

**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY**  
**BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE**

Director of Legal & Governance, Graham Britten  
Buckinghamshire Fire & Rescue Service  
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD  
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**Chief Fire Officer and Chief Executive**  
Jason Thelwell

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To: Members of Buckinghamshire and Milton Keynes Fire Authority

28 November 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 7 DECEMBER 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



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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](mailto: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](mailto: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. Minutes**

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 12 October 2022 (item 2) **(Pages 7 - 22)**

**3. 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.

**4. 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.

**5. Chairman's Announcements**

To receive the Chairman's announcements (if any).

**6. Petitions**

To receive petitions under Standing Order SOA6.

**7. Questions**

To receive questions in accordance with Standing Order SOA7.

**8. Manchester Arena Inquiry Publication Verbal Update**

To receive a verbal update

**9. Recommendations from Committees:**

**Overview and Audit Committee – 9 November 2022**

**Procurement Strategy 2022-2026 and Review of Standing Orders Relating to Contracts**

"That the Authority be recommended to approve:

1. The Procurement Strategy 2022-2026 (Appendix 1)

2. The Standing Orders Relating to Contracts as amended (Appendix 2)”

The report considered by the Overview and Audit Committee is attached at item 9  
(Pages 23 - 56)

**10. 2025 - 2030 Service Planning**

To consider item 10 (Pages 57 - 70)

**11. Health and Safety Strategy 2023-2027**

To consider item 11 (Pages 71 - 88)

**12. Health, Safety and Wellbeing Annual Report 2021-22**

To consider item 12 (Pages 89 - 118)

**13. Building Risk Review and Protection Update**

To consider item 13 (Pages 119 - 144)

**14. Performance Management - Q2 2022/23**

To consider item 14 (Pages 145 - 188)

**15. Date of next meeting**

To note that the next meeting of the Fire Authority will be held on Wednesday 15  
February 2023 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](mailto: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)



# Buckinghamshire & Milton Keynes Fire Authority

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MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON WEDNESDAY 12 OCTOBER 2022 AT 11 AM.

**Present:** Councillors Bagge, Carroll, Chapple OBE, Christensen, Darlington, Exon, Hall, Hopkins (Vice Chairman), Hussain, Lambert (part), Marland, Rouse (Chairman), Stuchbury and Walsh

**Officers:** M Osborne (Acting Chief Fire Officer), G Britten (Director of Legal and Governance), A Stunell (Head of Human Resources), C Bell (Acting Deputy Chief Fire Officer), S Tuffley (Head of Prevention, Response and Resilience), A Carter (Head of Technology, Transformation and PMO), P Mould (Area Commander), C Montague (Station Commander), P Skinner (Station Commander), P Scanes (Group Commander), J Cook (Community Safety and Safeguarding Manager), C Newman (Data Intelligence Team Manager) and K Nellist (Democratic Services Officer)

Remotely: M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets)

**Apologies:** Councillors Adoh (joined the meeting remotely), McLean (joined the meeting remotely) and Waite

The Chairman advised the Authority that the meeting was being recorded and would be uploaded on to the Authority's YouTube channel after the meeting.

<https://www.youtube.com/channel/UCWmIXPWAscxpL3vliv7bh1Q>

(At the request of the Chairman the meeting observed a minute's silence in memory of Her Majesty Queen Elizabeth II)

## **FA18 NEW MEMBER OF AUTHORITY AND APPOINTMENT TO COMMITTEE**

RESOLVED –

That Councillor Adoh be appointed onto the Overview and Audit Committee.

## **FA19 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 15 June 2022, be approved and signed by the Chairman as a correct record subject to the amendment, at FA12, of:

‘A Member asked why ‘the environment’ was not on the Corporate Plan’ to;

‘A Member proposed that ‘the environment’ be included on the Corporate Plan’.

**FA20**

**(A) MATTERS ARISING FROM THE PREVIOUS MINUTES**

FA08 - The Director of Legal and Governance advised that under appointments to committees and as already noted, there had been a change in Membership. On the 14 July 2022 the Leader of Buckinghamshire Council replaced Councillor Irwin with Councillor Adoh onto the Fire Authority. Councillor Adoh had subsequently been appointed to the Overview and Audit Committee as a substantive Member at this meeting.

