection communicate in identifying and resolving fire Safety concerns.	HMICFRS	Head of Protection & Assurance	Group Commander Community and Business Safety Policy	✓		

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

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO3.1 Evaluate impact of strategic infrastructure developments focusing on operational response capability (resources, equipment and training) and community risk.	Public Safety Plan	Head of Prevention, Response & Resilience	Group Commander Prevention & Resilience	✓	✓	✓
SO3.4 Review Incident Command Support arrangements to ensure they meet the full range of foreseeable incidents and organisational capability.	Operational Assurance	Head of Protection & Assurance	Group Commander Technical	✓		
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.	Operational Assurance	Heads of Protection & Assurance / Prevention, Response & Resilience	Administrative Support Manager	✓		

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Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO3.6 Evaluate and implement the results of operational capability reviews, including the operational resourcing model, specialist equipment and skills requirements, incorporating the findings of ongoing evaluation activity.	HMICFRS	Head of Prevention, Response & Resilience	Group Commanders Operational Training & Assurance / North & Resourcing	✓	✓	
SO3.8 Develop and deliver collaboration opportunities across the Service, utilising partnerships.	Collaboration	Collective Senior Management Team	Head of Technology, Transformation & PMO	✓	✓	✓
SO3.9 Mid-term review of 2020-25 Public Safety Plan	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager	✓		
SO3.10 Prepare 2025 – 2030 Public Safety Plan (PSP)	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager		✓	✓

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/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO4.3 Funding: Identify and agree options for optimal use of additional Council Tax Precept funding; review services that we charge for.	Public Safety Plan	Director Finance & Assets	Deputy Director Finance & Assets	✓		

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Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SO4.4 Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced	Employment Appeal Tribunal	Director Finance & Assets	Deputy Director Finance & Assets	✓	✓	
SO4.5 Deliver actions that sit within the Environment and Climate Action Plan to optimise our response to climate change and take action to reduce our own carbon emissions, while encouraging our staff and communities to do the same.	Public Safety Plan	Director Finance & Assets	Director Finance & Assets	✓	✓	✓
SO4.6 Address Causes of Concern and Areas for Improvement identified in future HMICFRS Inspections	HMICFRS	Head of Technology, Transformation & PMO	Head of Technology, Transformation & PMO		✓	✓

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

Initiative/Project/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
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	Public Safety Plan	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓	✓
SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation.	HMICFRS	Head of Protection & Assurance	Organisational Development Manager	✓	✓	
SE1.5 Continue to explore ways of supporting and enhancing the health and wellbeing of staff as their life circumstances change, through ongoing engagement.	Public Safety Plan / HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓	✓
SE1.9 Address the Cause of Concern and associated Recommendations raised by the HMICFRS in its 2021 inspection findings regarding the insufficiency of progress since the last inspection to improve equality, diversity and inclusion.	HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources	✓		

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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/Key Task	What is the trigger?	SMT Sponsor	Tactical Lead	22/23	23/24	24/25
SE2.1 Continue to improve resilience and security of information and communication technology across the Service.	Public Safety Plan	Head of Technology, Transformation & PMO	ICT Manager / Programme Manager	✓	✓	✓
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.	General Data Protection Regulation (GDPR)	Director Legal & Governance	To be confirmed	✓		
SE2.6 Refresh performance management arrangements.	Annual Governance Statement	Head of Technology, Transformation & PMO	Data Intelligence Team Manager	✓		
SE2.8 Review / enhance overall Service resilience / business continuity management structures and processes.	Corporate Risk	Director Legal & Governance / Head of Prevention, Response & Resilience	Station Commander Resilience & Business Continuity	✓		

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

SE3.8 Review of estate requirements to accommodate improved flexible / hybrid working, potential rationalisation of the property estate and new strategic facilities as required.	Continuous Improvement	Director Finance & Assets	Property Manager	✓	✓	✓
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9. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	<ul style="list-style-type: none"> ▪ Strategic Training Review ▪ Workforce Plan ▪ Resourcing, Retention and Remuneration strategies
Competing resources for strategic enablers delay the delivery of critical processes for the security, integrity and availability of Authority information.	<ul style="list-style-type: none"> ▪ Evaluate the risks associated with the delivery of each initiative / project / key task and weight the selection criteria.
Prolonged business continuity issue (e.g. pandemic, industrial action)	<ul style="list-style-type: none"> ▪ Peer reviewed business continuity plan in place and tested ▪ Employee relations engagement strategy in place ▪ Development of resilience arrangements and contractual incentives for staff.
Unexpected financial pressures	<ul style="list-style-type: none"> ▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan) ▪ Reserves Strategy
Dependencies on external parties	<ul style="list-style-type: none"> ▪ Contract / Memorandum of Understanding (MoU) monitoring ▪ Business continuity plan
Further delay / failure of the national Emergency Services Mobile Communications Programme project (ESMCP).	<ul style="list-style-type: none"> ▪ Resilience, maintenance and support of legacy systems
Breaks in continuity of membership on the Authority	<ul style="list-style-type: none"> ▪ Member induction, familiarisation and workshops

10. Plan Governance and Monitoring

The key activities and projects specified within this plan will each be supported and developed in more detail through annual Senior Management Team collective objectives. In turn these objectives are delivered by cascading them throughout the organisation via our objective setting and review process. New projects are costed and risk-assessed and submitted through rigorous approval processes. Each activity or project will be cascaded to a department to deliver through project and individual departmental action plans.

Regular Monitoring

Directorates / Departments will review their performance against their action plans and assess progress of the key activities / projects and monitor their position against agreed performance indicators and risk treatments, updating their progress using our performance management system and its associated risk register.

This will be supported by monthly budget monitoring reports assessing actual / projected spend against planned expenditure ensuring that financial issues are appropriately raised in good time.

At the monthly Business Transformation Board meetings, the Corporate Plan's programme of projects and tasks are reviewed to ensure that any issues and risks arising are, where appropriate, highlighted to our Strategic Management Board, and assurances given that any remedial actions will address the issues. On a quarterly basis, the Data Intelligence Team produce reports bringing a range of performance information based on the key performance measures identified in at section 7 above (pages 8 – 9). These are scrutinised by the Performance Monitoring and Strategic Management Boards and form the basis of performance reports to the Fire Authority's Executive and Overview and Audit Committees.

Annual Monitoring

An annual performance report, aligned directly with our Corporate Plan strategic objectives, enablers, and measures, is presented to the Authority's Overview and Audit Committee. Annual reports are also presented by the Chief Fire Officer to Buckinghamshire and Milton Keynes Councils. Finally, all staff receive an annual performance review based on their achievements against the strategic objectives and / or enablers.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority – 12 October 2022

Report title: Prevention Strategy 2022 - 2025

Lead Member: Councillor Simon Rouse

Report sponsor: Simon Tuffley – Area Commander Prevention, Resilience & Response

Author and contact: Joanne Cook – jcook@bucksfire.gov.uk

Action: Decision

Recommendations: That the Prevention Strategy 2022-2025 be approved.

Executive summary:

Whilst the existing Prevention Strategy (appendix 1) was still within its review period, developments in Prevention with the introduction of the Prevention Fire Standard (July 2022), the National Fire Chief Council's (NFCC) Prevention Strategy (July 2022) and the findings of the internal Prevention evaluation and Her Majesty's Inspectorate of Constabulary and Fire and Rescue's (HMICFRS) tranche two report, have necessitated the review and update of the Prevention Strategy, which now aligns to the Public Safety Plan (PSP).

The twelve requirements of the [Prevention Fire Standard](#) include:

A fire and rescue service **must**:

3) develop a Prevention Strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for Prevention from within the service

Key changes to the Prevention Strategy from version 2.0 comprise:

Section six

Prevention activity split into the four areas of

- Safer homes
- Safer neighbourhoods
- Safer roads
- Safer environments

Work with children and young people is not detailed as a separate area of focus because it is intrinsic to the four foci. Whilst the NFCC launched the Early Intervention Implementation Plan on 19 September 2022, work on addressing

vulnerability and resilience in children and young people (CYP) will sit within subsequent guidance on how the Service intends to fulfil the statutory requirements of the Serious Violence Duty.

The layout has been amended to clearly show the

- Inputs
- Processes
- Outputs

within each of the four areas of focus and how achievement against them will be evidenced.

Section 8

Outlining how activity within the Prevention arena will be evaluated for effectiveness and efficiency in line with requirement 8 of the Prevention Fire Standard.

Section 9

Recognition of the inevitability of emerging risks, with some of those with a likely impact on Prevention activity identified.

Once approved, Version 3.0 will supersede the Authority's Prevention Strategy 2018 – 2023 which was approved by the Authority at its meeting on 17 October 2018.

Financial implications:

There are no financial implications directly associated with the approval of this strategy. However, the increased costs of core prevention equipment have necessitated a growth bid to be submitted in line with standard processes, to facilitate the planned increase of preventative Home Fire Safety Visits to grow to be in line with the national average.

A decision is in progress on the three-year funding agreement for the Safety Centre delivering safety education to children and young people from Buckinghamshire and Milton Keynes. If agreed this has an associated financial implication which is already budgeted for.

Risk management:

Progress against the Prevention Strategy will be monitored on a regular basis. Where linked to a recommendation in the Prevention Improvement Plan, progress will be recorded there and reported through the Prevention Improvement Plan dashboard and highlight report presented to Performance Monitoring Board (PMB).

Where progress is statistical in nature, departmental Key Performance Indicators have been identified which enable the risks associated with non-delivery to be

identified at the earliest point. This aligns to the Prevention Fire Standard requirement:

A fire and rescue service **must**:

8) demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity

Any risks will be added to the departmental risk register and escalated to the corporate risk register where appropriate.

Legal implications:

Legal assurance will be obtained in advance of, or during, the implementation phases of the respective strands of the strategy.

Privacy and security implications:

Where personal identifiable data is shared, relevant data impact assessments and information sharing agreements are in place.

Duty to collaborate:

Details on legislation relevant to Prevention work are identified in section five of the Prevention Strategy and also in the Prevention Fire Standard.

Health and safety implications:

No implications identified.

Environmental implications:

None linked to the activity reported on.

Equality, diversity, and inclusion implications:

Equality Impact Assessment discussed and included within the Prevention Strategy.

Consultation and communication:

The strategy was developed following consultation with relevant stakeholders within the administrative support team, and the Central Prevention Team. After initial feedback was considered, the Prevention Strategy was presented to the Joint Consultation Forum and underwent a period of open consultation within service.

Once approved, the Prevention Strategy and HMICFRS update presentation will be shared to relevant teams and departments to ensure there is a cohesive understanding of Prevention activity across the service.

Background papers:

[Fire Authority Minutes - 17 October 2018 - Item 8 Prevention Strategy 2018 - 2023](#)

Appendix	Title	Protective Marking
1	Prevention Strategy v3.0	



Appendix 1

1. Changes since the last version

Version:	3.0 draft
Information Asset Owner:	Head of Prevention, Resilience & Response
Author:	Community Safety & Safeguarding Manager
Approval:	
Date:	

Version three of the prevention strategy aligns the content to the service's Public Safety Plan (PSP), taking account of external direction set by the National Fire Chiefs Council (NFCC) Prevention Strategy, the Prevention Fire Standard, and the State of Fire report.

The duration of the Prevention Strategy has been amended to align to the PSP, however if the PSP is reviewed mid-term, the prevention strategy will be reviewed and updated accordingly.

Please note that as Service Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed. Always check the intranet for the latest version.

2. Index

1. [Document changes](#)
2. [Index](#)
3. [Purpose and scope](#)
4. [Roles and responsibilities](#)
5. [Legislative requirements](#)
6. [Prevention strategy framework](#)
 - 6.1 [Prioritising prevention activity](#)
 - 6.2 [Prevention areas](#)
 - 6.3 [Safer homes](#)
 - 6.4 [Safer neighbourhoods](#)
 - 6.5 [Safer roads](#)
 - 6.6 [Safer environment](#)
 - 6.7 [Working in partnership](#)
7. [Coordination](#)
8. [Measuring success](#)
9. [Emerging risks](#)
10. [Safeguarding](#)
11. [CONTEST](#)
12. [Consultation/publication/communication](#)
13. [Equality Impact Assessment \(EIA\)](#)
14. [Data Protection Impact Assessment \(DPIA\)](#)

3. Purpose and scope

The purpose of the Prevention Strategy is to clearly define the core principles and strategic objectives of prevention activity, providing detail on how it will be prioritised, developed and delivered over the period defined, to ensure Buckinghamshire and Milton Keynes Fire Authority (BMKFA) can deliver the most effective response to the risks and challenges set out in the 2020-2025 PSP.

A breakdown of the activities that are required to drive and achieve continuous improvement reflective of the recommendations identified through Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), internal Prevention Evaluation and the Prevention Fire Standard is contained in the Prevention Improvement Plan, separate to this document.

Introduction

A consistent approach to prevention is being driven by the NFCC and is further embedded in the wording of the Prevention Fire Standard desired outcomes: "contributes to a more consistent national approach to reducing risk and keeping communities safe." The service will support NFCC approaches to prevention activity where local data intelligence evidences the need.

As the community is the core of prevention activity, this strategy dovetails into the Safeguarding procedure in recognising and responding to the needs of the diverse community we serve, and sits alongside the Protection and Response strategies, underpinned by the respective Fire Standards.

The NFCC Equality of Access to Services guidance recognises increased prevalence of fire and other risks within some groups, and in striving to reduce those risks, we will ensure that we deliver prevention activity in a non-discriminatory way, accompanied by EIA and in accordance with national fire standards.

Our Service Vision

Our Vision is to ensure Buckinghamshire and Milton Keynes are the safest places in England in which to live, work and travel.

Our Prevention Aim

Our aim is to improve the health, safety and wellbeing of the community, by identifying those groups who are at greatest risk and effectively work with partners, to help prevent fires and other incidents occurring and safeguarding those who are most vulnerable.



We will achieve this through educating, engaging with and empowering people in our community to be more resilient by raising their awareness of risk and how to address it.

The Challenge

Our PSP describes the internal and external factors that will influence our risk and demand challenges into the future. This includes the challenges of demographic fluctuations across the service area, which place differing demands for prevention activity across the service delivery areas and necessitate the need for localised data in community plans and benchmarking reports.

Our Corporate Plan shows how we will meet the challenges we face and our commitment to delivering consistent improvement and taking a fresh look at how we deliver our services in line with those identified risks and levels of demand.

Our Medium-Term Financial Plan identifies the financial resources required, projected into the future based on the delivery of specific aims and objectives as set out in the PSP and Corporate Plan.

Together these plans establish a responsibility to deliver strategies which meet these challenges and help us to achieve our aim and vision.

Our Values

We will work to target and reduce risk and pro-actively seek opportunities to collaborate with our partners to identify those most at risk of or from fire.

We will treat everyone fairly and with respect, challenging any prejudice or discrimination and respecting people's right to privacy and protecting any personal information we hold.

We place value on diversity within our Service and the communities we serve.

We will create opportunities to develop and learn, encourage innovation and creativity, work honestly to develop trust and strive for excellence in all that we do.

We will accept responsibility and accountability for our performance and actions, being answerable to those we serve.

Our Principles

The Authority will aim to:

- Ensure that all employees are aware of the vision, values and behaviours expected within the workplace

- Improve the Authority's performance through building the skills of a diverse workforce that reflects the community
- Ensure employees have an understanding of how the Service operates, in order to be as effective as possible within their role

4. Roles and responsibilities

Fire Authority: ensuring Public Safety, Strengthening Collaboration, Driving Transformation and Enhancing Effectiveness

Chief Executive (Chief Fire Officer): responsible for leading the Service on its continued journey of improvement in the Service's governance, performance and financial management

Chief Operating Officer (Deputy Chief Fire Officer): responsible for Service Delivery, Corporate Development and Planning arrangements

Head of Prevention, Resilience and Response: responsible for the effectiveness of Prevention, Resilience and Response activities

Group Commander Prevention and Resilience responsible for leading on Prevention, its core functions, roles and responsibilities

Community Safety and Safeguarding Manager: responsible for monitoring and reporting on progress against the Prevention Improvement Plan, developing and sustaining effective collaborative partnerships and driving innovation

Managers: Responsible for the day-to-day management and delivery of fire and rescue service activities

All employees: collectively responsible for upholding the expected values, behaviours and objectives of the Authority

5. Legislative requirements

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) discharge all their functions under a backdrop of some key pieces of legislation. This legislation establishes our duties and obligations to provide an effective and efficient fire and rescue service.

The Fire and Rescue Services Act 2004

Core legislation establishing legal powers and responsibilities as a Fire Authority. The Secretary of State prepares the Fire and Rescue National Framework under

Section 21 of the Fire and Rescue Services Act 2004 to establish a set of key priorities, objectives and direction for fire authorities to follow.

The Civil Contingencies Act 2004

This legislation establishes Buckinghamshire Fire and Rescue Service (BFRS) as a Category 1 responder agency, with specific responsibilities to plan for and respond to defined “emergencies” alongside other agencies. To effectively achieve this we are active members of the Thames Valley Local Resilience (TVLRF) Forum, who collectively plan for a multi-agency response to a full range of incidents across the area.

Policing and Crime Act 2017

The police, fire and rescue and emergency ambulance services now have a duty to collaborate. This Act provides us with a tangible legal framework to increase the scope of collaborative work and keep our communities safer.

Crime and Disorder Act 1998

The key areas of this act, Anti-Social Behaviour Orders, Sex Offender Orders, Parenting Orders, grant local authorities more responsibilities with regards to strategies for reducing crime and disorder, and the introduction of specific laws.

The Police, Crime, Sentencing and Courts Act 2022

This Act outlines The Serious Violence Duty requiring local authorities, the police, fire and rescue authorities, specified criminal justice agencies and health authorities to work together to produce and implement a strategy detailing how they will prevent and reduce serious violence.

The Care Act 2014

This Act Places a general duty on all Local Authorities to promote the wellbeing of all individuals.

General Data Protection Regulations (GDPR) and the Data Protection Act 2018

Following the GDPR coming into force, May 2018, new responsibilities have been placed on BMKFA in relation to the information held and how it is managed. This includes information on employees, other organisations and members of the public.

In addition to this legislation, consideration has been given to the prevention priorities outlined in the Fire and Rescue National Framework for England 2018, prepared by The Secretary of State under Section 21 of the Fire & Rescue Services Act 2004, in developing this strategy and the scheduled 2022 redraft of this.