FA14 – The Director of Legal and Governance advised that with regard to the Home Office White Paper Consultation, a response had been submitted on behalf of the Authority and circulated to the Group Leaders.

**(B) CHAIRMAN’S AND VICE CHAIRMAN’S RESPONSIBILITIES (ANNUAL MEETING, 15 JUNE 2022 MINUTE FA11)**

RESOLVED –

That the Chairman’s and Vice Chairman’s responsibilities be noted.

**FA21**

**DISCLOSURE OF INTERESTS**

None.

**FA22**

**CHAIRMAN’S ANNOUNCEMENTS**

The Chairman announced that:

Wing Commander Jenny Dennis was attending the meeting today to present the Armed Forces Covenant Gold Award to the Authority. After the award had been presented to the Chairman, the Chairman extended his thanks, on behalf of the Authority, to all Officers who had worked hard to achieve the award.

**Armed Forces Covenant Gold Award Presentation**

On 6 October, the Chairman along with Acting Deputy Chief Fire Officer Calum Bell and Group Commander Shaun Cunningham attended the prestigious Armed Forces Covenant Gold Award presentation onboard



HMS Warrior, Historic Dockyard, Portsmouth. The Chairman received the Gold Award Certificate on behalf of Buckinghamshire & Milton Keynes Fire Authority on the Gun Deck of HMS Warrior, which was followed by a sunset ceremony performed by the Band of The Royal Marines.

### **Chairman's Activities since the last meeting of the Fire Authority**

Further to previously mentioned activities, the Chairman has undertaken additional duties representing the Authority since its last meeting. These have included visits to Fire Stations across Buckinghamshire and Milton Keynes to meet with and hear from firefighters, and further visits are planned. In July, he met with Matt Parr from HMICFRS, to discuss the most recent inspection report; attended the Long Service Awards ceremony; and attended the firefighter graduation ceremony at the Fire Service College with the Chief Fire Officer. In August, he met with local and regional representatives of the FBU, along with the Chief Fire Officer. In September, he represented the Service, along with Area Commander Simon Tuffley and the Ceremonial Team, at the Annual Firefighters Memorial Trust Service in London, and laid a wreath at the Memorial in St Paul's.

### **State Funeral**

Area Commander Calum Bell was selected to be one of the 16 Fire representatives covering all fire and rescue services across the United Kingdom as part of the Civilian Services Contingent (CSC) who took part in the state funeral for the Queen on Monday 19 September 2022. Calum, along with all the other members of the Contingent, spent four days preparing for the funeral, starting with an all-night rehearsal covering the whole route, followed by three days at Pirbright Barracks being "*drilled*" by the Army's finest instructors. On the day itself, Calum marched a total of 3.2 miles during the procession, where he was flanked by members from other services as well as the band of the Royal Marines. The procession route saw him start at Wellington Barracks and head to Westminster Abbey, from where the CSC marched behind the Household Cavalry who were escorting the Gun Carriage all the way to Wellington Arch. This saw the procession head down Whitehall, Horse Guards Parade and The Mall, past Buckingham Palace, before ending at the Arch where the monarch was transported by car to her final burial place at St George's Chapel, Windsor Castle. Calum described it as one of the most intense events and definitely the proudest moment of his 32 year career in the Fire Service.

### **Workforce Planning**

The Service has recently refreshed our Workforce Planning group to oversee both short- and medium-term plans for our workforce which

includes the recruitment and retention of staff. Following the increase in funding approved at the February 2022 Fire Authority meeting, the Service increased the Wholetime operational establishment from 280 to 300. The 20 new operational roles will all be based on station supporting appliance availability. Utilising several recruitment routes including apprenticeships and transfers, we are on track to achieve the new establishment by the end of the financial year.

### **Wholetime Firefighters**

Human Resources (HR) launched a Wholetime Recruitment campaign in April 2022, together with the help of Training School, Marketing and Communications and the Organisational Development Team. The campaign attracted 172 applicants including existing On-Call Firefighters. Applicants were required to undertake tests to verify their technical and practical competence. Eighteen successful candidates were invited to the Open day events that took place over the summer months and a 'Brew with a Crew' evening, which was arranged by HR Projects Station Commander Montague. This was received extremely well by the candidates and Crew in attendance, so plans are in place to arrange a similar event for the next cohort; due to start in March 2023. The eighteen candidates joined the Service on 3 October 2022, for their induction and attend their Firefighter Foundation Development Programme (FFDP) course on 10 October 2022.