6. Prevention strategy framework

Step 1

Identifying those
most at risk

This will be done by

- Identifying risk in our Public Safety Plan
- Working with Community Safety Partnerships (CSP) to understand wider emerging risks at a multi-agency level
- Identifying target groups to reduce the risk of fire fatality or incident drawing on datasets (Experian Mosaic, Exeter, MAST, CrashMap) demographic and incident analysis
- Developing community plans and data profiles to enable Service Delivery Area understanding of prevention needs
- Training partner agencies to recognise and refer risk of / from fire

Step 2

Activity
planning

This will be done by

- Identifying service wide objectives / commitments
 - 1) We will target people aged ≥ 80 for Home Fire Safety Visits
 - 2) We will target people living in high-rise or supported living accommodation for Home Fire Safety Visits
- Planning additional Station Objectives at a local level using the insights from community plans and data profiles

Step 3

Prioritising and
delivering
activity

This will be done by

- Completing a targeted program of engagement with those aged ≥ 80
- Completing a three-year risk-based high-rise engagement program
- Using a revised scoring approach to prioritise referrals for Home Fire Safety Visits based upon risk
- Offering virtual visits where appropriate
- Supporting activity requests linked to station objectives (local data intelligence)

Step 4

Recording,
reviewing and
reporting

This will be done by

- Recording all attempted Home Fire Safety Visits in the Premises Risk Management System (PRMS)
- Recording local activity through the station planning process
- Reviewing progress monthly against the targeted commitments
- Evaluating station objectives and activities against them for effectiveness and efficiency
- Evaluating engagement programs for effectiveness
- Reporting prevention performance quarterly



6.1 Prioritising prevention activity

The key priority of prevention activity is to prevent incidents that cause harm from happening. We will do all we can to protect people most at risk, homes, public buildings, and businesses from the effects of fire.

To achieve this, prevention activities and campaigns will be based upon data intelligence and analysis utilising:

- national data sets both publicly available and/or sourced at a local or national level
- national or regional research identifying emerging trends in risk
- prevention of future death reports issued by Coroners (formerly known as regulation 28s)
- incident data entered into the national incident recording system (IRS) by response crews
- fire investigation or serious incident review information
- emerging national or geo-political risks
- information on product safety passed from partners in Trading Standards

6.2 Prevention areas

Prevention activity can be separated into four core prevention themes each containing a range of activity which fluctuates in emphasis through the year. Together these themes keep the community at the heart of our work to reduce the risk of fire and other incidents which may cause harm.

- Safer homes
- Safer neighbourhoods
- Safer roads
- Safer environment

Early intervention work with children and young people may pervade all of these areas, dependent on age.



6.3 Safer homes



Home Fire Safety Visits (Fire and Wellness) are delivered by operational crews and the central prevention team to reduce the risk of or from fire to people living at domestic addresses including supported living, sheltered accommodation or retirement flats.

Home Fire Safety Visits are categorised as:

- i. **Reactive** – including referral from partner agencies, self-referral following a previous visit, or self-referral following completion of the Online Home Fire Safety Check
- ii. **Post-incident** – either completed at the address or one in close proximity immediately following the incident, or in response to contact post-incident
- iii. **Proactive/targeted** – originating from data intelligence such as age or medical equipment related risks, or as part of a planned engagement program e.g. to those living in high-rise premises
- iv. **Threat of arson** – a partner agency such as Thames Valley Police (TVP), the Probation Service or Women's Aid have identified an immediate threat to an occupant linked to serious or organised crime, or domestic abuse

A targeted engagement program is delivered over a three-year period to those living in high-rise premises, informed by discussion with protection officers, the Operational Risk Information Officer and the High Risk

Residential Building Manager. This determines the engagement approach appropriate to each residential high-rise premises taking the building design and construction into account.

High-rise engagement focuses upon ensuring the occupants know the evacuation strategy for the building they reside in, as determined and communicated to them by the responsible person, alongside other core safety messages regarding self-closing doors, balconies and the common parts.

Reactive Home Fire Safety Visits

The service utilises an all-age approach to referrals or self-referrals for Home Fire Safety Visits recognising that the risk of fire, serious injury or fatality is linked to the occupant, not the premises they reside in. Therefore, the aim of a Home Fire Safety Visit is to reduce risk by changing behaviour, utilising a person-centred approach the content of which is aligned to the prevention National Organisational Guidance (NOG).

Research undertaken by UK FRS, in developing a [Person Centred Framework](#) suggests that the risks associated with home fire safety fall into three categories:

- Risk of having an accidental dwelling fire
- Risk of being a casualty in an accidental dwelling fire
- Risk of being killed in an accidental dwelling fire

This research identifies that the characteristics that put people at greater risk of dying in a fire are different to those that put people at risk of having a fire or being injured.

Home Fire Safety Visits are targeted for delivery based upon most of the recognised risk factors of fire fatality:

- age >70 years old in combination with any pre-existing mental or physical impairment including frailty
- male (particularly when combined with other risk factors)
- Children <11 years old, but especially <5 years who are less likely to be able to self-rescue
- disability or long-term health condition (including dementia)



- mental and/or physical impairment caused by alcohol and/or drugs
- smoker – especially if combined with poor mobility or other health condition
- low Socioeconomic Status (SES) i.e. deprivation indicated by living accommodation such as a House in Multiple Occupation
- non-owned property or mobile home (potentially indicative of low SES)

Whilst fire fatalities in Buckinghamshire and Milton Keynes are low, apart from gender and age <11, analysis of the fire fatalities from 2017-2021 aligns to these risk factors of fire fatality. None of the deceased had received a preventative visit from the service prior to the fire.

The recognised risks of fire casualty:

- living alone
- having had a fire before
- lack of understanding or awareness of basic fire safety knowledge
- aged 40-49

are used to inform the scoring of referrals received to determine if in combination they indicate a Home Fire Safety Visit should be provided or if the provision of risk reduction advice is appropriate.

Post incident Home Fire Safety Visits

People who have experienced a fire or near miss are statistically more likely to be injured in a subsequent fire. When attending incidents at domestic addresses, operational crews will consider the appropriateness of offering fire safety advice in line with the hot strike/after the fire procedure or collecting sufficient details to enable a Home Fire Safety Visit to be offered at a later, more convenient time.

We will achieve this through:

- providing fire safety advice focused upon the person which may or may not include smoke alarms, where appropriate following an incident
- utilising local data intelligence to establish where a hot strike may be considered an appropriate action to complete



- where the timing of providing fire safety advice post incident is not appropriate, the address will be flagged for prevention follow up to enable a subsequent offer of a Home Fire Safety Visit to be made

Proactive / targeted Home Fire Safety Visits

In liaison with the Data Intelligence Team, demographic groups considered to be at increased risk of, or from fire will be identified for targeted Home Fire Safety Visits.

Engagement within targeted demographic groups is further prioritised to ensure activity utilises staff in the most effective manner.

In the period of this strategy and the current PSP, this means that whilst 'age over 70 years old in combination with any pre-existing mental or physical impairment including frailty' is a recognised risk factor of fire fatality, targeted activity will initially be focused upon those aged 80 or above.

Due to the duration of the strategy and the PSP, information on targeted groups will be reviewed regularly to ensure ongoing appropriateness to the information accessible to the service such as access to new data sets.

All residents in high-rise residential premises will also be targeted for tiered engagement within a three-year program based upon Protection and site-specific risk information. The information provided during these visits will be reflective of additional risks associated with high-rise residential living including but not limited to:

- awareness of the evacuation strategy of their building
- balcony safety advice
- not obstructing self-closing doors
- closing doors on exiting premises in event of fire
- keeping common parts clear

We will achieve this through:

- actively engaging with those aged 80 or above to offer Home Fire Safety Visits focused upon the person
- actively engaging with all new users of home oxygen to offer a Home Fire Safety Visit focused upon the person



- actively engaging with all existing users of home oxygen whose risk assessment identifies they smoke and/or have no smoke detection to offer a Home Fire Safety Visit focused upon the person
- completing a risk-based engagement program offering Home Fire Safety Visits or relevant fire safety information over a three-year cycle to those living in high-rise accommodation

Accessible safety advice

To build resilience in communities, domestic fire safety advice is provided for people to access when required either to review their own arrangements, to provide support for family members, or to share with those they interact with or care for in a professional capacity.

Prevention activity addressing service delivery area objectives identified from the information in the Service Delivery Area Benchmarking and Community Reports may identify the sharing of safety advice to target groups. Materials required for this will be developed through co-ordination between the Central Prevention, Data Intelligence and Communication and Marketing teams to ensure they address local risk and are appropriately evaluated for effectiveness.

We will achieve this through:

- signposting people who may not be in a targeted group to complete a Home Fire Safety Visit to initially complete an assessment of their home through the Online Home Fire Safety Check (OHFSC) and providing a Home Fire Safety Visit appointment to anyone for whom this triggers a heightened risk
- supporting selected NFCC and 'Fire Kills' campaigns relevant to the service's priorities and local data intelligence which will be detailed on the service's annual prevention campaign calendar
- providing safety advice to the public via the service website and by utilising social media platforms to share safety messages

Onward referrals

Where staff completing a Home Fire Safety Visit identify a particular need, onward referrals to specified partnership agencies may be made.



The number of onward referrals is monitored and reviewed periodically with referral partners to ensure the appropriateness of the referrals made. The service recognises that the outcome of referrals relating to medical need cannot be passed back to the service due to data protection restrictions.

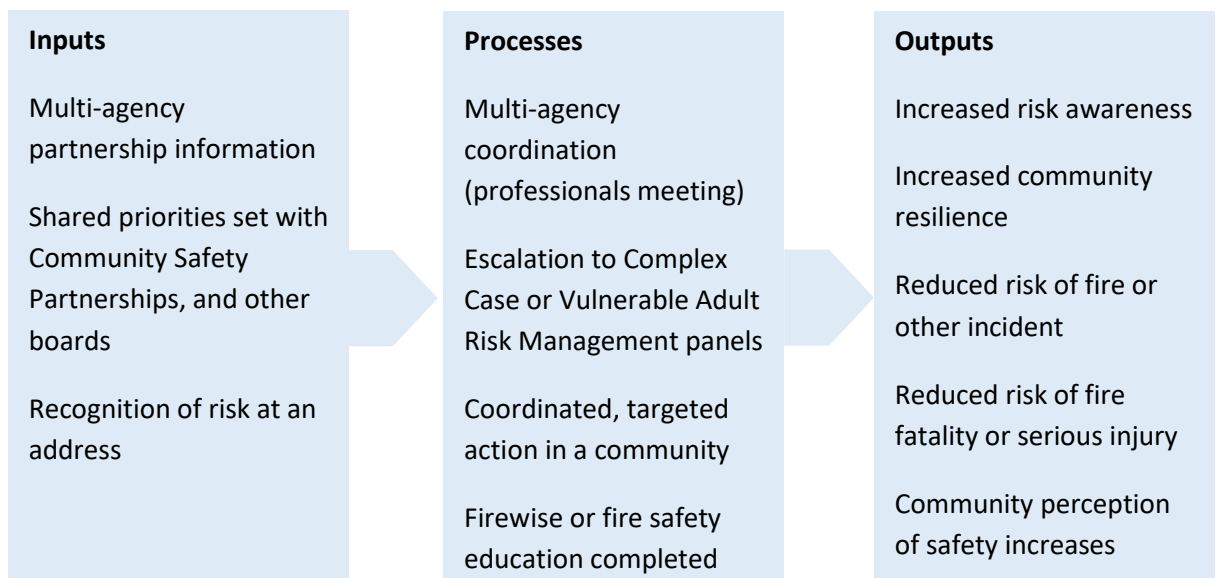
Onward referrals are made for:

- assessment for the provision of sensory equipment
- assessment for the provision of community alarm / telecare equipment
- falls assessment
- smoking cessation
- cold homes / fuel poverty support
- trading standards support with scams / telephone preference
- care needs assessment or safeguarding

We will achieve this through:

- monthly internal review of onward referrals
- quarterly review of onward referrals with referral partners
- annual review of referral partnerships focused upon the appropriateness of the referrals made to identify any training required within the service

6.4 Safer neighbourhoods



Co-operation and mutual assistance between the Police and Fire and Rescue Services (FRS) in the investigation of a deliberate fire is not new, but the ethos of the Crime and Disorder Act 1998 embodies the multi-agency approach to tackling crime and disorder. It provides opportunities for the Police and FRS to develop local initiatives and programmes with a range of partners.

New statutory responsibilities in relation to The Serious Violence Duty have been identified in the Police, Crime, Sentencing and Courts Act 2022, clarification of which will be available in the statutory guidance published in 2023. In preparation for this the service is engaged with the emerging Violence Reduction and Violence Against Women and Girls (VAWG) boards.

The service maintains currency in information about local issues through attending the Counter Terrorism Local Profile (CTLP) briefing and the quarterly serious and organised crime partnership briefings led by Thames Valley Police. Alongside the dissemination of relevant information from these, the service also maintains appropriate representation on the Buckinghamshire and Milton Keynes Prevent boards.

Multi-agency working to reduce risks will be supported where data evidences that it supports service priorities. This may include participation in 'professionals' meetings in response to hoarding that is impacting on the lives of neighbouring premises.

Firesetting behaviour

The service will continue to prioritise early intervention with children and young people who are identified as being involved in firesetting behaviour, or who are at risk of such through 'Firewise' a fire safety education programme the objective of which is to bring about behaviour change. This work is often undertaken as part of a wider support network for the family and child.

Additionally, through the Adult Intervention Scheme, appropriate agencies such as the Probation Service can refer adults identified as a risk to the community through causing harm by fire for support with fire safety education.

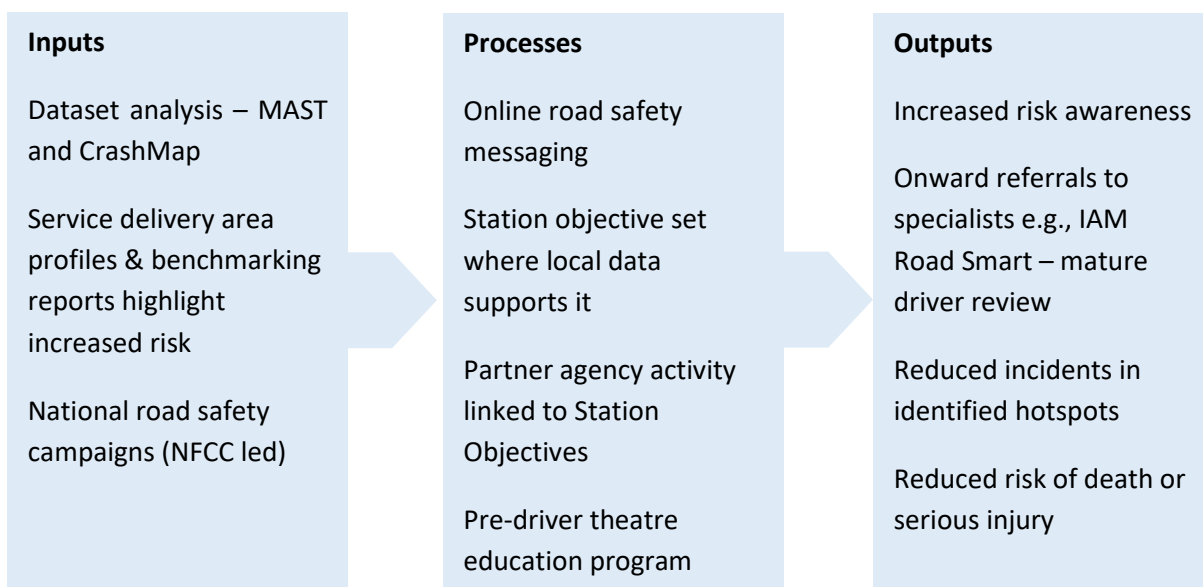
We will achieve this through:

- representation at boards related to the Serious Violence Duty
- working to achieve White Ribbon Accreditation to demonstrate commitment to stand against and speak out about VAWG



- ensuring representation at quarterly partnership briefings by the Serious and Organised Crime Unit (SOCU), disseminating the information as appropriate
- escalating cases to multi-agency panels (Complex Case panel or Vulnerable Adult Risk Management panel) where difficulty in managing risk has been encountered and all partnership routes have been exhausted
- attending 'professionals' meetings to advise on and assist in addressing anti-social behaviour where appropriate
- providing 'Firewise' education to children and young people involved in firesetting behaviour
- providing fire safety education to adults identified as a risk to the community

6.5 Safer roads



In line with the commitment to support the NFCC's aim of developing road safety campaigns which encourage people to 'Be Road Aware', ensuring that all FRS use consistent safety messaging, we will support national campaigns based on local data driven need.



The NFCC's Road Safety Group (RSG) support FRS across the United Kingdom in reducing fatalities and serious injuries on the roads through collaborative work with partner agencies.

Central to the work of the RSG is the promotion of the **Safe System** approach to road safety. Unlike traditional approaches, this recognises that human error is no longer the primary cause of accidents. Rather, a failure of the road system is the cause of many collisions that result in death or serious injury.

Pillars of the Safe System

There are five essential elements of the Safe System approach, which reflect a holistic view of road safety:

1. Safe Road Use (people): all road users are expected to use the roads safely and comply with the rules by:

- paying full attention to the road
- adapting to road conditions
- travelling at lower speeds
- not driving too close to the vehicle in front
- not drinking alcohol or taking drugs and driving
- not using a handheld mobile phone
- not driving when tired

Measures to encourage safe road use include promoting the use of active modes of transport such as walking and cycling or the use of public transport rather than their own vehicle

Education interventions will be devised to ensure that road users are equipped with the knowledge to be risk aware and act appropriately to keep themselves safe on the road

2. Post Crash Care: The Department for Transport states that it is vital to work with the emergency services and the National Health Service (NHS) to ensure that road collisions are effectively responded to and investigated

3. Safe Speeds: speed limits in a Safe System are based on aiding crash avoidance and reducing the speed at which impacts occur, to ensure that the body's limit for physical trauma is not reached. The



Safe System also works to enforce existing speed limits and to educate road users to ensure that they comply with speed limits

- 4. Safe Roads and Roadsides:** roads are designed to reduce the risk of crashes occurring and the severity of injury, should a collision occur. One way in which this can be achieved is to segregate different kinds of road users and to segregate traffic moving in different directions or at a different speed. If this is not possible, a speed limit to protect the most vulnerable road users can be implemented
- 5. Safe Vehicles:** vehicles are designed and regulated to minimise the occurrence and consequences of collisions

The service's ability to impact on change predominantly lies within Pillar One - Safe Road Use. However, where consulted, feedback on road design is provided during planning processes as identified in Pillar Four – Safe Roads.

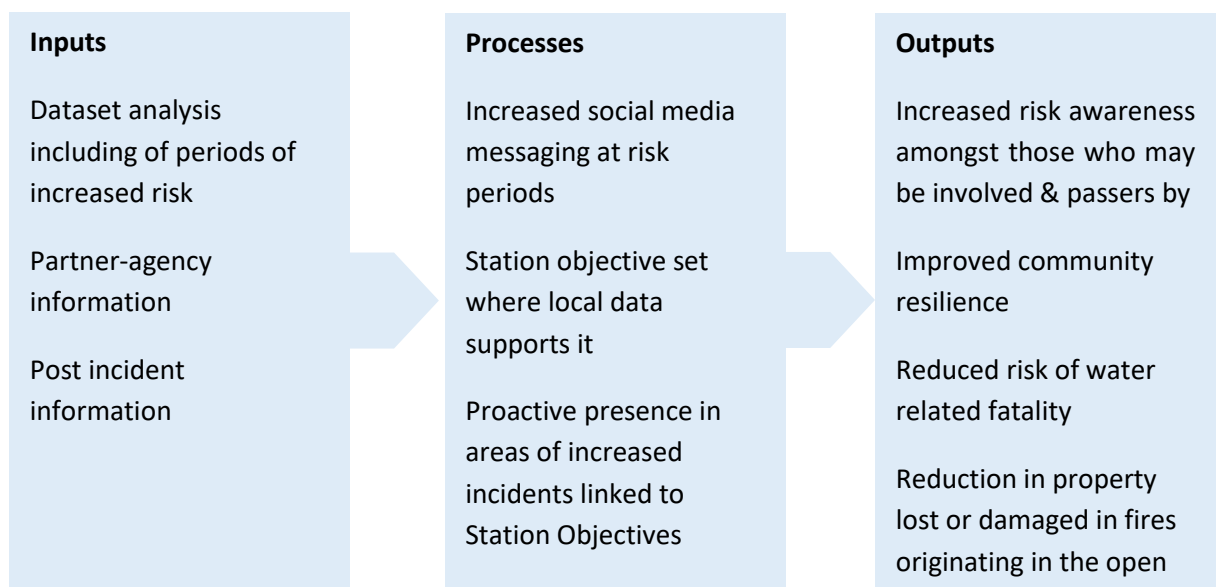
We will achieve this through:

- ensuring appropriate staff within the prevention team are trained to deliver behaviour change initiatives
- utilising specific data sets (MAST and CrashMap) to understand the risks associated with roads and drivers at a local service delivery area level
- providing focused support to the national and local road safety campaigns:
 - BRAKE Road Safety Week
 - NFCC National Road Safety Week
 - Project Edward
 - Walk to School Week
- ensuring consistent 'Be Road Aware' language is used
- working with and in support of our local road safety partners, from Buckinghamshire Council, Milton Keynes Council and TVP to deliver specific road safety initiatives to address local risks including where the Fatal Four (speeding, driver distractions, drink and/or drug use, not wearing seatbelts) are identified as an issue



- supporting partner agencies in their delivery of the 'Safe Drive Stay Alive' pre-driver theatre education program
- promoting road safety advice to smart motorway users, in line with the NFCC smart motorways – road safety considerations position statement

6.5 Safer environment



Whilst drowning fatalities in the United Kingdom (UK) across a five-year period halved between 1985-1989 and 2015-2019, [National Water Safety Forum](#) statistics consistently show that nearly half of people who accidentally drown in the UK never intended to enter the water.

In 2021, 277 of the 616 water related fatalities were accidental. 83 percent of these were male.

In the five-year period 2017-2021 the service attended 18 water fatalities, 66 percent of whom accidentally drowned. Of these only 25 percent entered the water for leisure purposes.

We will provide service wide water safety awareness through supporting a communication campaign defined within the NFCC or Fire Kills annual themes.



Where local data identifies specific risk, we will provide more targeted prevention activity, the emphasis of which may be targeted towards particular age groups identified as most at risk, such as runners and walkers, young adult or daytime drinkers and those away from home.

We may also work with local and national partners such as the Royal National Lifeboat Institution (RNLI), Royal Life Saving Society UK (RLSS), the Parks Trust and the Canal and River Trust, to promote awareness of the dangers associated when near water, supporting their campaigns to provide familiarisation and training in the use of publicly available safety devices such as throw lines, where capacity and need exist.

Wildfires

Most wildfires in the UK originate from human leisure or deliberate activity by people who are unaware of the risks associated with fire. Providing people with knowledge of common triggers will enable them to consider the potential impact of their behaviour on the local environment, with particular regard to the risks associated with:

- discarded cigarettes
- barbecues in parkland and on open spaces
- discarded rubbish, especially glass
- sky lanterns
- and where appropriate, campfires

We will achieve this through:

- educating communities about their behaviour and its potential impact on the environment
- supporting the local councils to address fly tipping through utilising the Fix My Street application to report precise locations
- progressing large scale fly tipping sites to Environmental Health and/or the Environment Agency or Environmental Crime Unit to address as appropriate



6.7 Working in partnership

The service is committed to working in partnership with relevant boards and agencies as this enables it to maximise its resources to positively impact on those identified as most at risk.

Understanding the causes of other emergencies, such as road traffic collisions and accidental drownings, is vital to ensure that the service's resources are utilised to best effect whilst recognising the limitations of capacity to engage with identified risk groups.

Through efficient strategic liaison with agencies who hold a statutory responsibility or have specific expertise in these arenas, we will seek to use shared data and business intelligence to enable us to reduce risk based upon evidence-based decisions.

We will achieve this through:

- maintaining representation on the statutory community safety partnerships (CSPs) Safer Milton Keynes and Safer Bucks
- maintaining representation on the safeguarding partnership boards, MK Together and Buckinghamshire Safeguarding Adults Board, and the affiliated boards MK Assurance, MK Tasking and Buckinghamshire Learning and Development
- designated managers attending relevant national, regional and local boards and partnerships to ensure the service is accurately represented in the development of forward plans, strategies and guidance, enabling activity to be committed to which is reflective of service priorities

7. Coordination

The Service works to Joint Emergency Services Interoperability Principles (JESIP) to work together to save lives and reduce harm on a multi-agency level. Where Joint Organisational Learning (JOL) is recognised, this will be shared.



We will achieve this through:

- **liaison with the Data Intelligence Team** - enabling continuous refinement of how we identify and assess foreseeable risks, providing response and prevention staff with regular benchmarking reports for their Service Delivery Areas along with the specific data required for them to ensure that local risks are assessed and managed in an effective and efficient way through the station planning process
- **liaison with the Protection team and High Risk Residential Building Manager** - prioritising shared risks such as high-rise domestic premises, high risk residential premises, sheltered accommodation or supported living, ensuring co-ordination and relevant information identified by trained staff is recorded appropriately and shared in a timely manner cognisant of the potential for it to be used in legal processes
- **liaison with the Fire Investigation Team** – identifying at the earliest stage emerging risks, co-ordinating reactive prevention activity and utilising shared expertise where information may need to be escalated to other agencies e.g., through the Safeguarding Board for serious incident review or to the Medicines and Healthcare products Regulatory Agency (MHRA)
- **liaison with the Operational Assurance Team** – to share Joint Operational Learning at a national level where appropriate
- **liaison with the Communications, Marketing and Engagement Team** – to provide support in developing education materials and advertising in line with Prevention targeted priorities

8. Measuring success

We will continually monitor and evaluate prevention activity for effectiveness, efficiency and impact using the following criteria:

- how well data intelligence has enabled proactive understanding of our current and future risks, taking national risks and trends into account
- how effective we are at aligning resources to address identified risks, optimising the contribution we make to prevent fires and other emergencies and positively impacting upon the well-being of the community
- how consistently our services are delivered, ensuring that training needs, or system or process changes, are swiftly identified and addressed



- how well we secure an affordable way of delivering the management of risk of fire, and other emergencies now and in the future
- how well prevention activity instigates behavioural change in the community
- how effective signposting or onward referral to partner agencies is in achieving behaviour change

We will achieve this through:

- representation at boards related to the Serious Violence Duty
- conducting behaviour change surveys with a randomly selected group of people who have received a Home Fire Safety Visit
- introducing a quality assurance program to ensure that prevention services are delivered consistently by all relevant staff groups to all areas of our population
- utilising the station preparedness and improvement audit program to sense check staff levels of confidence and knowledge in completing prevention activity and processes
- using the COM-B evaluation model to evaluate all planned activities led by the Prevention team
- presenting a quarterly report on prevention performance to the Performance Monitoring Board (PMB)
- using the insights gained from behaviour change surveys, quality assurance and station preparedness to develop staff knowledge with seven-minute briefings delivered by the central prevention team

9. Emerging risks

Whilst the prevention strategy is timed for three years, new risks will inevitably arise during the period which the prevention team will have to have the agility to flexibly redirect resources and capacity to when the need arises.

Risks that are anticipated are:

- a significant population increase in Milton Keynes in those aged ≥65 against a backdrop of it having the second largest population increase in the south-east



- whilst the population was acknowledged as ageing over the period of the last prevention strategy, the impact of Covid on that demographic group is yet to be fully understood. The service has recognised an increase in home oxygen use in younger age groups and is working in partnership with local authority partners to understand and react to the ongoing impact of Covid on groups with care and support needs
- the removal of the energy price cap and the potential increase in fuel poverty may impact on people's domestic risk through the use of alternative fuel sources or the increase in people at risk through cold homes
- the impacts of climate change on the likelihood of the conditions for wildfires to occur

We will achieve this through:

- maintaining awareness of emerging risks through attendance at National and Regional Prevention meetings as appropriate
- working with our statutory Community Safety Partnerships understand and fulfil our role in the three-year community safety strategy and keep abreast of developing/emerging risks

10. Safeguarding

The Care Act 2014 defines the statutory responsibility for the integration of care and support between health and local authorities. Local Authorities have a statutory responsibility for safeguarding, in partnership with the health service they have a duty to promote wellbeing within local communities.

As a Combined Fire Authority, the Act does not place this statutory duty on BMKFA. However, the service sees safeguarding as an essential tool and will ensure that all personnel understand their roles and responsibilities in ensuring the safety and wellbeing of our communities. Creating a strong multi-agency framework for safeguarding, enabling access to mainstream community safety measures and clarifying the interface between safeguarding and quality of service provision.

We will achieve this through:

- having a clear safeguarding policy statement and procedure, compliant with the Data Protection Act 2018 and (GDPR)



- training relevant to role for staff, which may include: electronic learning packages, face to face delivery by staff trained in safeguarding to Intercollegiate Level Four standard, external training courses for staff in specific roles, or by utilising local authority led continued professional development (CPD) for specific role appropriate competencies
- supporting staff to identify safeguarding concerns and make effective referrals
- financially supporting both Buckinghamshire and Milton Keynes Safeguarding Boards for adults and children
- representation at Safeguarding Board meetings and related subgroups as required
- participating in multi-agency Safeguarding Adult, Serious Case or Domestic Homicide Reviews, implementing learning points in a timely and efficient manner
- attendance at Multi-Agency Risk Assessment Conferences (MARAC) where a specific risk or threat of fire is recognised
- effective internal recording mechanisms, compliant with GDPR

11. CONTEST

The national response to counterterrorism is built on an approach that unites the public and private sectors, communities, citizens and overseas partners around the single purpose to leave no space for terrorists to recruit or act.

The CONTEST strategy is the framework enabling us to organise this work to counter all forms of terrorism.

The 2018 review of CONTEST found that the approach should continue within the updated strategic framework of four 'P' work strands:

- Prevent:** to stop people becoming terrorists or supporting terrorism
- Pursue:** to stop terrorist attacks
- Protect:** to strengthen our protection against terrorist attack
- Prepare:** to mitigate the impact of a terrorist attack



CONTEST's overarching aim remains to reduce the risk to the UK and its citizens and interests overseas from terrorism, so that people can go about their lives freely and with confidence.

We will achieve this through:

- supporting the Prevent work strand, aiming to safeguard people from becoming radicalised or drawn into supporting violent extremism or terrorism
- training and developing staff in Prevent in line with the national Prevent training packages and recognising the signs and symbols of extremism, thereby establishing a competent and professional prevention workforce, willing to exercise professional curiosity when engaging with and safeguarding the public
- building strong strategic partnership working with the Buckinghamshire and Milton Keynes Prevent Boards, Channel Panels and by attending Community Roundtable events to assist and improve delivery within the Prevent work strand
- contributing towards the annual Counter Terrorism Local Profile (CTLTP) for both Buckinghamshire and Milton Keynes and disseminating the restricted briefing slides to relevant staff groups

12. Consultation/Publication/Communication

Development of this strategy is supported by engagement with:

Central Prevention team – May 2022

Public Safety Administration team – May 2022

Joint Consultation Forum (JCF) – August 2022

Service – August 2022

Following approval at the Fire Authority, the strategy will be published on the BFRS Document Management System with an externally facing version published on the external website.



13. Equality Impact Assessment (EIA)

A) The Equality impact table

Does the activity have the potential to impact differently on individuals in different groups? To complete the table ✓ the likely impact. If an EIA action plan is necessary, this can be downloaded from the Intranet.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	Rationale for decision
Individuals of different ages	✓			The service is targeting people aged 80, however people of other ages will continue to be able to access visits where their needs determine, through self or partner referral routes so the differential impact is not negative to them.
Disabled individuals	✓			Having a disability increases a person's risk of fire fatality, and is therefore a scoring criteria in the referral process. Whilst this is positive for those with a disability, it does not preclude anyone without a disability from a visit as there are multiple scoring criteria of which disability is only one.
Individuals transitioning from one gender to another			✓	No discernible positive or negative impact
Individuals who are married or in civil partnerships			✓	No discernible positive or negative impact
Pregnant individuals and new parents			✓	No discernible positive or negative impact



Individuals of different race			✓	No discernible positive or negative impact
Individuals of different religions or beliefs			✓	No discernible positive or negative impact
Individuals' gender identity			✓	No discernible positive or negative impact
Individuals' sexual orientation			✓	No discernible positive or negative impact
<i>Individuals living in different family circumstances</i>			✓	No discernible positive or negative impact
<i>Individuals in different social circumstances</i>	✓			Those living in crowded accommodation or in circumstances indicative of social deprivation may be positively advantaged by increased prioritisation
<i>Different employee groups</i>			✓	No discernible positive or negative impact
<i>Other, please specify</i>				

B) Data Protection Impact Assessment Screening Questions

If the document includes any personally identifiable information (PII) a Data Protection Impact Assessment (DPIA) will be required. This should be discussed with the Data Protection Officer and the DPIA file location referenced at this point in your document.

<N:\Common\Information Disclosure\DPIAs\DPIAs\Compliments, complaints and concerns DPIA.docx>

The Data Protection Officer holds the master copies of all completed DPIA in N:Common/Information Assets/DPIAs.

The DPIA needs to be reviewed periodically to ensure that any PII is adequately considered.

The DPIA template and guidance can be found [here](#).

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 October 2022

Report title: Safety Centre Funding Agreement

Lead Member: Councillor Simon Rouse (Chairman)

Report sponsor: Area Commander Simon Tuffley – Head of Prevention, Response and Resilience

Author and contact: Joanne Cook - Community Safety & Safeguarding Manager
jcook@bucksfire.gov.uk

Action: Decision

Recommendations:

A funding agreement with the Safety Centre of £25,000 a year for a three-year term commencing on 1 October 2022 on the terms set out in this report be approved.

Executive summary:

Following the decision made at Business Transformation Board on 10 February 2022, any further decision on the continuation of the Safety Centre funding agreement was deferred until the Autumn to enable the Safety Centre to evidence one full year of delivery following its reopening, after the national lockdowns and response to Covid-19.

The purpose of this report is to gain the Authority's approval for a staged, three-year funding agreement with the Milton Keynes Safety Centre (Hazard Alley) Limited (Safety Centre), comprising a £25,000 per annum restricted grant, subject to agreement of the revised Heads of Terms outlined in Appendix 4 of this report.

Successive agreements with the Safety Centre have been in place since 2011, which have comprised a grant of £25,000 per annum, with an additional commitment of up to £2,000 per annum contribution towards travel costs. The above recommendation ceases the £2,000 travel cost contribution.

At the Fire Authority meeting held on 13 February 2019, it was agreed to continue to support the Safety Centre with a funding agreement for a further three years, which expired on 31 March 2022.

Several significant events impacted upon the Safety Centre during the period of this funding agreement, including:

- enforced closure from 23 March 2020 to 30 September 2020 due to the Covid-19 pandemic

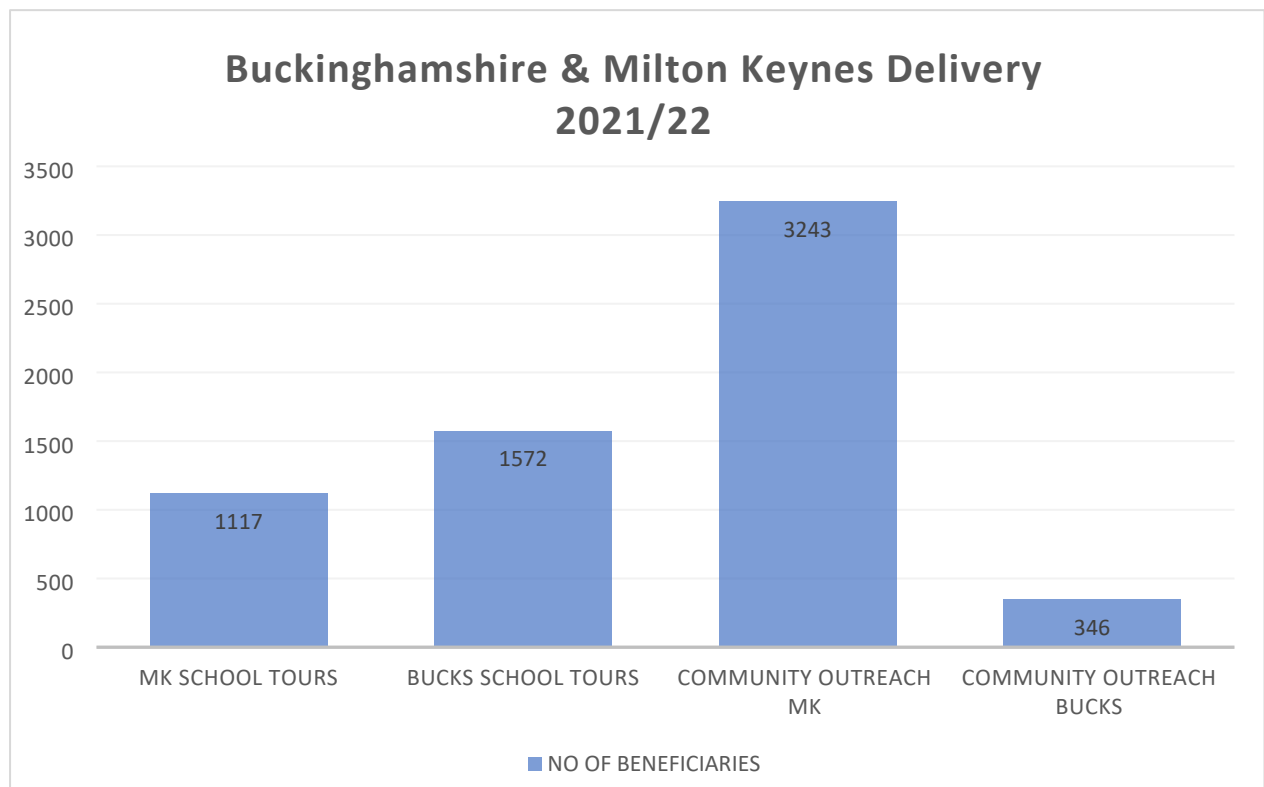
- the majority of staff on full/flexible furlough from March 2020 to August 2021
- a change in Chief Executive Officer from 16 November 2020
- essential major works completed on the fixed-point electric supply intake

Despite these events, the Safety Centre has attained many of the elements identified in Schedule 1 (Appendix 1) of the existing funding agreement, apart from educating 4,000 children or young people from within Buckinghamshire and Milton Keynes during the enforced closure through the Covid 19 pandemic, and the delivery of a new mobile phone, emergency call scenario.