Within this campaign we received five applications, two internally who were already serving as On-Call Firefighters. They were successful in the process, and we were able to secure two additional places at the Fire Service College, for them to attend an FFDP commencing on 1 September 2022. The other three applicants were deemed too competent to become an Apprentice and were moved over to the Transferee intake. The latest Wholetime Firefighter recruitment campaign closed on 2 October 2022, for commencement on 1 March 2023. We received 90 applications. Following the previous Cohort recruitment (due to commence on 3 October 2022), we have eleven successful candidates and who have been rolled over to commence in the March 2023 intake, requiring us to only recruit for six places on the next course.

We also continue to recruit across all our On Call stations with five recruits having started on the 1 September 2022.

### **Transferee Firefighters**

HR launched Transferee Opportunities for Competent On-Call Firefighters to apply for the migration to a Wholetime Firefighter in June 2022. This attracted 58 applicants internally and externally. An internal recruitment process was undertaken, and six candidates were successful and commenced their three-week conversion course on 5

September 2022 with the Training team. They were joined with the other three competent On-Call Firefighter candidates who had applied for the Wholetime campaign. The external candidate recruitment process, resulted in offers of employment for six external candidates. The candidates will commence a three-week conversion course with the Training team on 5 December 2022.

The Training team is committed to increasing the Services operational establishment. To achieve this, the team will aim to deliver -

- Two 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.

### **Assessment and Development Centres**

Crew, Watch and Station Commander assessment and development centres were held week commencing 17 September 2022 and included an On Call specific weekend. Well done to all those who attended, regardless of the result, your commitment to your development and want to progress your career is commendable and we will continue to do all we can to support your career aspirations. On Monday 3 October, we hosted the IFE examinations at West Ashland Fire Station, 55 staff members attended and sat an extraordinary 67 papers on the day – again congratulations to all those that sat exams and we look forward to seeing you attend the next development centre. The next phase (phase 2) of the Leadership and Management Development Programme commenced in September, with cohort 1 completing their 4 day programme on the 29 and 30 September. Phase 2 includes rolling the programme out to all remaining established managers, this includes Support and Operational Managers. In addition, two senior managers within the service have been successful in securing places on to the sector's national Executive Leadership Programme and have commenced their attendance on the programme. 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 and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets. In April 2022, the Training Strategy Group met to review the proposal for allocating funding against the 2022/23 TNA and were able to approve £220,000 of investment into staff training.

### **Financial Position**

The Budget Monitoring Report April 2022 – July 2022 was presented to the special meeting of the Executive Committee on 7 October 2022, showing a projected year-end underspend of £134k. However, at the meeting it was noted there have been subsequent events that have impacted on this forecast:

- The forecast underspend as at the end of September is now £847k, an increase of £713k
- The announcement of the energy price cap for non-domestic customers has reduced the forecast spend for the year on gas and electricity by £400k
- The recent increases in the Bank of England base rate has increased our forecast income from treasury management investments by £170k
- The remainder of the increase is predominantly due to higher operational leavers than originally forecast, as well as a few new support staff vacancies

In addition, the following will need to be factored into the forecast for future months:

- On 4 October 2022, the UK National Employers for Fire & Rescue Services have agreed to make an improved pay offer of five per cent on all basic pay rates and continual professional development payments. It is forecast that this will cost approximately £450k for the remainder of the year (as pay awards are backdated to July) reducing the forecast underspend to circa £400k (about 1.2% variance against the budget)
- While a 5% pay award can be absorbed this year, it is because of the recent non-domestic energy support announcement and assumes no further financial pressures emerging. However, without additional funding through either grant funding and/or precept flexibility in the forthcoming Local Government Finance Settlement, the Service would not be on a sustainable footing in future years.

**FA23**

### **RECOMMENDATIONS FROM COMMITTEES:**

#### **Special Meeting of the Executive Committee – 7 October 2022**

##### **(a) Performance Management Q1 2022/23**

The Chairman introduced the report and advised Members that it was considered by the Executive Committee at its Special Meeting on 7 October 2022. At the Annual Fire Authority Meeting in June 2022, the Chairman had asked that Members had visibility of the Service's key performance indicators, so that scrutiny of the Service could be improved.

The Chairman advised Members this was the first report of Performance Measures, it was a work in progress, and information had been brought together following work undertaken during the Summer by the Senior Management team and Lead Members.

The Head of Technology, Transformation and PMO advised Members that historically the Service had brought performance measures to Members across various reports and at different frequencies. Working with staff and Members, this had been combined and a range of measures built covering the whole Service, in one report. The measures showed delivery against objectives and enablers in the Corporate Plan. Three measures had been highlighted as good performance and areas that needed focus. Deliberate fires to non-domestic premises, fire and wellness visits were ones to focus on and serious accidental dwelling fires was a positive result. The measures continued to be developed and refined with updates being provided quarterly to Members.

RESOLVED –

That the Performance measures for 2022/23 are noted.

#### **FA24**

#### **SUMMER PRESSURES**

The Chairman advised Members that this summer, the Service faced a significant number of pressures due to the wildfires and field fires that were experienced. He had asked officers to prepare a report outlining the lessons learned from those summer pressures and how it impacted the Service.

The Acting Deputy Chief Fire Officer advised Members that on the 19 July 2022 the Service faced the busiest and most challenging periods of operational demand it had ever faced. Following an extreme period of hot dry weather, temperatures on that day reached a record high of 40.3°C. A Major incident (defined as an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder) were declared in 15 fire and rescue services across the country, including Buckinghamshire Fire and Rescue Service and neighbouring services in Bedfordshire, London and Hertfordshire, all as a result of the devastating outbreak of fires. During this period in July, the Service was also dealing with three other significant fires and two serious road traffic collisions (RTC's). Three weeks later there were similar challenges. On the morning of 8 August, Thames Valley Fire Control Service (TVFCS) had received 65 calls, the majority of which were to 'fires in the open' and by 2pm they were receiving approximately 1 call per minute.

The Acting Deputy Chief Fire Officer advised Members that this report was an interim one. As was customary, following the response to any notable incident or event, the Service carried out a range of debriefing processes, all intended to highlight good practice and areas for improvement. Officers were mid-way through the debriefing process, and whilst the Service wouldn't normally start to introduce any 'learnings' until after the debriefing process had concluded, officers had taken the decision to introduce some early initial changes. Cool boxes to keep the bottled water cold, had been issued along with electrolyte tablets to restore levels after any periods of exertion. The roll out of personal issue face masks providing a higher level of respiratory protection had been accelerated. Other areas that had been identified at these early stages of the debriefing process which would be followed up in due course were, Preparedness and Resilience; Response; Equipment; Procedures; Welfare, Specialist Support; Comms, Health and Safety; Prevention – landowners, standing and harvested crop and Local, Regional and National levels of involvement for some of the above.

The Chairman on behalf of Members thanked all colleagues across the Service for their outstanding work throughout the summer. It was a very challenging time; the report outlined just how challenging and how well the Service responded.

A Member asked that climate change was leading to extreme weather conditions, both drought and flooding and everything in between. What was the Service doing to broaden this review, particularly with other authorities.

The Acting Deputy Chief Fire Officer advised that the Service was actively engaged with partner agencies, and other fire and rescue services. There had already been a meeting with other key partners both emergency response and local authorities, across the whole Thames Valley, looking at how to plan and prepare for winter pressures and that would run in tandem to the work being undertaken around those particular challenges faced during the extreme heat.

The Vice Chairman advised Members that with his responsibilities around the climate emergency, he had already had discussions with the Director of Finance and Assets and other officers around how the Service could incorporate the findings from this report into recommendations as the Service progressed through the year. While this was an exceptional summer, this was the norm in parts of southern Europe. Could the Service look at how these countries react on an annual basis to these eventualities. Also, out of the findings of this report, could officers advise third parties i.e., farmers, in the way in

which they plant crops, add in breaks etc. with more work given to prevention.