Following the decision to defer the evaluation of the effectiveness and value of the Safety Centre until August 2022, to allow a full school year of admissions to be factored in, this extended period has enabled the Safety Centre to demonstrate that it was operating at full booking capacity during the academic year, Sept 2021 – July 2022.

Following the appointment of a new CEO, the delivery model of the Safety Centre was enhanced to include a community outreach program, reflecting the difficulties schools and other educational settings faced in booking off-site visits in a post-pandemic climate.

The blended approach of children physically attending the Safety Centre and staff from the Safety Centre visiting school and educational settings to deliver community outreach, differs from the delivery model identified in the schedule agreed in 2019. However, it demonstrates a willingness on the Safety Centre's behalf to be flexible to maximise engagement with children and young people from across Buckinghamshire and Milton Keynes, to ultimately achieve the same goal.



Through educating 6,278 (2021/22 academic year) children and young people from Buckinghamshire and Milton Keynes, the Safety Centre has demonstrated increased reach in delivering educational messages to 56% more children than the 4,000 target defined in schedule one of the current funding agreement. However as detailed above this has been through a modernised approach as schools and education settings recovered confidence post-Covid-19; an element not anticipated when the schedule was written in 2019.

52% of children and young people educated by the Safety Centre are from Buckinghamshire and Milton Keynes, with new partnerships being established with The Thames Valley Police and Crime Commissioner, Bedfordshire Fire and Rescue Service and the Police and Crime Commissioner for Northamptonshire.

72% of the education input delivered by the Safety Centre to all attendees in 2020/21 contained an explicit fire and rescue message (fire, water, or road safety), and the remaining 28% of education contains safety messaging linked to the requirements placed on the Service by the Crime and Disorder Act (1998).

The activities carried out by the Safety Centre on behalf of the Authority align to strategic objective one of the Corporate Plan; to prevent incidents that cause harm from happening. More specifically, Strategic Objective 1.2, Promote and evaluate the effectiveness and value of the Safety Centre against the requirements set out in the three-yearly funding agreement.

The charity's new three-year strategy came into effect in October 2021 and has the following key strategic priorities:

- Provide immersive and interactive education to an increased number of children, young people, and adults
- Enhance our education programme ensuring it is relevant and connected to the changing needs of our community
- Increase our community engagement and profile by working closer with schools, partners, organisations, and the wider community
- Develop innovative safety solutions to diversify our safety offer
- Create a sustainable financial model safeguarding the future of the charity

Options to terminate or reduce the funding which the Authority commits to the Safety Centre for the delivery of safety education have been considered, however for the Authority to provide safety education to an equivalent number of children would cost circa £45k in the first year, reducing to £40k thereafter, based upon an increase to headcount of a dedicated education engagement officer on Scale F salary, vehicle lease, ICT equipment and initial resource purchase. Pursuing that option would also create an education route with no resilience in staffing. Therefore, this option is discounted.

Options to increase funding to the Safety Centre have also been considered and discounted at this time. The Authority is a founding stakeholder of the Safety Centre,

with a long-lasting commitment to fund the expenses incurred to deliver fire safety messages on behalf of the Authority. At this time, any further funding initiatives would only be considered to directly target further specific initiatives, aligned to the Authority's Prevention strategy, where appropriate.

The revised delivery approach presents an opportunity to enhance the offering from the Safety Centre and increase the education target to circa 6000 children and young people per annum.

A further breakdown on the Safety Centre's delivery is contained in Appendix 2 of this report.

Financial implications:

It is proposed that funding continues at the rate of £25,000 per annum for three years commencing on 1 October 2022, a total expenditure of £75,000 over the agreement period.

This option discontinues the £2,000 travel grant available to the Safety Centre to draw down from. The rationale behind this is that due to changes in the Safety Centre's arrangements for its staff to utilise vehicles, this grant has not been utilised during the lifetime of the current funding agreement.

The Safety Centre's expenditure against the requirements of Schedule One of the last funding agreement is contained within their [published audited accounts](#), noting that in the last funding agreement period, the Safety Centre agreed a "sale and leaseback arrangement, completed in February 2021 to release capital and help ensure the financial stability of the charity". The published accounts highlight how the net restricted income (including the Authority's £25K contribution) is consistently utilised in full each year.

Due to grant funding largely being tied to the daily operation of the charity, no new grants were secured in the fiscal year 2020-2021 when the Safety Centre was forced to close its physical centre due to the Covid pandemic.

In April 2020, Milton Keynes Community Foundation awarded the Safety Centre £1,690 to purchase two laptops for staff use during closure enforced by Covid.

Expenditure in many areas identified in the Schedule exceeded the Authority's contribution with the remainder made up from other revenue (Appendix 3).

The action of moving to leaseback on the Safety Centre's premises, has reduced the risks placed on the Safety Centre by the maintenance costs linked to an undeniably ageing building, which are now incumbent on the landlord to complete. This includes the ongoing repairs and maintenance of the flat roof, external pathway disturbance from tree roots and major works completed to the fixed-point electrics, enabling the Safety Centre to focus on developing its educational offering

and creating a more sustainable operating model.

Whilst the Authority has been the largest single financial supporter of the Safety Centre for a considerable period, the Safety Centre utilises grant funding streams to secure additional funding, most notably of £40,000 from Milton Keynes Council towards the amendment of the BP garage scenario to a three-façade street scene related to addressing knife crime. This funding will be reflected in the Safety Centre's 2021/22 audited accounts which are not yet available.

Restrictions are placed on funds as a condition of some grants. This can include a restriction on applying for further funds until an allocation is fully spent.

Funding grants have historically enabled the Safety Centre to subsidise the entrance costs for schools to an affordable level of £7.50 per child with the actual per child cost of the Safety Centre providing a visit being £17.25.

Although this subsidy model is embedded, the Safety Centre recognises this is not sustainable to continue and is being reviewed by the new CEO with options including amending the model of group delivery and an increase in admission price.

The Safety Centre secures the remainder of its annual turnover from commercial enterprise, sponsorship and donations via community initiatives, which has been increased since the change in CEO.

Risk management:

There is a risk that grant funding allocated by the Authority to any third sector company is not appropriately utilised for the purposes in which intended, if not appropriately monitored.

If approved, the Authority will review annually the Safety Centre's progress against the revised Schedule 1 of the Funding Agreement, and if it considers the Safety Centre has not made satisfactory progress, payments may be withheld or suspended in line with Section 12.1 of the Funding Agreement.

In addition to the Authority's power to withhold or suspend payment under the Funding Agreement, in 2019 it was revised from including a rolling break clause exercisable by the Authority, for any reason, on three months' notice, to being terminable by the Authority for any reason on the first or second anniversary on one months' notice.

The Safety Centre (Hazard Alley) Limited is a registered charity (1019093) required to submit accounts and annual returns to the Charity Commission for England and Wales. The annual review of the Schedule will also consider the independent auditor's report and published accounts to ensure the grant funding is being utilised appropriately.

The annual return, accounts, and Trustees Annual Report for the reporting year up to 30 September 2021 were received by the Charity Commission on time and

charity reporting is currently up to date. The independent auditors report for the year ended period 30 September 2021 gave an opinion that “the financial statements give a true and fair view of the state of the charitable company’s affairs as at 30 September 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006”.

Further, the Authority will continue to support the Board of Trustees by allowing the release of a senior officer where appropriate as a Trustee responsible for controlling the work, management and administration of the charity on behalf of its beneficiaries.

Legal implications:

The grant period under the previous funding agreement, approved by the Authority at its meeting on 13 February 2019, was for three 3 years commencing 1 April 2019, with the grant of £75,000 payable in 6 equal instalments subject to the right to withhold or suspend payments if certain targets are not achieved or other obligations not met. The sixth and final instalment was paid on 1 October 2021. The Safety Centre remains bound by the obligations to comply with the Authority’s requirements under the funding agreement beyond 31 March 2022 for so long as the grant monies received from the Authority remain unspent.

The funding arrangement supports the Authority’s obligation to promote fire safety and is permitted under Section 5A of the Fire and Rescue Services Act 2004.

Privacy and security implications:

The Safety Centre is the data controller for information regarding individuals. Clear terms regarding information release related to the authority are written into funding agreements with the Safety Centre.

Duty to collaborate:

Delivery of safety education by the Safety Centre is aligned to the requirement of the Policing and Crime Act 2017 for the Authority to consider opportunities for collaboration with the Police and Ambulance services.

The Safety Centre supports collaboration through providing specific services in addition to its safety education programs. These include:

- Small group sessions for individuals in response to Youth Justice requests.
- An education program for refugee groups delivered to Syrian and Afghan refugees placed in Buckinghamshire or Milton Keynes.

- Knife crime workshops commissioned in response to increased issues with specific age groups and localities. This area also links to the Serious Violence Duty.

Health and safety implications:

None arising directly from this report.

Environmental implications:

None arising directly from this report

Equality, diversity, and inclusion implications:

As required in the last funding agreement, the Safety Centre has improved the lighting within the building, improving accessibility for people with vision loss and has ensured its website meets Web Content Accessibility Guidelines (WCAG2.1 or subsequent).

Additionally, the Safety Centre has fitted an induction loop for those who are deaf or have hearing loss and trained staff in adjusting scenarios to ensure they are suitable for those with neurodiversity (autistic spectrum disorder, attention deficit hyperactivity disorder etc.).

Consultation and communication:

These proposals have been discussed with the current Chief Executive Officer of the Safety Centre and circulated to the relevant directorate and department leads for consultation.

Business Transformation Board – 8 September 2022

Background papers:

[Fire Authority 13 February 2019](#) (Item 10)

[Business Transformation Board 10 February 2022](#)

Appendix	Title	Protective Marking
1	Summary of performance against Schedule 1 of the existing Funding Agreement	
2	Visit delivery	
3	Income Comparison	
4	Heads of Terms	
5	Safety Centre CEO update – July 2022	

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Appendix 1 – Summary of performance against Schedule 1 – 2019-2022

Schedule 1 – The Project

The Authority and the Safety Centre agree to collaborate together over the next three years to ensure their work together has a positive impact on all children in Buckinghamshire and Milton Keynes who visit the centre, and to ensure shared values. The Safety Centre must continue to engage with children between the ages of 7-11 years old and engage with any vulnerable groups as determined by the Authority, to allow them to experience the hazardous scenarios in perfect safety. The scenarios encourage children to identify everyday hazards and develop safe strategies to deal with potential risks and emergencies. Specific areas of expenditure and development are agreed as follows:

Buckinghamshire and Milton Keynes Schools Agreement

The Safety Centre agree to a minimum target of 4,000 children from Buckinghamshire and Milton Keynes schools per fiscal year (1 April – 31 March), for each of the three years of this agreement, attending the Safety Centre for safety training. This represents an increase from the previous Agreement, however is in line with current levels of attendance from schools in Buckinghamshire and Milton Keynes.

Achieved in a modified manner adapting to outreach delivery in addition to the education visits to the Safety Centre. This was not anticipated when the schedule was drafted in 2019.

Year 1: 2019-2020

Emergency Calling

The Safety Centre agree to enhance the current phone-box provision to include an additional replica mobile phone element to teach children how to contact the emergency services from a locked mobile phone. Teaching of emergency calling will also include information on the possible consequences of making hoax or malicious calls.

Not achieved in this period. Upgrade being scheduled for?

Printed Information

The Safety Centre will update printed advertising materials to reflect their new logo, current pricing, booking information etc. ensuring information replicates their new website.

Revised branding can be seen across the Safety Centre, on literature and the Safety Centre's website.

Three Year Plan

The Safety Centre will produce a three year strategy to include a sustainability plan, review of course content and links to external strategic priorities.

Overview of the three-year strategy presented to SMT during their visit to the Safety Centre.

Quarterly partnership meetings held to ensure the Safety Centre is aware of the service's strategic priorities and emerging trends, alongside those of other partners.

Website

The Safety Centre will review their website annually against the Web Content Accessibility Guidelines (WCAG 2.1 or subsequent) to ensure that in so far as possible it is accessible to users with disabilities.

The Safety Centre's website was updated in line with WCAG 2.1 requirements at the time. Whilst further development of the website is planned, this will be in line with the WCAG version relevant at the time.

Years 2 & 3: 2020-2022

Lighting

The Safety Centre will investigate improving the lighting within the scenario areas to enhance the visitor experience, enabling details to be noticed.

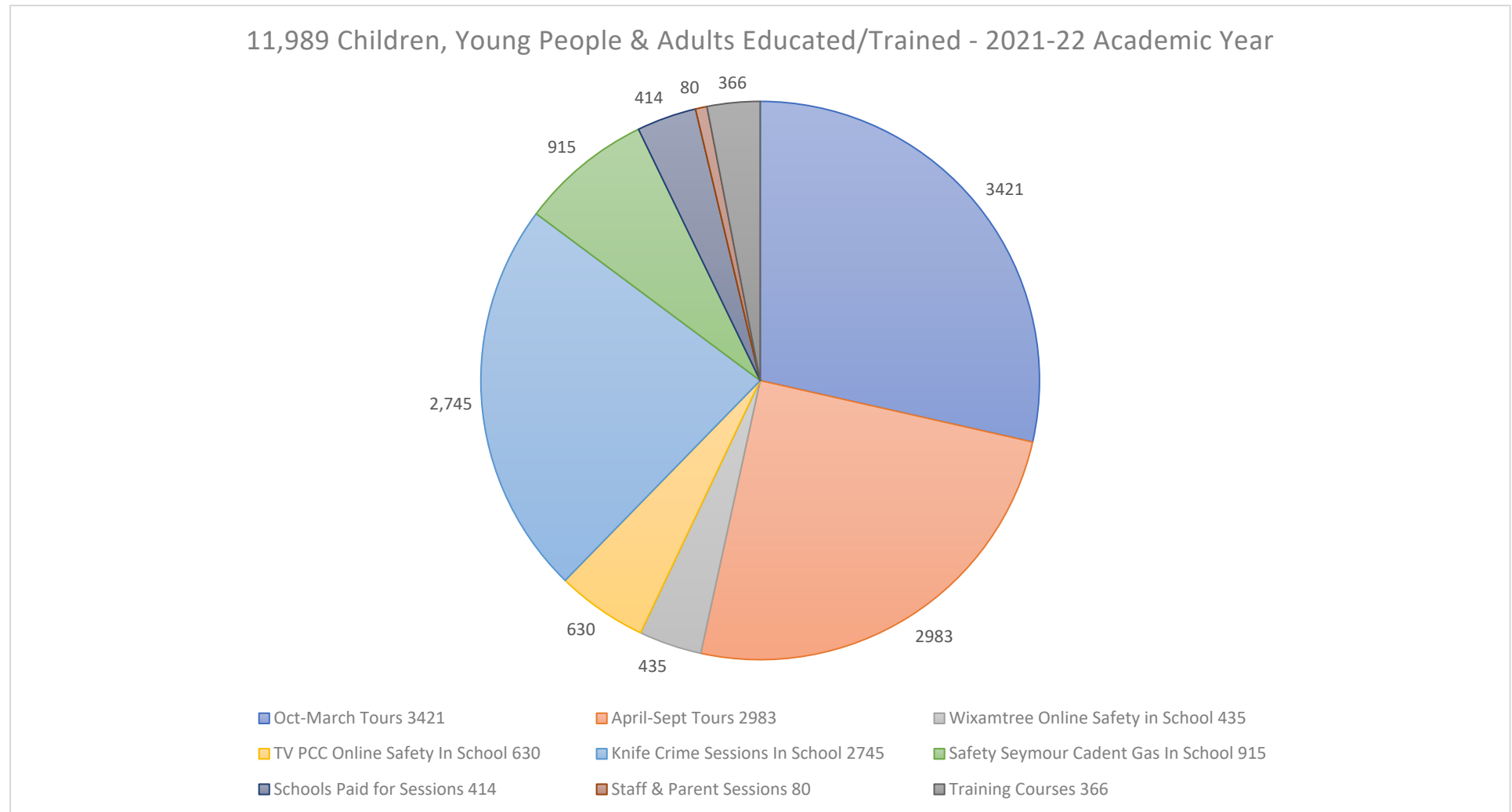
Completed in Year 1 of the Funding Agreement period. This is observable by visiting.

BP Scenario

The Safety Centre will explore the viability of replacing the BP garage scenario with an alternative scenario or teaching area reflecting the priorities of 'Safer Stronger Bucks', 'Safer MK' and the Authority.

The BP garage scenario was removed and replaced during the period when the Safety Centre was closed due to Covid. It has been replaced by a parade of shops containing a chicken shop, pharmacy and betting shop which is reconfigurable and multi-functional. This is observable by visiting.

Appendix 2 – Education delivery break down



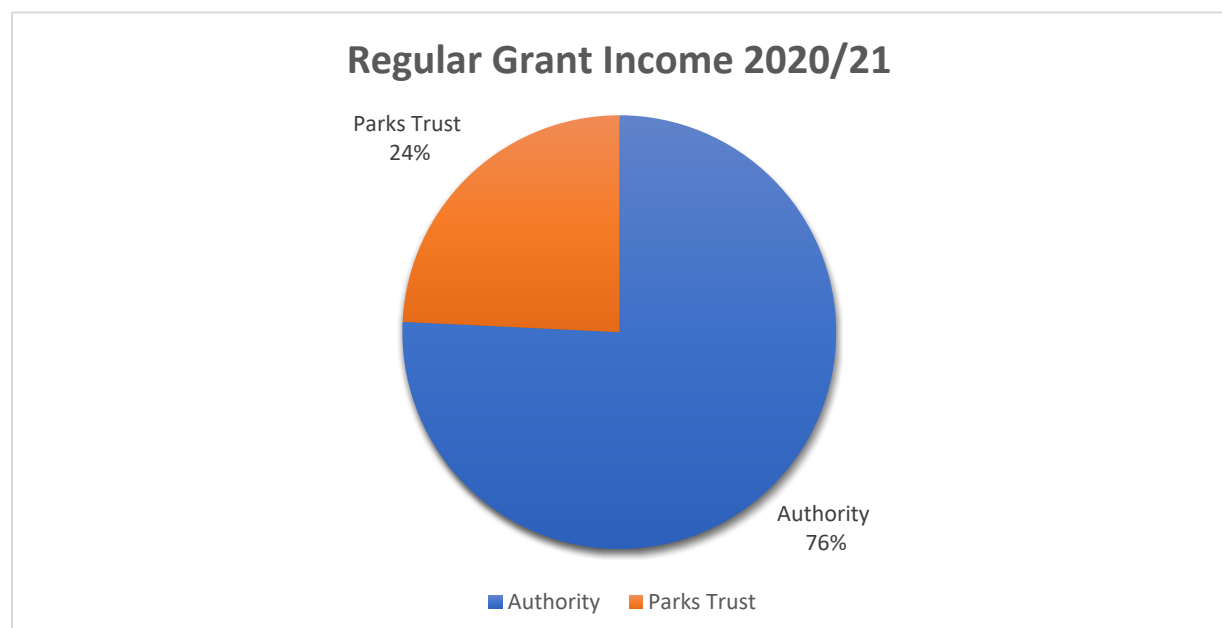
Note – 72% of education contains an explicit fire and rescue message (fire, water or road safety), however the remaining 28% of education contains safety messaging linked to the requirements placed on the service by the Crime and Disorder Act (1998).

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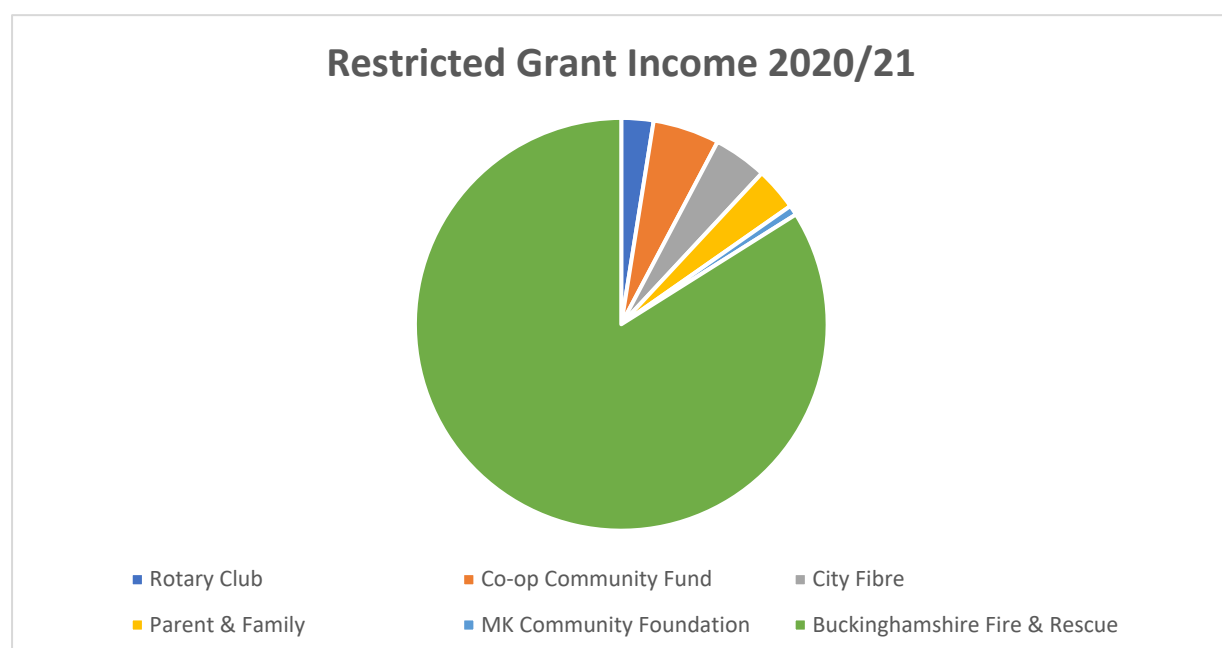
Appendix 3 – Income comparison



Note: Under the previous CEO, funding from the Authority was reported incorrectly as unrestricted income. This was rectified in 2020/21. Accounts for 21/22 are yet to be finalised. (Accounts run from October – September).



Consistently there are only two regular contributors to the Safety Centre. All other grant funds come through applications.



Restrictions are place on funds as a condition of some grants. This can include a restriction on applying for further funds until an allocation is fully spent.

In 2020/21 there were funds remaining from Thames Valley Police linked to knife crime which were not able to be spent when the Safety Centre was closed.

Parties

- 1) **BUCKINGHAMSHIRE & MILTON KEYNES FIRE AUTHORITY** of Brigade Headquarters, Stocklake, Aylesbury, Buckinghamshire HP20 1BD ('the Authority').
- 2) **SAFETY CENTRE (HAZARD ALLEY) LIMITED** (Company Register number 0270981) whose registered office is at 18 Carters Lane, Kiln Farm, Milton Keynes, MK11 3ES ('the Safety Centre').

Grant: the sum of £75,000 (SEVENTY FIVE THOUSAND POUNDS)

Grant Period: the period ending on 30 September 2025.

Purpose: The Safety Centre shall use the Grant for the delivery of the Project and in accordance with the terms and conditions set out in this Agreement. The Grant shall not be used for any other purpose without the prior written agreement of the Authority.

The Safety Centre must continue to engage with children between the ages of 7-11 years old and engage with any vulnerable groups as determined by the Authority, to allow them to experience the hazardous scenarios in perfect safety. Specific areas of expenditure and development are agreed as follows:

1. A minimum of 4,000 children and young people from Buckinghamshire and Milton Keynes to be educated on targeted/relevant BFRS safety messages per academic year
2. the room scenarios are redeveloped to reflect current Carbon Monoxide and fire risks
3. Updating the interactive water scenario to support BFRS water safety message
4. A further modernisation of the use of an interactive screen to mimic a mobile 999 call
5. Report quarterly as to the Safety Centre's performance

Should any part of the Grant remain unspent at the end of the Grant Period, the Safety Centre shall ensure that any unspent monies are returned to the Authority or, if agreed in writing by the Chief Finance Officer of the Authority, shall be entitled to retain the unspent monies to use for purposes as agreed between the parties.

Accounts and records: The Grant shall be shown in the Safety Centre's accounts as a restricted fund and shall not be included under unrestricted funds unless agreed in writing by the Chief Finance Officer of the Authority.

The Safety Centre shall keep separate, accurate and up to date accounts and records of the receipt and expenditure of the Grant monies received by it.

Monitoring and reporting: The Safety Centre shall provide the Authority with a financial report and an operational report on its use of the Grant and delivery of the Project annually and in such formats as the Authority may reasonably require. The

Safety Centre shall, in addition, provide the Authority with a report within three months of the last day of the quarter to which it relates which shall include the following information as a minimum:

- a) number of children from Buckinghamshire and Milton Keynes schools broken down by school and school year of children attending.
- b) details of all follow up visits, dates attended and numbers attending.
- c) details of all non-school visits to the centre of children and/or residents of Buckinghamshire and Milton Keynes.
- d) Progress against the agreed development objectives for the site

Along with its annual financial report, the Safety Centre shall provide the Authority with a risk register and insurance review in the format provided by the Authority. The Safety Centre shall address the health and safety of its staff in its risk register.

Withholding, suspending and repayment of the Grant: The Authority's intention is that the Grant will be paid to the Safety Centre in full. However, without prejudice to the Authority's other rights and remedies, the Authority may at its discretion withhold or suspend payment of the Grant if:

- a) The Safety Centre uses the Grant for purposes other than those for which they have been awarded;
- b) The Authority considers that the Safety Centre has not made satisfactory progress with the delivery of the Project;
- c) The Safety Centre is, in the reasonable opinion of the Authority, delivering the Project in a negligent manner;
- d) The Safety Centre obtains duplicate funding from a third party for the Project;
- e) The Safety Centre obtains funding from a third party which in the reasonable opinion of the Authority, undertakes activities that are likely to bring the reputation of the Project or the Authority into disrepute;
- f) The Safety Centre provides the Authority with any materially misleading or inaccurate information;
- g) Any member of the Governing Body, employee or volunteer of the Safety Centre has a) acted dishonestly or negligently at any time and directly or indirectly to the detriment of the Project or b) taken any actions which, in the reasonable opinion of the Authority, bring or are likely to bring the Authority's name or reputation into disrepute;
- h) The Safety Centre ceases to operate for any reason, or it passes a resolution (or any court of competent jurisdiction makes an order) that it be wound up or dissolved (other than for the purpose of a bona fide and solvent reconstruction or amalgamation);
- i) The Safety Centre becomes insolvent, or it is declared bankrupt, or it is placed into receivership, administration or liquidation, or a petition has been presented

for its winding up, or it enters into any arrangement or composition for the benefit of its creditors, or it is unable to pay its debts as they fall due; or

- j) The Safety Centre fails to comply with any of the terms and conditions set out in this Agreement and fails to rectify any such failure within 30 days of receiving written notice detailing the failure.

Should the Safety Centre be subject to financial or other difficulties which are capable of having a material impact on its effective delivery of the Project or compliance with this Agreement it will notify the Authority as soon as possible so that, if possible, and without creating any legal obligation, the Authority will have an opportunity to provide assistance in resolving the problem or to take action to protect the Authority and the Grant monies.

Termination: Except where otherwise specified, the terms of the Agreement shall apply until the expiry of the Grant Period or for so long as any Grant monies remain unspent by the Safety Centre, whichever is longer.

The Authority may terminate the Agreement and any Grant payments on 30 September 2023 or on 30 September 2024 one month's written notice in advance should it be required to do so by financial restraints or for any other reason.

Payment Schedule

Amount of Grant Payable	Date of Payment
£12,500	On completion
£12,500	1/4/2023
£12,500	1/10/2023
£12,500	1/4/2024
£12,500	1/10/2024
£12,500	1/4/2025

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OUR VISION

We want to see a society where all children, young people and adults have access to interactive, immersive and memorable safety education and training, enabling safe and flourishing communities

OUR MISSION

The Safety Centre saves lives by showing children, young people and adults how to stay safe, understand risks and avoid accidents using realistic learning experiences

We provide high quality interactive, immersive and memorable safety education and training to children, young people and adults across Bedfordshire, Buckinghamshire, Hertfordshire, Milton Keynes, Northamptonshire, Oxfordshire and beyond.



IMPACT OF THE COVID-19 PANDEMIC



Our Strategic Priorities 2021 - 2024

**Provide immersive
& interactive
education to an
increased number of
children, young
people and adults**

**Enhance our
education
programme
ensuring it is
relevant and
connected to the
changing needs of
our community**

**Increase our
community
engagement and
profile by working
closer with schools,
partners,
organisations and
the wider
community**

**Develop innovative
safety solutions to
diversify our safety
offer**

**Create a sustainable
financial model
safeguarding the
future of the charity**





Bedfordshire
Fire and Rescue Service



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives



Bedfordshire
Police & Crime
Commissioner



Cadent
Your Gas Network



FIRE SAFETY

BULLYING &
SHOP THEFT

PAEDIATRIC
FIRST AID

FIRE WARDEN

PERSONAL
SAFETY

RAIL SAFETY

KNIFE CRIME

ROAD SAFETY

ONLINE
SAFETY

CAR SAFETY

HOME SAFETY

FIRST AID

SAFE PLACES
TO CROSS

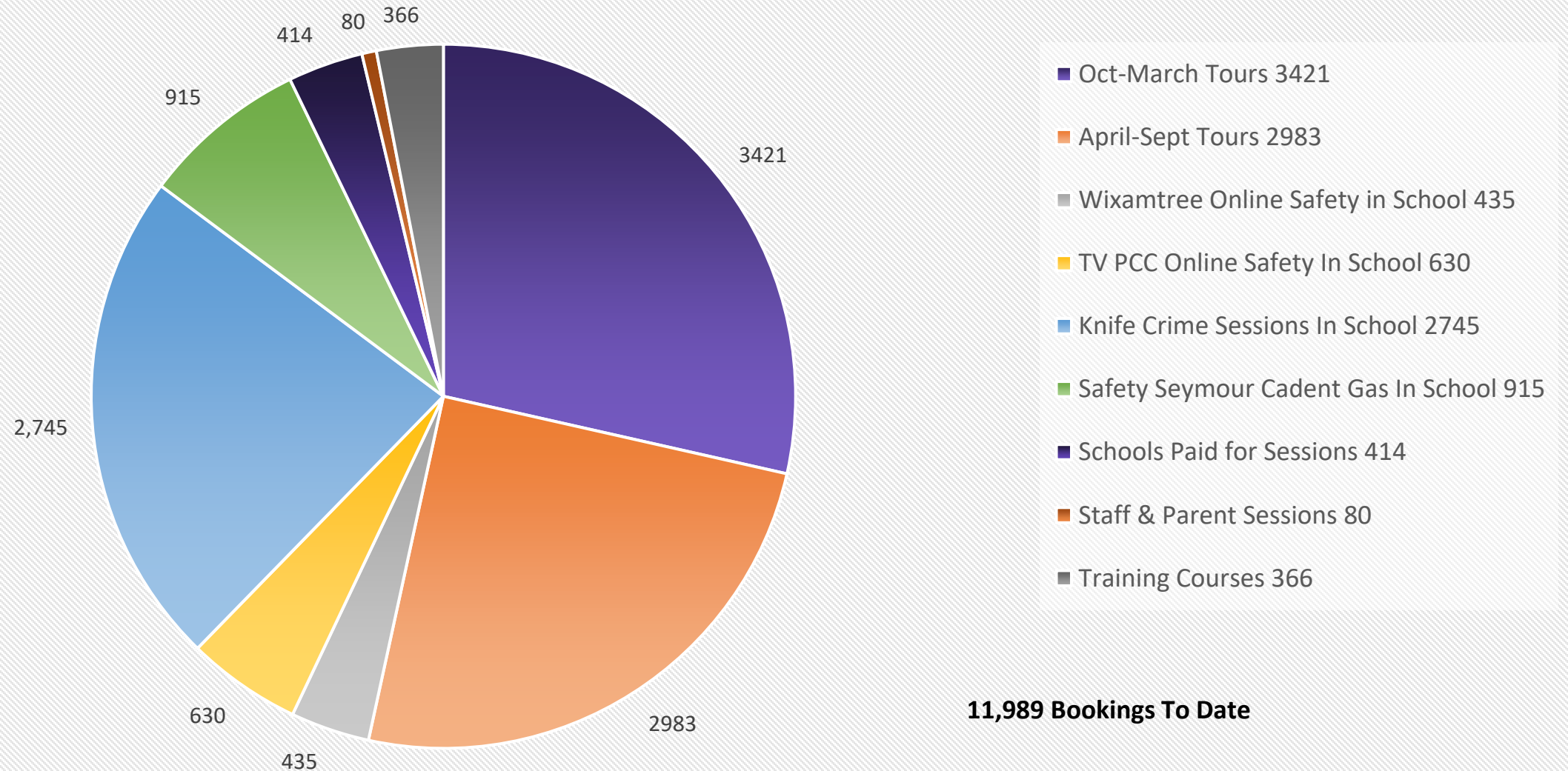
DRUGS &
ALCOHOL
SAFETY

WATER SAFETY

GAS SAFETY



No of Children, Young People & Adults Educated/Trained





THE RIPPLE EFFECT

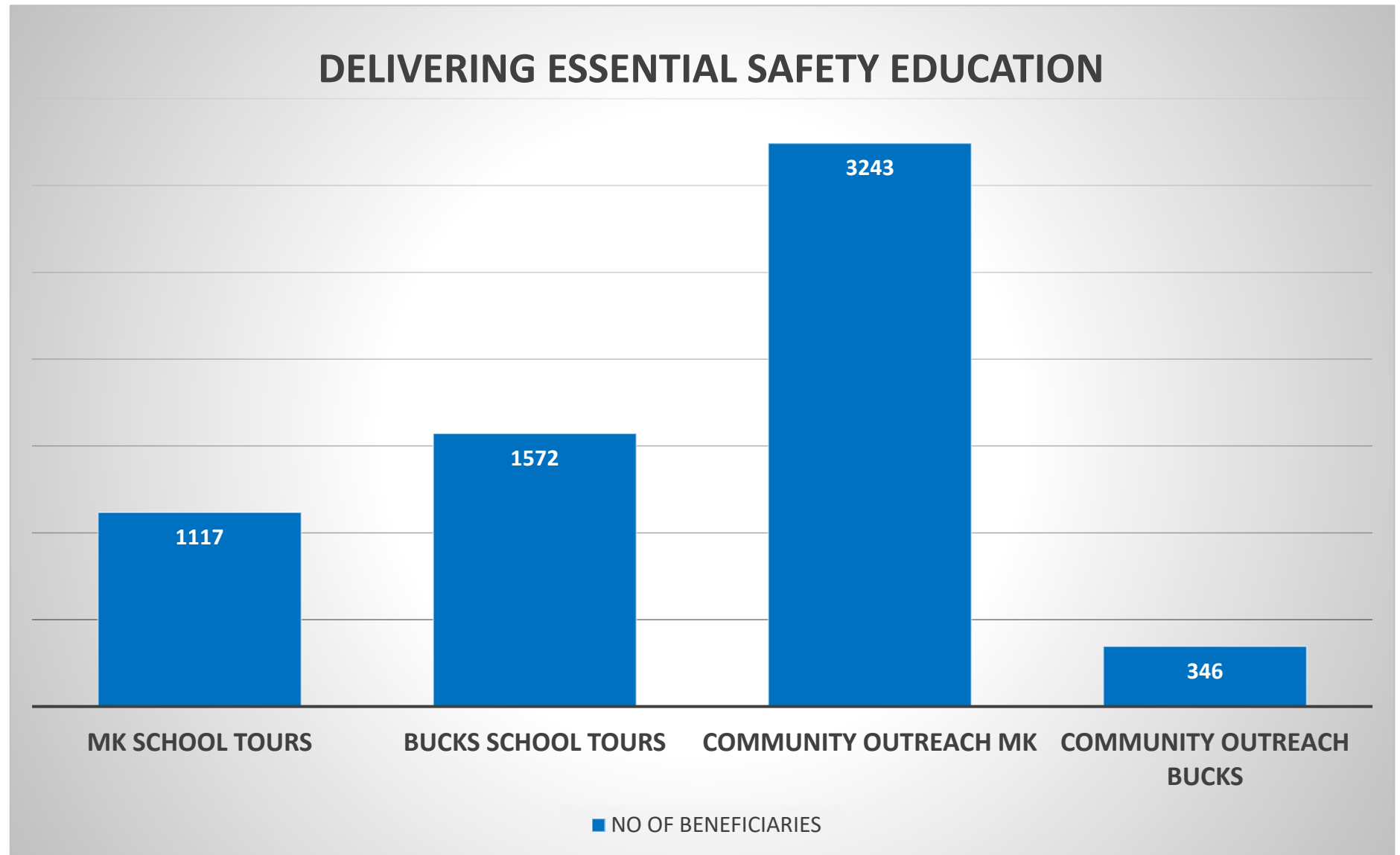
Making
Buckinghamshire
and Milton
Keynes the safest
areas in England
in which to live,
work and travel.