The Acting Deputy Chief Fire Officer advised Members that the Chief Fire Officer had already made contact with other fire and rescue services who were starting to specialise in this work, and officers were looking at bringing them into the service to see what could be learnt from them, not just in terms of equipment, but also in terms of deployment and their response models. During that summer, the Prevention Team had engaged with a number of farmers and land owners around how they stored their crops and officers would continue to explore and engage with them.

A Member asked whether it would be possible to include some analysis on what caused these major incidents, clearly the drought was the key factor, but what actually triggered the incident. The number of events that happened within Buckinghamshire was relatively low to analyse, so perhaps looking nationally and then how this was fed into the prevention programme.

The Acting Deputy Chief Fire Officer advised that this would be included in the final report.

RESOLVED –

1 That the pressure experienced by Buckinghamshire Fire and Rescue Service during the prolonged hot weather through this summer, as outlined in this report, be noted.

2 That the Authority receive a further report once all the debriefing and review processes have been concluded.

**FA25**

### **2020-2025 CORPORATE PLAN: YEAR 3 UPDATE**

The Chairman advised that as Members would recall, a first draft of this was tabled at the Annual Meeting of the Fire Authority on 15 June 2022. Following that review, officers were asked to make some amendments and additions to the plan for consideration at this meeting.

The Corporate Planning Manager advised that as Members would have seen from the resolution in the minutes of the June Fire Authority meeting, officers were asked to integrate some elements from other aspects of the overall planning framework, in particular those relating to the Public Safety Plan, Environment and Climate Change Plan and also the HMICFRS Action Plan. Officers had endeavoured to address these requirements and as Members would see, a diagram had been added which showed how all the various plans fit together and relate to one another.

The Corporate Planning Manager advised that at Section 8 which contained the Schedule of Key Projects and Tasks, actions relating to the two HMICFRS Causes of Concern, arising from the 2021 inspection had been added, and also the Climate Change Action Plan. Finally, 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, had been included. There were some other amendments to the text which were shaded grey where they appear in the document.

RESOLVED –

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

**FA26**

### **PREVENTION STRATEGY 2022-2025**

The Chairman advised Members that the existing Prevention Strategy was still within its review period, but with the introduction in July 2022 of the Prevention Fire Standard and the National Fire Chief Council's Prevention Strategy and the findings of the internal prevention evaluations and the HMICFRS tranche two report, had necessitated the review and update of the Prevention Strategy which now aligned to the Public Safety Plan.

The Community Safety and Safeguarding Manager advised Members that as the Chairman had mentioned, the Prevention Strategy was still within period, however, a number of things came into effect over 2021 which had prompted the update of that Strategy and the revised one presented today. The Strategy was developed in cognisance of the third element of the Prevention Fire Standard which specifically stated that the Service needed to develop a Prevention Strategy and Plan, with the flexibility to proactively respond and adapt to the changing needs of the community, and for this to be supported by a named lead for Prevention. There were key changes within the Strategy which included the division on the prevention activity focus into four areas; safer homes, safer neighbourhoods, safer roads and safer environment. Whilst that doesn't specifically reference any activity related to children or young people within those four themes, work with children and young people was integral to all of them.

Members noted that since the report was drafted, the economic situation in the country had changed dramatically and people may choose to heat their houses in different ways.



The Community Safety and Safeguarding Manager advised Members that the National Fire Chiefs Council had produced a climate change support pack which recognised some of the cost of living implications. It had only just been released, but it was something the Service would be rolling out with some timely messages over the winter. The Service also had links with both Buckinghamshire and Milton Keynes Councils who had set up mechanisms to support some of the difficulties they were foreseeing with either cooking or heating over the winter period.

Members asked if there were any material to raise awareness of these risks, it was given to them, so they could advertise it through their networks.

A Member asked around emerging risks, and as highlighted in the HMICFRS report around the risk of financial inability to put money into prevention work, should this be highlighted as an emerging risk.

The Chairman asked officers to add it as an emerging risk. Subject to that requested amendment it was:

RESOLVED –

That the Prevention Strategy 2022-2025 be approved.