SAFETY CENTRE 2021/22

11,989 CHILDREN,
YOUNG PEOPLE &
ADULTS
EMPOWERED
ACROSS THE
REGION

6,278 FROM MK &
BUCKINGHAMSHIRE



COMMUNITY BENEFIT

Comments The children learnt so much through these activities and also really enjoyed them. How to make a 999 call ^{was} very useful. The guides were all amazing and so informative.

Did our facilities meet the requirements of your visit? ☒ Yes ☐ No

Comments A really informative day with great scenarios for the children to engage with.

► Safe Places to Cross (Interactive Clevertouch Televisions)

Comments They enjoyed all the scenarios but most said the 'Fire Safety' was most informative.

Did our facilities meet the requirements of your visit? ☒ Yes ☐ No
(If No, Please explain)

Any further comments: Very informative and something every child should be exposed to.

Any further comments: A great trip as always - the children were so engaged & learnt so much!

Comments all of them were fantastic + great learning experiences

Did our facilities meet the requirements of your visit? ☒ YES ☐ NO
(If no, please explain)

Comments Really enjoyed each scenario, lots to learn for the children, great guides interacting with children. Thank You!

Did our facilities meet the requirements of your visit? ☒ YES ☐ NO
(If no, please explain)



COMMUNITY BENEFIT

'The content was appropriate for the year group and was delivered in an excellent manner so that the children were not scared, but they felt comfortable to listen, answer and ask questions. A challenging topic that was well presented.'

'The delivery of the information was excellent, and the children really enjoyed the session. It was very interactive with the class and very considerate of the class needs.'

'There was 100% engagement. Slides were age appropriate and easy for the class to follow. Resources were easy but effective and all children were able to use them.'



- 99% understood the risk of carrying a knife for themselves and other people
- 99% understood that they could get a prison sentence for carrying a knife
- 98% agreed that the session made them more aware of the consequences of knife crime
- 94% identified they could call the local police or Childline for advice before a situation became dangerous

FUTURE PLANS

Refugee and newly arrived communities Milton Keynes project

Funding secured for 999 mobile app simulation

Ringway partnership to replace construction site with new Road Hazards & Safety scenario enhancing this education theme

Upgrading fire safety room to a child's bedroom incorporating enhanced simulation

Upgrading the water scenario increasing the immersive experience

Enhancing our outreach portfolio

Investing in measuring impact and community benefit

Educating an increased number of children, young people and adults



WORKING IN PARTNERSHIP – LOOKING TO THE FUTURE





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Equality Impact Assessment (EIA)

A) The Equality impact table

Does the activity have the potential to impact differently on individuals in different groups? To complete the table ✓ the likely impact. If an EIA action plan is necessary, this can be downloaded from the Intranet.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	Rationale for decision
Individuals of different ages	✓			Whilst the Safety Centre's main delivery is to children and young people, it also engages with adults through both its training arm, and through working with focus groups such as refugees.
Disabled individuals	✓			Having a disability increases a person's risk of fire fatality, and through engaging with people with disabilities to provide fire safety education messages alongside water and road safety ones has a potentially positive benefit although it is statistically hard to prove. The Safety Centre has installed induction loop equipment and improved its lux levels making the premises as a whole more suitable for visitors who are D/deaf or have sight loss. It also has a through floor lift to the first floor classroom area.
Individuals transitioning from one gender to another			✓	No discernible positive or negative impact

Individuals who are married or in civil partnerships			✓	No discernible positive or negative impact
Pregnant individuals and new parents	✓			The Safety Centre's training arm delivers first aid courses which include new parent education
Individuals of different race	✓			<p>Statistically, certain forms of anti-social behaviour disproportionately impact upon individuals of different race and therefore the work undertaken will be of positive benefit.</p> <p>The Safety Centre has also devised and delivered programs for individuals new to England, including through the Afghan resettlement program, to improve their understanding of safety in and around the home.</p>
Individuals of different religions or beliefs	✓			The Safety Centre has devised and delivered programs for individuals new to England, including through the Afghan resettlement program, to improve their understanding of safety in and around the home.
Individuals' gender identity			✓	No discernible positive or negative impact
Individuals' sexual orientation			✓	No discernible positive or negative impact
<i>Individuals living in different family circumstances</i>	✓			Those living in crowded accommodation or in circumstances indicative of social deprivation are more likely to be injured in fire, therefore safety education is of positive benefit to them.

Appendix 6

<i>Individuals in different social circumstances</i>	✓			Those living in crowded accommodation or in circumstances indicative of social deprivation are more likely to be injured in fire, therefore safety education is of positive benefit to them.
<i>Different employee groups</i>			✓	No discernible positive or negative impact
<i>Other, please specify</i>				

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 October 2022

Report title: People Strategy 2020-2025 – Year Two Update

Lead Member: Councillor Gary Hall, Lead Member for People, Equality and Diversity and Assurance

Report sponsor: Mick Osborne, Chief Operating Officer/Deputy Chief Fire Officer

Author and contact: Station Commander – Human Resources Projects - Chris Montague cmontague@bucksfire.gov.uk

Action: Noting

Recommendations:

That the contents of this update and progress made in the key areas are noted.

Executive summary:

The People Strategy 2020-2025 (referred to henceforth as the Strategy), was approved at the October 2020 Fire Authority. It sets out a framework for engaging and developing employees of Buckinghamshire Fire & Rescue Service (the Service). The Strategy will support cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to.

The framework maintains the existing five key areas; however, they were reworded to better reflect our values;

- Key area one – Equality, Diversity and Inclusion (Appendix 1 and 6)
- Key area two – Employee Engagement (Appendix 2)
- Key area three – Organisational Development and Resourcing (Appendix 3)
- Key area four – Training, Learning and Development (Appendix 4)
- Key area five – Employee Health and Wellbeing (Appendix 5)

Updates for each key area are provided in the attached appendices.

The current Strategy can be found on the Service's external website.

The Strategy has been in place for slightly under two years, due to a minor delay in employee engagement resulting from the Covid-19 global pandemic. The proposed station roadshow and employee engagement sessions were completed within the

planned timescales (Appendix 7) and achieved the objective of raising the profile of the People Strategy.

The existing Strategy is now embedded within the Service and work is on-going to develop each of the five key objectives.

There has been notable progress made in all key areas. Examples include:

- a renewed approach to community engagement supported by a structured Equality, Diversity and Inclusion calendar
- the delivery of culture survey listening workshops to enhance employee engagement, progressing issues raised and providing timely updates on progress made
- the introduction of Leadership and Management training for all managers, giving leaders at all levels the knowledge and empowerment to manage effectively
- a significant commitment to increasing the Service's operational establishment, through a range of selection, recruitment and training methods
- a refresh of the Service's Mental Wellbeing Support Network, resulting in 37 Mental Health Champions being trained in positions across the Service

The focus will be to deliver measurable improvements as part of the next HMICFRS inspection and to review and refresh our objectives following the publication of the NFCC People Strategy 2022-2027. This is expected to be published during the last quarter of 2022 and will enable the Service to ensure we are addressing issues identified at both a local and National level.

Financial implications:

Whilst there are no direct financial implications arising from this report, the Strategy contributes to achieving benefits and savings that have been identified in the Public Safety, Corporate and Medium-Term Financial Plans.

Cost and benefits implications for each initiative outlined in the Strategy will be considered as part of the supporting individual business cases. People Strategy updates will be delivered from existing budgets.

Risk management:

The Organisational Development (OD) Risk Register highlights current and future employee resourcing risks. The Strategy is identified as one of the control measures in place to mitigate resourcing risks by ensuring we attract the employees with the required skills, knowledge and behaviours to progress our organisational objectives. Employee availability continues to present an identified risk, the Service continues to

develop new methods to maintain and increase employee availability, which supports the Services operational response model.

The Strategy complements our Equality, Diversity and Inclusion (EDI) objectives, which were reviewed and updated in 2022. Arrangements are in place to ensure language and content are inclusive and appropriate.

The successful implementation of the Strategy depends on buy-in and energetic support of everyone concerned, therefore employee consultation and engagement will continue to enable its development.

Quality assurance arrangements are in place which ensure the Service can govern the content of the Strategy and how it is used, this will allow opportunities for further development through collaborative working.

Legal implications:

There are no legal implications arising from the recommendations.

Privacy and security implications:

No personally identifiable information is contained within the Strategy. Data Protection Impact Assessments exist for each key area, these will be revised and updated where required.

Duty to collaborate:

The Policing and Crime Act 2017 requires the Service to consider opportunities for collaboration with the police and ambulance services.

Collaboration opportunities arising from the Strategy are identified and actioned proactively and as they present themselves. The Service continues to work closely with our Thames Valley partners in a range of areas and collaborate through the Five Shires collaboration partnership “Addressing Inequalities” collaboration (Buckinghamshire, Royal Berkshire, Gloucestershire, Warwickshire and Oxfordshire Fire and Rescue Services) which was originally set up following the Black Lives Matter movement. They have contributed to workshops and are lead members of working groups on a collaborative video, planning webinars and sharing best practice.

The Service continues to support the Armed Forces Covenant (see appendix 6) and promises to actively champion the Armed Forces community. It acknowledges that we recognise the value serving personnel, reservists, veterans and military families can bring to our Service. The Service was recently presented the Gold Award in the Defence Employer Recognition Scheme in recognition of this partnership.

Health and safety implications:

The global pandemics continue to present risks. The Service adapts to this to ensure the safety, wellbeing and productivity of our employees as well as the safety and wellbeing of the public, visitors, contractors and our partner agencies. This resulted

in a minor delay to the delivery of the roadshow due to the emergence of the Omicron variant.

Environmental implications:

There are no environmental implications.

Equality, diversity, and inclusion implications:

The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Strategy, policies, and procedures aim to support the meeting of these requirements.

If the Service has greater representation of our diverse communities, it will be better equipped to find solutions to barriers in relation to employment and accessing services. This can be achieved through effective recruitment procedures and on-going employee engagement, enabling the Service to identify and address any actual or perceived barriers for employees from under-represented groups.

Diversity is one of our core values and a key area in this Strategy. The dedicated EDI group is fully embedded and meets monthly to progress EDI objectives.

The Strategy aligns to and complements our EDI Policy and objectives.

This proposal supports the Services Equality, Diversity and Inclusion Objectives 2020-2025. Significant progress has been made towards the HMICFRS report which identified “areas for improvement” and “cause for concern”. Further information can be found in Appendix 1.

Equality Impact Assessments are carried out in the five key areas to ensure equalities are fully considered.

Consultation and communication:

The Strategy provides a framework, along with the governance arrangements for controlling the Service’s workforce development over the next five years and is aligned to the Public Safety Plan and Corporate Plan 2020 - 2025.

The Strategy sets out a framework which supports delivery of the Service’s strategic objectives over the next five years. The priorities and objectives within the Strategy will be cascaded to a Directorate, team and individual level and resourced from within the establishment and budgets set by the Workforce and Medium-Term Financial Plans.

The author has collaborated and consulted with key stakeholders to ensure the information provided regarding the five key areas has the relevant detail and is representative of progress made over the previous twelve-month period.

This paper was presented at the 8 September 2022 Business Transformation Board and the 20 September 2022 Strategic Management Board and will be reviewed and considered for approval at the 12 October 2022 Fire Authority meeting.

Background papers:

Public Safety Plan 2020 - 2025

[New five-year Public Safety Plan launched - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Corporate Plan 2020 – 2025

<https://bucksfire.gov.uk/documents/2021/06/fa-160621-item-14.pdf/>

Fire Authority report 14 October 2020. People Strategy 2020 – 2025.

[Fire Authority Meeting - 14 October 2020 - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Apprenticeship Programme – Annual Statutory Reporting 2020 – 2021 – 21 July 2021

<https://bucksfire.gov.uk/documents/2021/07/oa-item-15-210721.pdf/>

Fire Authority report 13 October 2021. People Strategy 2020 – 2025 – Year one update.

[Fire Authority Meeting - 13 October 2021 - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Buckinghamshire Fire and Rescue Service HMICFRS report – Dec 2021

[BFRS HMICFRS 2021 Report \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

Funding Phase 2 Leadership & Management Development Programme – 23 March 2022

<https://bucksfire.gov.uk/documents/2022/03/ec-item-7-230322.pdf/>

Equality, Diversity and Inclusion Objectives 2020-2025 – Year two update – June 2022

<https://bucksfire.gov.uk/documents/2022/05/fa-item-16.pdf/>

Appendix	Title	Protective Marking
1	Equality, Diversity & Inclusion update	
2	Employee Engagement update	
3	Organisational Development update	
4	Training, Learning & Development update	
5	Employee Health & Wellbeing update	
6	The Armed Forces Covenant update	
7	People Strategy 2020-2025 – Employee engagement Roadshow	

8	Equality Impact Assessment	
9	People Strategy - 2023 Forward Planner	

Appendix 1 – Equality, Diversity and Inclusion

The Service is committed to equality, diversity and inclusion (EDI). There are a range of workstreams across the Service to achieve our EDI objectives. These objectives were reviewed, updated and approved at the June 2022 Fire Authority meeting.

Change 100 Internship

The Service made progress through the preparation, engagement and selection process. The Service was unable to progress internships this year as applicants expressed a desire to work remotely. As a result, the role was unfilled; a similar situation was encountered by other Fire Services. Following a review of this process, it was agreed to broaden the Service's approach and investigate introducing work experience opportunities in 2023. The Service continues to maintain contact with the provider to enable future collaboration regarding internship opportunities in 2023.

EDI Champions training

EDI group members attended a face-to-face training session on 5 October 2022. This provided EDI information, legislation and best practice to ensure they are confident and consistent in their promotion of EDI matters. Effectively role-modelling the expected behaviours and cascading EDI information and behaviours to employees and in the community.

Equality impact Assessments

The Equality Impact Assessment (EIA) guidance note and template have been reviewed. Significant work has been undertaken to consult with employees through Intranet articles, presentations, 1:1 support, drop-in sessions and group training workshops. The Service has committed to embedding EIA's into all areas of the Service. As part of organisational governance, reports must be supported by an EIA. Good practice is shared by communicating and storing completed EIA's in a single location, allowing authors to view examples of completed documents.

Individual training toolkits

A training toolkit was completed and distributed for hidden disabilities.

The toolkit has been promoted internally through intranet articles, videos and signposted employees towards the hidden disabilities' website. The Service is a supporter of the Sunflower scheme, a stock of lanyards is held within the Service and are made available to Service employees as well as being distributed at community engagement events.

A training toolkit for sign language was published in September 2022. BSL999 and emergency SMS pages have been drafted for the Safety Hub area of the website to go in the "accessible services" area.

Create interest groups

The primary focus is on establishing a women's network; links are being created with existing employees to understand their objectives and gauge levels of interest.

EDI calendar

There is an established EDI calendar which enables the Service to share information about EDI dates and events via our "Valuing Our Diversity" section of the Intranet.

They signpost employees to linked Service activities such as Islamic calendar events or Pride, providing employees with the opportunity to support the planning process and/or to attend and support.

The EDI calendar is reviewed on a monthly basis as part of the EDI meeting. This includes reviewing articles to identify good practice and the areas where engagement has been most effective by reviewing interaction data.

Community engagement to increase the diversity of the Service

The Service delivers a range of positive action events to support recruitment and community engagement activities. There have been targeted On-Call familiarisation events, "have a go" days and public engagement sessions to promote both Wholetime and On-Call vacancies within the Service.

Careers events are supported by the Service's recruitment team; this is supplemented by other opportunities including stands at the Bucks County Show, National Apprenticeship Show and Fire Station open days.

The Service's current focus, as approved at SMT level, is to engage further with the South Asian community over the next twelve months. The objective is to advance our presence in the community and promoting careers opportunities in the Fire & Rescue Service. The Chief Fire Officer attended a local school and Islamic group as part of our engagement plan, the Service subsequently attended the "Eid in the Park" event in July 2022. This was a significant success promoting community engagement, gathering data about what may affect someone's interest in applying to work for the Service. These activities, alongside local school visits and further follow up activities at local mosques, should help to further raise our profile within the community. A range of Asian Fire Service Association (AFSA) events are attended by the EDI group and learning, and resources are shared with employees across the service.



The Service continues to support the LGBTQ+ community and planned to attend the Milton Keynes Pride Festival in September 2022 with an estimated attendance of 20,000 people. Unfortunately, due to the Death of HRH Elizabeth II the Service were unable to participate in the event. Employees support and attend other Pride events in the region and the Service has invested in promotional materials to ensure we are visible and can engage effectively at events.

A positive action work group has been established. This group meets monthly to review the action taking place and look to improve the work our employees do in the community. Work is on-going to develop a library of EDI storyboards, enabling our employees to display the Service's history and current role in promoting EDI.



Employers Network for equality and inclusion (ENEI) Talent Inclusion and Diversity Evaluation (TIDE)

The Service was previously awarded bronze accreditation in 2020 and 2021. The ENEI TIDE survey was completed by the Head of Human Resources following collaboration with the EDI group. The results of this submission are expected in October 2022, where the Service is targeting a silver award.

Addressing Inequalities Five Shires collaboration

The Service is member of the Fire Shires collaborative group and are actively involved in monthly meetings. This allows the sharing of good practice, idea generation and communicating information, such as EDI data. Examples of this include sharing presentations to support Unconscious Bias training, EIA documentation, recruitment information and collaboration in workforce planning.

Focus on ensuring current employees have what they need to carry out their role effectively

There are range of opportunities to support EDI for existing employees. Work is on-going to make improvements in the following areas.

Premises – A review of premises facilities has been completed with the objective of developing facilities available to support employee's needs. Examples of this include reviewing rest facilities, washing and changing facilities. This project is managed by the facilities team but there is an expectation that the EDI group will be consulted regarding planned works and improvements.

Uniform – A lead for uniform within the Service has been established. The Services Culture Survey raised a range of concerns with the Services existing stock, this has been updated through the national uniform procurement contract. A uniform working group has been established to ensure the existing and future provision is suitable and appropriate for all uniformed employees. This project is managed by the Group Commander Technical role but there is an expectation that the EDI group will be consulted regarding any changes to uniform provision.

Operational – Welfare at incidents has been reviewed with a wider range of meal packs provided on Appliances to support dietary and religious requirements. Informal meetings have been held with female Firefighters regarding access to sanitary products in the workplace and whilst at operational incidents. Work has also been carried out to highlight the availability of the Oxfordshire Fire Service welfare unit at operational incidents, to ensure it is utilised as normal practice. This was added to a recent Operational Assurance newsletter to promote general awareness, further opportunities to support our employees at operational incidents will continue to be explored and raised as appropriate.

Appendix 2 – Employee Engagement

The People Strategy Roadshow that was approved as part of the year one People Strategy update was completed within the planned timescales and engaged with a wide range of employees from across the Service (See appendix 7). The information from these sessions fed into the Service’s Culture Survey.

Our HMICFRS staff survey took place in early 2021 with a response rate of 30%. This survey is at a Service level only. Results from this survey were also fed into the Culture Survey working group.

The Service completed internal staff surveys in 2017, 2020 with the most recent survey taking place in January 2022. This survey utilised the framework put in place for the 2020 survey.



A key aim for the 2022 survey was to allow for a focussed approach on delivering improved outcomes and communicating this effectively across the Service.

Over 350 staff responded achieving a 76% completion rate, which was in line with the 2020 response rate

Key measures to highlight are:

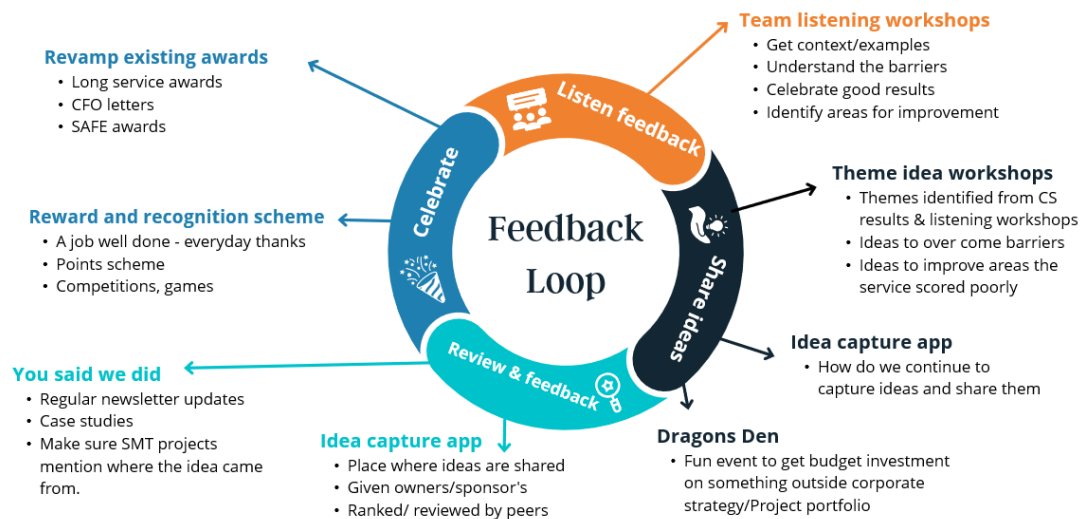
My immediate manager is accessible when needed.	FAV 89%
There is good cooperation and teamwork within my work group.	FAV 87%
My immediate manager supports me in my learning and development	FAV 81%

All the results were measured against previous Culture Survey results to enable the Service to track trends and emerging themes.

The Culture Survey working group meets on a regular basis and consists of employees from across the Service. The team analysed and categorised the main results including 1,212 free text responses to understand the key themes identified by employees.

Following feedback from the 2020 survey, the Culture Survey group committed to completing Service wide “listening workshops” for all staff, the objective was to gain greater context around the results and to develop a plan to address the issues raised.

The “feedback loop” was created and introduced to help remove the issue of people raising ideas and feeling that it disappeared. Year 2 has been focused on Stage 1: Listen to feedback and Stage 2: Share ideas.



The feedback from both the Culture Survey and People Strategy listening workshops has been fed back to relevant department heads and key stakeholders for them to build into their directorate and project plans.

The group continues to provide update to the Service on progress using various communication channels including the service's internal intranet page and the "Informative" newsletter.

Following the Covid-19 global pandemic the Senior Management Team has been proactively engaging with a wide range of employees through face-to-face meetings at Fire Stations and Service Headquarters. The primary objective for these meetings is to engage with employees and listen and action issues that are raised, this helps to ensure key messages and information are shared in a consistent manner.

The Chief Fire Officer (CFO) continues to produce and publish vlogs on the Services Intranet, this was utilised particularly well during recent periods of high operational demand where the CFO was able to put out communications across the Service in a timely manner, sharing appreciation and providing updates on resourcing needs and payment for recall to duty.

The Service continues to run regular Joint Consultation Framework (JCF) meetings, providing the opportunity for representatives and recognised representative bodies to be consulted on forthcoming papers, policies and procedures. This allows constructive two-way dialogue in the early stages with the intention of preventing disagreements or disputes. Policies and procedures are widely circulated for consultation with all employees in advance of JCF to give as many employees as possible the opportunity to comment on new, updated or amended documents.

As the Service continues to recruit in a range of areas and is working proactively engage with new starters. This can range from positive action and familiarisation events, Fire Station open days and community engagement, to "brew with a crew" events for new starters. Giving new employees the opportunity to meet and speak to other employees and learn about the Service.

Appendix 3 – Organisational Development and Resourcing

Apprenticeships

The Authority has been pro-active in its approach to recruitment and since the approval of the Authority's apprenticeship programme in 2015, has recruited firefighters and support staff apprentices annually.

The apprenticeship programme continues to evolve to ensure it is fit for purpose and meets the needs of the Authority. Organisational Development completed a review of the Authority's Firefighter apprenticeship programme in late 2021/early 2022 and made recommendations to the Strategic Management Board on the model which would deliver a fit for purpose programme - meeting organisational resourcing needs whilst reducing organisational risk and providing value for money.

Apprenticeship Levy and Public Sector Target

As part of the Government's Apprenticeships Reform agenda, a public sector target was introduced in 2017 whereby organisations in England must meet a minimum of 2.3 per cent apprenticeship new starts each year, based on employee headcount. For the Authority this equates to approximately 11 per year. The Authority is a qualifying organisation within the scope of the public sector target and is therefore required to provide an annual report to the Department for Education (DfE), detailing its progress towards achieving the target.

The Authority has exceeded its required target with an average of 4.5 per cent apprenticeship new starts each year and with current recruitment plans, this is set to continue. The Apprenticeship Levy was introduced in April 2017 for all employers that have an annual PAYE bill of £3 million per annum or more and employ over 250 staff. The employer's payment is set at 0.5 per cent of their annual payroll. The Authority can draw down on this levy for those employees who are currently undertaking apprenticeships to assist with their own development and to also enhance the skills within the organisation.

Due to the Authority's commitment to apprenticeships and how effectively it uses the levy to fund training, we are now in a fortunate position where any future apprenticeships will be co-invested by the government. The co-investment means that the Authority pay five per cent towards the cost of apprenticeship training and the government pay the rest (ninety-five per cent) up to the funding band maximum.

Apprenticeships staff have been enrolled onto by the Authority into the following roles:

- Level 3 Firefighter
- Level 3 Business & Administration
- Level 4 Cyber Security Technologist
- Level 5 Coaching Professional
- Level 6 Marketing Manager
- Level 7 Senior Leaders Master's Degree

Leadership and Management Development

Organisational Development were given support and approval by the Strategic Management Board to scope and design a Leadership and Management Development Framework.

A key aim of this project was to design and deliver a Leadership & Management Development Programme (LMDP) that focuses on the people management and leadership behaviours required to move the organisation forward and bring employees on that journey with us. During the 2021/22 Medium-Term Financial Planning (MTFP) process, a growth bid was approved by Members to invest in delivering the LMDP, to improve the effectiveness of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation.

The programme has initially been delivered by an external provider and the content built upon the foundations contained within the NFCC Leadership Framework, the priority areas identified via the HMICFRS inspection.

Phase 1 of the programme was delivered to existing middle – senior managers and was completed in April 2022. An evaluation of phase 1 of the LMDP was presented to the Executive Committee in March 2022.

The next phase (phase 2) of the programme is to roll it out to the remaining established managers, this includes operational Watch Commanders.

The final phase for the LMDP, once all existing managers have completed the programme, is for it to become acquisition training for all new managers/leaders and development for any potential future managers/leaders. This will be delivered internally via the Learning and Development team.

In addition to the LMDP, two senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme.

Career Development and Succession Planning

Workforce development plans are in place to ensure sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision, and corporate priorities. These plans also consider building in ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, balanced by current and predicted changes to workforce demographics. This is achieved through regular systematic and rigorous Strategic Workforce and Succession Planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

Assessment and Development Centres

The Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed. All elements/modules of our promotional process have been reviewed, consulted on, and brought together in one Operational Promotional Procedure to provide clarity and consistency to staff on the requirements and route for promotion. Following the successful pilot of a scheme used to identify and develop future senior leaders in the Authority, this has now been embedded into the recently refreshed procedure.

Appraisals

The Authority undertook a review of its performance and development process with the aim of refreshing the appraisal process, ensuring it was fit for purpose and delivering effective performance reviews for all staff. All employees are required to have an annual appraisal, where their commitment to their behaviours linked to the Authority's values and the National Fire Chief Council's Leadership Framework is an essential element. Quality assurance of appraisal returns is undertaken to identify themes, and to assist with training requirements.

Organisational Establishment

Following the approved funding uplift, the Service set a strategic aim to increase the operational establishment to 300 employees. This has been communicated to employees through internal newsletters, intranet articles and face to face meetings with senior leaders, as part of the Culture Survey engagement process. To achieve this figure the Service has committed to hold two intakes of Firefighters Apprentices a year, advertise for competent Firefighter transferees twice a year and hold two On-Call Firefighter intakes a year.

The recruitment and selection process has been reviewed and updated, amendments have been made to the selection process, to ensure to ensure it remains fit for purpose, aligning to National Standards and comparable to other UK Fire & Rescue Services. The recruitment content has been updated on the Services website to provide clear and accurate information regarding our recruitment process.

Two Wholetime recruitment campaigns have been delivered in 2022 with 18 employees commencing each course and a further course planned for March 2023.

A refreshed approach to On-Call recruitment has taken place with recruitment being targeted in areas where demand is highest. Positive action events such as familiarisation sessions, open days and have a go events have been delivered and resulted in an increased number of On-Call applications being progressed. Dedicated recruitment materials have been developed and utilised to support On-Call recruitment activities.

Appendix 4 – Training, Learning and Development

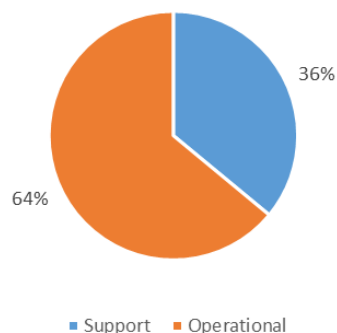
The Training Needs Analysis (TNA) process assesses the need for staff training at least annually. This TNA is translated into prioritised learning programmes, approved by the Training Strategy Group (TSG) and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

The Service's 2021-22 financial commitment to training of operational and support staff was comparable with the organisation's demographic. £107k was invested in operational training and £60k on training for support staff. There was a spread of investment across a range of departments, significant investment was committed to training in Human Resources, Organisational Leadership, ICT and Workshops.

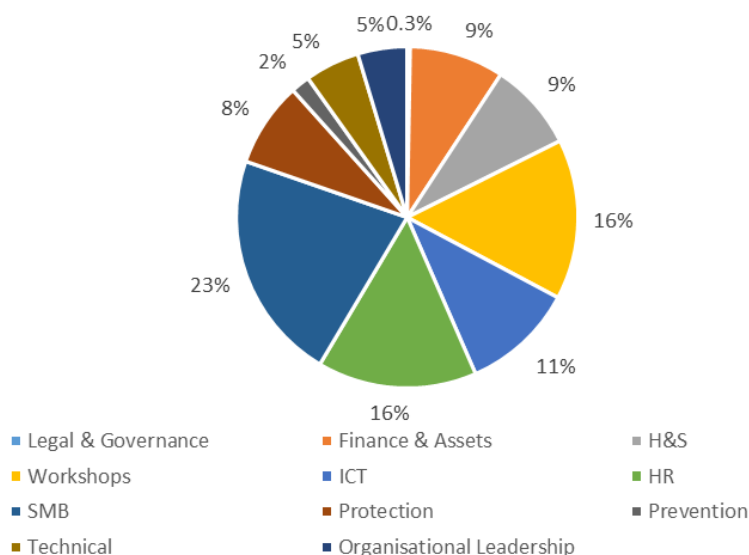
In April 2022, the TSG met to review the proposal for allocating funding against the 2022-23 TNA and were able to approve £220k of investment into staff training.

The People Systems and Learning Design team collaborate with teams across the service to deliver fit-for-purpose learning, via e-learning, on a variety of subjects such as: Equality and Diversity, Bullying versus Banter, Basic Sign Language and Equality Impact Assessments. The team supports departments to scope and plan innovative learning that develops our employees' skills, confidence, and knowledge around subjects which improve their ability to deliver effective services to the community and to each other.

2021-2022 Total training cost by employee group



Total cost by category - Support



Operational Training Department

There is a review of the training department following several changes in personnel through promotions, retirements, and internal transfers. Currently there are five Area Trainers in the team, which is insufficient to deliver the training commitments identified through the workforce planning group. To address this there is an on-going process to employ more training staff through both internal and external recruitment processes.

To ensure the department remains an attractive proposition for employees the Service has been exploring new and innovative ways of working. This includes training department secondments, providing training and development for existing employees to enable them to reach an associate instructor standard.

The Service renewed its contract with the Fire Service College, which provides a range of realistic training and development facilities for our employees. This was agreed in March 2022 for an initial three-year period. As part of the contract, the Service provides 300 days' worth of instructor training to the College, helping to make our instructors some of the most well qualified and experienced in the Country. The associate rate of pay has been reviewed and increased to match the payment made for bank shifts, developing attraction into the role.



The training team is committed to increasing the Services operational establishment. To achieve this, the team will deliver.

- Two Firefighter Development Programs (FFDP) per year using Service instructors at the Fire Service College
- Two competent Firefighter transfer courses per year. The Service has developed a new three-week conversion course to support internal and external applicants transferring from on-call to full-time roles. This course could also be utilised to support employees returning to work following long term absences, sabbaticals, or maternity leave.
- Two On-Call training courses per year, increasing the establishment of our On-Call and providing greater resilience during periods of peak demand as per the Resourcing Model.

The training team continue to deliver training, validation of operational employees and set the standards for success Fire Service College instructors deliver promotional competency-based courses for Incident Commanders at all levels. All training is Skills for Justice (SFJ) accredited.

Training Assurance

Training Assurance primary focus is on Maintenance of Competency (MOC) and assuring all training being delivered is of the standard expected.

The training platform is the Hub of Education and Training (HEAT), which provides an area where employees can record evidence of competence effectively. Further training and communication are required to assist officers reference their expectations and responsibilities. Supporting new Junior Officers and other supervisory managers will be developed throughout the next year.

The Training Assurance team complete a range of planned and unplanned visits to Fire Stations. The objective is to support employee development, complete robust Quality Assurance checks on training sessions and provide guidance on processes and procedures.



Good practice is shared through internal communication channels and all instructors that are assessed are provided with individual feedback to encourage and support further development. Any individuals who do not achieved the standards required to attain or maintain competency are provided the required support through personal development plans, direct coaching and reassessment.

Operational Assurance

The Operational Assurance Team (OAT) support employee development through a range of informal and formal assessment methods, effective performance management and on-going support utilising a range of methods to include

- Operational Exercises
- Newsletter
- Quiz
- Learner Review of Command (LRC)
- Operational Reviews
- Operational Assurance Improvement Plan (OAIP)

The operational exercise program continued to run throughout periods of disruption and peak demand, and regularly involved collaboration with other Fire and Rescues Services, partner agencies and other responders as part of a multi-agency response. The Service utilises a wide range of training sites, including The Fire



Service College, local high-risk sites and Service training facilities such as Westcott, which has been developed into a dedicated USAR training resource.

Members of the OAT visit operational crews on Fire Stations, share information on good practice and deliver specific training sessions on thematic areas such as Command Support and Analytical Risk Assessment and deliver case studies, such as the Kings Dock presentation to improve operational competency.

Good practice and learning opportunities are shared through the publication of a regular internal Operational Assurance newsletter. This helps to share technical training information, changes in operational procedures, and technical assessments.

High levels of operational demand have directly impacted on the workload of the OAT. The team continues to facilitate LRC's following attendance at multiple major incidents. The opportunity to evaluate is not underestimated and the OAT is at the forefront of this. Once all recommendations have been made and approved through the Operational Assurance Group (OAG) they are added to the OAIP. This improvement Plan then assists in driving meaning change throughout the service.

Good practice and learning from debriefs is shared utilising the Services e-learning platform. Organisational learning is recorded and shared with other Fire and Rescue Services and partner agencies through National Operational Learning (NOL) and Joint Organisational Learning (JOL)

Appendix 5 – Employee Health and Wellbeing

The Service continues to promote the value of health and wellbeing with employees throughout all roles and are committed to establishing a positive health and wellbeing culture within the workplace, this includes promoting awareness and understanding of wellbeing, implementing effective and fair processes, and instilling positive behaviours. The Service recognises mental and physical health and wellbeing are equally important and acknowledges the potential impact work can have on both.

This year has seen a review and update of the Mental Wellbeing Support Network, resulting in a total of 37 mental health first-aiders being trained from roles across the Service. This information has been shared with employees throughout the Service and members of the team are easily identifiable with dedicated lanyards being worn and names posted on noticeboards in all Service Premises.



The Service's Occupational Health provider, including the Employee Assistance Programme (EAP) went through a tender process in April 2022 and the contract was re-awarded to Milton Keynes Occupational Health. The level of Service provided is being enhanced to provide clinics in Aylesbury and High Wycombe (as required).

The annual flu vaccination programme was successfully completed during Autumn 2021, despite the challenges faced with the global Covid-19 pandemic and 119 vaccinations were provided to employees at vaccination clinics held around the Service.