## **FA27**

### **SAFETY CENTRE FUNDING AGREEMENT**

(Councillor Lambert left the meeting)

The Chairman introduced the report and advised Members that following a decision made at the 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 Community Safety and Safeguarding Manager advised Members that the Safety Centre was a scenario based learning resource based in Milton Keynes. The Service was a key member in establishing it, over 25 years ago. Since then, the Service had utilised the Safety Centre to deliver education to young people through a series of funding agreements. This report recommends a three year funding agreement of £25k per annum. This would facilitate the delivery of education to a minimum of 4000 children and young people in accordance with the heads of terms defined in the report.

The Community Safety and Safeguarding Manager advised Members that as mentioned by the Chairman, this was deferred from the routine review point in Quarter 4, to enable a full year of trading to be reviewed following the appointment of a new CEO, and also a period where the centre was forced to close to accepting young people

because of the demands of Covid. Whilst the centre was not able to accept or run school visits on its premises, it utilised the time to refresh the premises with new branding and replace an outdated scenario with a new street scenario and diversify to improve its outreach offering. The new CEO had a very clear sense of how the staff at the centre could educate and improve the outcomes for children and young people, and had continued to build on the outreach programme so that children and young people could be engaged with offsite, as well as through the scenarios. This also increased their ability to deliver to multiple groups of children at the same time. Fundamentally, the Safety Centre enabled the Service to discharge some of its requirements to educate through qualified staff and well developed programmes.

The Chairman advised Members that after the February 2023 Fire Authority meeting which was being held in Milton Keynes, a visit to the Safety Centre would be arranged.

The Leader of Milton Keynes Council advised Members that Milton Keynes Council also funded the Safety Centre, and the Safety Centre would be receiving some Section 106 money from a local development, if any Member was worried about the reduction in funding from the Service.

A Member asked if there was an opportunity for young people and people from the different backgrounds identified to have the time to visit the centre and did the centre have data to reflect how many groups were attending the centre and encouraging them to think about the Service and how they can get involved.

The Community Safety and Safeguarding Manager advised Members that in terms of Equality Impact Assessment and the children attending the centre, there had been a number of schemes put in place over recent years where the centre had provided, and was providing over this half term period, additional sessions for those children who were living in hotels under the Afghan Resettlement programme. This had been funded through the Community Foundation. Looking at how the Service recruits in the future, ultimately, it related to status of people within those groups as to whether they would be able to be recruited in the future. The centre was also targeting schools who had not engaged previously, or were in hard to reach areas, and looked at areas of deprivation and the areas where there were higher number of children taking free school meals, these numbers could be used to inform matters in the future.

RESOLVED –

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.

## **FA28**

### **PEOPLE STRATEGY 2020-2025 YEAR TWO UPDATE**

(Councillor Lambert re-joined the meeting)

The Lead Member for People, Equality and Diversity and Assurance introduced the report and advised Members this was a year two update of a five year Strategy.

The Station Commander HR Projects advised Members that the People Strategy 2020-25 was required to be reviewed and an annual update presented to the Authority. On 13 October 2021 the Authority approved the People Strategy employee engagement roadshow as part of the People Strategy - Year One Review. These sessions were completed within the planned timescales and achieved the objective of raising the profile of the Service's People Strategy. The information was delivered through a range of methods including face to face presentations, virtual sessions and through information factsheets which were published on the Service's intranet and promoted to harder to reach part-time employees.

The Station Commander HR Projects advised Members there were a range of workstreams which support the five key areas identified in the Strategy. These were being delivered with a focus on addressing areas for improvement or causes for concern in the People Section of the HMICFRS inspection report. Key areas to note were, Equality, Diversity and Inclusion, there had been a renewed approach to community engagement following the impact of the global pandemic. The Service had resumed a wide range of public facing activities, delivering new methods of engagement and interaction within its communities.

Employee Engagement, the Service had worked to understand and address key points raised in the Culture Survey which was completed in January 2022. The introduction of the 'feedback loop' had allowed employees to better understand the process of affecting organisational change. This was achieved by delivering Service-wide listening workshops and providing timely updates on key themes identified.

Organisational Development and Resourcing - Delivery of the Leadership and Management Development Programme (LMDP). This had provided a measurable level of leadership training and knowledge across all levels of the Service's management structure, giving its leaders the knowledge and empowerment required to manage more effectively. Training, Learning and Development, there has been a significant commitment to delivering a range of wholetime recruitment, transferee and On-Call firefighter courses, supporting the

Service's strategic objective of increasing the operational establishment. Employee Health and Wellbeing, the Service's Mental Wellbeing Support Network has been reviewed and updated, providing a robust support structure across the Service. 37 Mental Health Champions had been trained to provide a range of support to employees.