As employees have returned to the workplace following the Covid 19 pandemic, Flexible Working and Hybrid Working procedures have been developed to formalise new ways of working. The Flexible Working procedure sets out an employee's statutory right to request flexible working and the process to follow to request this. Whilst this was an updated procedure, a significant amendment to the procedure was the ability to request flexible working from day one of employment, rather than once an employee has attained 26 weeks service. This is positive step and shows the commitment the Service has, harnessing the benefits of flexible working and assisting employees to maintain an effective balance between their work and home life. The introduction of hybrid working as a form of flexible working, accommodates employees being able to work flexibility between locations, spending some of their time working remotely, either from their home or alternative Service location, and the rest of the time in their normal place of work. This provides the benefits of

working remotely, with the social and collaborative advantages of working together in the workplace. Hybrid working is not possible for all roles and the needs of the Service will need to be paramount in the consideration. Where hybrid working can be accommodated, it offers benefits to the employee and Service. It helps to attract and retain employees, increase productivity, engagement and motivation and helps individuals to achieve greater work life balance, reduces the cost of commuting and provides some autonomy about where and how to work.

The Service has introduced “pay-day is office day” events, with the intention of reducing social isolation and encouraging professional networking. This is supplemented by informal volunteering activities such as litter picks which promote our role in the local community.

The Service’s Intranet has a dedicated “Wellbeing Hub” which is regularly updated with a range of subject areas designed to support Mental, Physical and Personal health and wellbeing.

Service guidance documents for attendance management, substance misuse, smoking and supporting menopause in the workplace have been either reviewed and updated. A range of “Me too” articles were produced and published internally on the Services Intranet, as a way of sharing employee’s stories to help others; analysis showed that these were some of the most frequently visited pages in the Service.

National wellbeing campaigns are actively supported and promoted by the Service, this includes the healthy workplace award, hope mental wellbeing program and the blue light pledge.

There continues to be progress made regarding addressing inequalities, the 2021 gender pay gap report presented to the Executive Committee on 23 March 2022 was well received and approved for publication. Data was appropriately published by the annual deadline date of 30 March. This was the fifth year of undertaking gender pay gap reporting, and for 2021 both the mean (average) and median (mid-point) gender pay gaps decreased, which is positive, taking the Authority’s gender pay gap 1.6 percentage points below the UK national average for 2021, which is 15.4 percent. Both the mean and median gender pay gaps for 2021 are the lowest since first reporting in 2017.

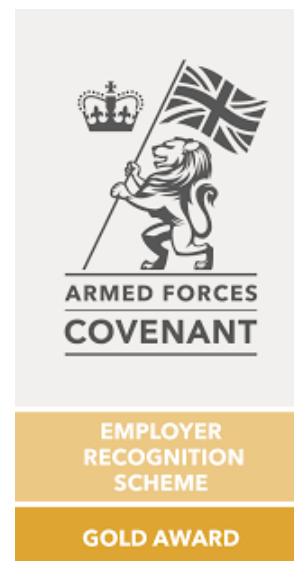
A suicide awareness package has been added to the Services online training system and is accessible by all employees.

The Service has a social media Wellbeing group on Facebook with over 100 members (and growing), this allows the Employee Services Team to share wellbeing messages with employees using a range of more modern mediums.

Appendix 6 – The Armed Forces Covenant

The Service is an active supporter of the Armed Forces Covenant; there are a range of workstreams across the County which support past, present and future members of the Armed Forces.

In June 2022, the Service was presented with the Gold Award in the Defence Employer Recognition Scheme for 2022. This scheme recognises UK employers that demonstrate a commitment to defence, by proactively supporting the Armed Forces community and inspiring others to do the same. This award should be widely celebrated, not least as it was achieved two years after first signing up to the scheme.



Recruitment

Recruitment for both Operational and Support roles has allowed the Service to develop links with the Armed Forces community. Job adverts have been shared through the Careers Transition Partnership (CTP) and the Civvy Street magazine. Informal support is provided to applicants through 1:1 meetings to discuss the recruitment process and to answer questions about a career in the Fire Service. Where possible, reasonable adjustments are put in place to support applicants through the recruitment process. This can include, but are not limited to, providing flexibility for assessment dates, locations and times, providing additional support regarding notice periods and start dates.

This year arrangements have been made for Army and RAF cadets aged between 13 and 17 to attend Aylesbury Fire Station on a monthly basis, with volunteer crews teaching participants teamwork and communication skills with different drills taking place quarterly. This activity supports young people working towards their Duke of Edinburgh Award and has been well received in the community and the sessions have been attended by several Councillors from the Fire Authority.



A Volunteer Reserve Forces guidance note was produced and approved by Business Transformation Board in July 2022. The Service has pledged its support for members of, or those wishing to join the Reserve Forces and acknowledges experience gained through training (and mobilisation) brings essential skills into the workplace, such as leadership, team working and organisational ability. This document formalises

support for training allowances, mobilisation actions, pay and other related terms and conditions of employment which may be affected.

Support

The Service offers building facilities to a range of charities and Armed Forces support services. This includes facilitating monthly walk-in centres at Marlow, Aylesbury at West Ashland as part of “Op Courage”. Facilities at Marlow and West Ashland have been utilised to complete clinical appointments where other facilities have not been available, this supports access to mental health support for the Armed Forces community.

Our facilities and meeting rooms are made available for Blind Veterans UK and the Royal British Legion, providing a valuable meeting point free of charge.

The Service has representatives attending this year’s Veterans Community Network (VCN) Conference, promoting the Service in a broader Armed Forces environment.

The Service actively supports events in the Armed Forces calendar, this includes Armed Forces Day and Armistice Day. The Service has a long tradition of attending Armistice Day events, laying wreaths of remembrance and displaying our support through a range of social media channels.



The Services Ceremonial Team support a range of functions throughout the year on a voluntary basis. There is an Annual trip to Ypres, Belgium where employees attend a Service of remembrance at the Menin Gate, visit allied cemeteries, and learn more about the role of the British Armed Forces in the First and Second World Wars. This is an excellent opportunity for employees who are Armed Forces veterans to pay their respects and share experiences with like-minded colleagues.

Outcomes

Positive consequences of our relationship with the Armed Forces are Service employees attending an Army Leadership Challenge Day, engaging with serving personnel, providing both groups the opportunity to learn more about each other. The Service have been offered 6-8 places free of charge, to attend an Armed Forces mental health course.

It is important the Service continues to maintain and develop existing relationships with the Armed Forces and work proactively to identify further opportunities for collaboration. This will strengthen our relationship within Armed Forces communities and help to maintain our status with the Defence Employers Recognition Scheme.

People Strategy 2020-2025 – Employee engagement roadshow - Completed engagement sessions

Six-month Raising the profile plan						
Who's Coordinating?	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022
Station Commander - - HR Projects	Staff engagement plan - Objective: To raise the profile of the strategy and encourage engagement from operational and support staff.					
		Beaconsfield (Red) 1/12/21	High Wycombe (White) 17/01/22	West Ashland (Red) 03/02/22	Newport Pagnell (Blue) 04/03/22	High Wycombe (Red) 01/04/22
		Beaconsfield (White) 03/12/21	Aylesbury (White) 12/01/22	West Ashland (White) 22/02/22	Flexi Firefighters 04/03/22	Amersham (Blue) 01/04/22
		Beaconsfield (Blue) 06/12/21		West Ashland (Blue) 07/02/22	Buckingham (Red) 07/03/22	Support staff working group 04/04/22
		Beaconsfield (Green) 07/12/21		West Ashland (Green) 02/02/22	High Wycombe (Blue) 11/03/22	High Wycombe (Green) 06/04/22
		Amersham (Red) 06/12/21		Newport Pagnell (Red) 02/02/22	Broughton (blue) 11/03/22	Broughton (White) 26/04/22
		Flexi Duty Officers, Group Commanders		Gerrards Cross (Red) 08/02/22	On-Call working group 16/03/22 – West Ashland	Support Staff - Virtual 21/04/22
				Aylesbury (Red) 03/02/2022	Gerrards Cross (Blue) 23/03/22	Support Staff – Virtual 26/04/22
				Aylesbury (Blue) 16/02/22	On-Call working group 23/03/22 – Marlow	On-Call – Virtual 27/04/22
				Aylesbury (Green) 18/02/22	Broughton (green) 30/03/22	On-Call – Virtual 06/05/22
					Broughton (red) 31/03/22	Support Staff – Face to face 22/04/22
						Support Staff – Face to face 29/04/22

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Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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1: Overview information

Name of activity / change / project:	People Strategy 2020 – 2025 – Year two update
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Station Commander Chris Montague – HR Projects
Date of commencement of assessment:	16/08/2022

2: What is the aim and purpose of the activity / change / project you are assessing?

The aim of the report is to review the Service's current Strategy to assess progress that is being made, identify new or emerging challenges (that may impact the Strategy) and ensure the Service continues to make progress against measurable objectives.

3: Who will be affected by the activity / change / project, and how? Consider members of the public, employees, partner organisations etc.

The People Strategy will impact on all employees, prospective employees, partner agencies and the wider communities of Buckinghamshire & Milton Keynes. As internal and external factors influence our role in the community it is essential that the Service reviews its "people priorities" to remain a competitive employer. Evidence can be seen of this with the cultural shift to home working.

4: What information is already available that tells you what impact the activity / change / project has/will have on people? (*please reference*) Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

The Strategy has been "live" for two years and is produced to be in its existing format for a five-year period. The Strategy sets out a framework for engaging and developing Service employees to enable cultural changes which will support the delivery of our visions and strategic priorities. The results of the Service's culture survey provided evidence relating to areas of the culture survey where further progress can be made.

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5: Does the activity/change have the potential to impact differently on individuals in different groups? Complete the table below by ✓ the likely impact.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	If negative, why and how could this be lessened (<i>use action plan in section 14</i>)
Individuals of different ages	✓			The Service continues to support employees of all ages through youth engagement, recruitment, welfare support, engagement for Service leavers, pre-retirement engagement and support into retirement.
Disabled individuals	✓			The Service has signed up to the Government's Disability Confident scheme. This is a commitment to provide support for individuals with disabilities looking for employment and provides guaranteed interviews for applicants with disabilities. All reasonable adjustments are put in place to accommodate individuals, however due to the physical nature of the role, some applicants may not be able to proceed in an operational role.
Individuals transitioning from one gender to another	✓			The Service has identified the LGBTQ+ community as a focus area for engagement and recruitment. The Strategy will continue to support activities which improve access to services and employment opportunities for individuals from underrepresented groups.

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Individuals who are married or in civil partnerships			✓	There are no negative outcomes relating to individuals who are married or in civil partnerships.
Pregnant individuals and new parents	✓			The Hybrid working and Flexible working procedures provide flexibility to working conditions which may support employees who are pregnant or new parents.
Individuals of different race	✓			The Service has identified the South Asian community as a focus area for engagement and recruitment The Service continues to engage with a wide range of community groups. The Service is involved in positive action activities to develop community engagement and employment opportunities for both operational and support roles.
Individuals of different religions or beliefs	✓			The Service continues to review working conditions and premises/ facilities to ensure they are inclusive and support the needs of employees and the wider community who may access our Services.
Individuals gender identity			✓	No negative impacts identified
Individuals' sexual orientation	✓			The Service has identified the LGBTQ+ community as a focus area for engagement and recruitment. The Strategy will continue to support activities which improve access to services and employment opportunities for individuals from underrepresented groups.
<i>Individuals living in different family circumstances</i>	✓			The Hybrid and Flexible working procedures provide alternate employment options for

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				individuals from different family circumstances. The employee relations team continue to provide support to employees throughout their career and in a range of circumstances.
Individuals in different social circumstances			✓	No negative impacts identified
Different employee groups			✓	No negative impacts identified
Other, please specify			✓	No negative impacts identified

6: What further research or consultation is needed to check the impact/potential impact of the activity/change/project on different groups? If needed, how will you gather additional information and from whom?

The People Strategy will be regularly reviewed to ensure that the Service are making progress in the five key areas. This will involve significant collaboration with key stakeholders, representative bodies and partner agencies (including other Fire Services)

The accurate recording of EDI data will enable the Service to identify and evidence where progress is being made and where further progress can be made.

On-going engagement with employees will allow the Service to understand cultural changes and future challenges, this will be formalised through employee surveys and working groups. Internal review of employee development such as IFE examination pass rates and development centre participation will enable the Service to identify likely workforce models and to identify the need for external recruitment and development.

The Workforce Planning Group will review progress regarding recruitment and retention of both operational and support staff to ensure the Service employs the required number of people with the required knowledge, qualifications, and experience.

Analysis of employee welfare data will ensure the Service continues to provide the right level and type of support for employees. This will support forward planning for the services that may be required now and in the future.

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7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/project is impacting/will impact differently or disproportionately on some group of people?

By reviewing and updating our Strategy we will ensure that we are closely aligned to NFCC principles. When the NFCC People Strategy is published later this year the Service's own Strategy will be reviewed. This is an on-going process to review all five key areas individually to ensure that processes, procedures and guidance remain reflective of best practice.

8: What amendments will you make/have been made to the activity/change/project as a result of the information you have? If a negative effect has been identified, how could it/has it been lessened, does the original plan need changing?

No negative outcomes have been identified. It is essential that the Strategy is regularly reviewed to ensure that it remains current and fit for purpose.

9: After these amendments (if any) have been made, is/will there still be a negative impact on any groups?

Yes – please explain below

No – go to section 11

None identified at this time.

10: Can continuing or implementing the proposed activity/change/project, without further amendment, be justified legally? If so, how?

Not applicable.

11: How can you ensure that any positive or neutral impact is maintained?

The People Strategy is subject to regular internal reviews to ensure the information provided is current and aligned with the Services strategic objectives. This paper commits the Service to review the People Strategy over the coming year following the publication of the NFCC People Strategy 2022-2027. The Service is committed to improving performance in all areas and there remain opportunities to develop our objectives in all five key areas.

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12: How will you monitor and review the impact of the activity/change/project once it has been implemented?

The Station Commander Human Resources Projects has a lead role to ensure the People Strategy is relevant and fit for purpose, achieving it's aims and objectives. The Strategy will be regularly reviewed and updated; Annual updates provide an opportunity for reassessment.

13: Sign off

Name of department head / project lead	Anne Stunell, Head of HR
Date of EIA sign off:	22 September 2022
Date(s) of review of assessment:	EIA to be reviewed on an ongoing basis, to ensure all equalities aspects considered in line with best practice

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14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e. increase
- the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments
Disability	Develop opportunities for individuals through the disability confidence scheme	Q2 2023	EDI group, HR team	
Gender and gender Identity	Creation of a "women's network" to support current and future female employees	Q3 2023	Culture Survey working Group, Comms team	
Race and religious beliefs	Positive action activities with South Asian communities in Buckinghamshire and Milton Keynes	On-going	EDI group, Finance and volunteers	
Sexual orientation and gender identity	Positive action activities with LGBTQ+ communities in Buckinghamshire and Milton Keynes	On-going	EDI group, finance and volunteers	
Existing employees	Review existing premises facilities, uniform welfare facilities at operational incidents	Q4 2023	Property, Finance and Department leads	
Different employee Groups	Develop the Service's relationship with the Armed Forces community	Q2 2023	Armed forces lead, HR and volunteers	

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Appendix 9 - People Strategy – 2023 Forward Planning

Key Area 1 – Equality, Diversity and Inclusion

To continue to support

- Progress Internship and Disability Confidence schemes. Develop options for internal work experience opportunities
- Individual training toolkits – Develop processes for supporting individuals with dementia
- Creation of interest groups – Creation of a Women’s Network
- Community engagement to increase the diversity of the Service – Further engagement with local communities and the creation of storyboards (for example black history month) to promote our relationship with under-represented communities
- Focus on ensuring current employees have what they need to carry out their role effectively – Improvements to Service premises, uniform, welfare facilities at operational incidents
- Carry out gender pay gap reporting, publishing six pieces of prescribed data about the pay and bonuses of male and female employees by 30 March 2023
- Improve the use of EDI data throughout the Service and develop EDI pledges

Armed Forces Covenant

- Develop and promote the role of Armed Forces Champions within the Service.
- Introduce a mechanism to proactively identify Veterans during “Safe and Well visits” and signpost individuals to relevant support organisations.
- Extend the Armed Forces Cadets program from Aylesbury to other locations in the County.
- Consistently promote vacancies through Armed Forces platforms such as CTP and Forces Families jobs.
- Attend Armed Forces career fairs to promote opportunities to serving soldiers and veterans.
- Investigate the procedure for guaranteed interviews for ex-forces personnel into support roles, and guaranteed pathway to employment for operational roles.

Key Area 2 – Employee Engagement

To build the emotional commitment our staff have to the Service we plan to:

- Continue to utilise the Joint Consultation Forum as a place to have a conversation about new processes and policies.
- Review options for Staff Surveys and put contract in place for the remainder of the strategy.

- Continue to provide updates to the Service on feedback received during the Survey and progress made
- The Culture Survey working group to take ownership of Reward and Recognition feedback to develop the offering over year 3.
- Look for other ways to engage with staff in both formal and informal settings.
- Develop and deliver Step 3 (Review & Feedback) and Step 4 (Celebrate) of the “Feedback Loop”

Key Area 3 - Organisational Development and Resourcing

The National Fire Chiefs Council is developing several People related workstreams that Organisational Development will be reviewing to identify if there is scope to implement within the service and the value they may bring. These include:

- Coaching and mentoring portal
- Talent management toolkit
- Supervisory leadership programme
- Core learning pathways
- NFCC leadership framework
- Improve how we maintain contact with applicants throughout the recruitment process.

Key Area 4 – Training, Learning and Development

The training and education of employees is fundamental in meeting the future challenges of the Fire and Rescue sector.

- Support operational recruitment and training, whilst continuing to deliver highly effective internal and external training courses
- Assisting workforce planning to meet the current and future needs of the Service
- Utilise the Training Needs Analysis (TNA) process to ensure that training funding is appropriately allocated to support training and development across the Service
- Providing appropriate Continuing Professional Development (CPD) for training instructors and associate instructors
- Continue setting standards within training for all employees, developing innovation and introducing a range of training solutions
- Produce a MOC policy to outline the Services training procedure and the expectations placed on employees
- Continued development of systems used to record and report training and competence

Key Area 5 – Employee Health and Wellbeing

To continue with our commitment in proving a positive health and wellbeing culture.

- Build upon the Wellbeing Strategy. The ethos behind the current Wellbeing Strategy is ‘Start well, work well, age well’. Expanding the Strategy, focusing on

psychological, personal, and physical wellbeing as the three pillars of employee wellbeing throughout an employee's lifecycle within the Service

- Working with The Fire Fighters Charity delivering health and wellbeing support. Adopting a wellness coaching approach, focusing on developing skills, knowledge and understanding of issues associated with physical, mental, and social wellbeing
- In collaboration with The Fire Fighters Charity, establishing "living well" groups, to provide a meeting place for former employees to network and access support where necessary
- Continue to explore initiatives to improve and develop employee wellbeing

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