The Station Commander HR Projects advised Members that the report identified objectives for Year three of the Strategy. These objectives would allow the Service to measure and record progress made in each key area, identify new opportunities to develop the People Strategy, and improve how it supported and developed both existing and future employees.

A Member asked when attending events such as MK Pride, although this was about increasing equality, diversity and inclusion, was it also used as an opportunity for recruitment.

The Station Commander HR Projects advised that the challenge was identifying whether the Service wanted to engage with the event or to recruit. The Service undertook a wide range of recruitment activities, on call awareness days, have a go days, open days, and the recruitment team attended apprenticeship shows and visited schools. Part of the challenge was making sure that people could access recruitment information at any time.

A Member asked if there were any plans for investment at High Wycombe Fire Station.

The Director of Finance and Assets advised that in terms of High Wycombe Fire Station, it was probably the station that needed the most investment. It hadn't been invested in for a number of years, mainly due to discussions with the District Council about the long term viability of the site and whether it needed to be moved or not. A condition survey had been undertaken and identified there was a need for £500k worth of investment, which was programmed over the next couple of years, as part of the upcoming Property Strategy that would come to Members.

The Acting Chief Fire Officer advised Members that regarding supporting its staff, the Service had engaged with both Buckinghamshire Council and Milton Keynes Council looking at the programmes they were putting in place to support their staff, the Service would ensure it provided the best support possible for its staff during these difficult times.

The Head of Human Resources advised Members that in terms of staff wellbeing, staff had access to occupational health, articles had been

written on financial wellbeing, there was a Welfare Officer, employee assistance programme and the Firefighters Charity.

The Chairman asked to what extent the Government Apprenticeship Levy was being utilised by the Service.

The Head of Human Resources confirmed the apprenticeship levy was fully utilised, for operational and non-operational roles. An annual report had been presented to the Executive Committee.

The Acting Deputy Chief Fire Officer advised he would come back to Members with a more detailed report on how the Service was progressing with the apprenticeship framework, and its successes.

RESOLVED –

That the contents of this update and progress made in the key areas are noted.

**FA29 EXCLUSION OF PRESS AND PUBLIC**

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 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, at this moment in time, that the need to keep information exempt outweighs the public interest in disclosing the information.

All Officers apart from the Director of Legal and Governance, Head of Human Resources, and the Democratic Services Officer, left the meeting.

**FA30 EXEMPT MINUTES**

RESOLVED –

That the Exempt Minutes of the meeting of the Fire Authority held on 15 June 2022, be approved and signed by the Chairman as a correct record.

**FA31 DATE OF NEXT MEETING**

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

THE CHAIRMAN CLOSED THE MEETING AT 12.00 PM.

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# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Overview and Audit Committee, 9 November 2022

**Report title:** Procurement Strategy 2022-2026 and Review of Standing Orders  
Relating to Contracts

**Lead Member:** Councillor Matthew Walsh

**Report sponsor:** Mark Hemming, Director of Finance and Assets

**Author and contact:** Ronda Smith, [rondasmith@bucksfire.gov.uk](mailto:rondasmith@bucksfire.gov.uk)

**Action:** Decision

**Recommendations:** That the Overview and Audit Committee approve the  
recommendations below for submission to the Fire Authority:

That the Authority be recommended to approve:

1. The Procurement Strategy 2022-2026 (Appendix 1)
2. The Standing Orders Relating to Contracts as amended (Appendix 2)

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## Executive summary:

The aim of the **Procurement Strategy** is to set a clear framework for the procurement of goods, works and services within the Authority. The strategy supports the development of a longer-term vision of how procurement can help to deliver the Authority's aims and outcomes while working within a value for money framework and standing orders relating to contracts to achieve efficiency savings.

The previous Procurement Strategy covered the period 2015-2020. Publication of the latest Strategy was delayed while procurement regulations were being updated following Britain's withdrawal from the European Union. Work has continued during the interim period, and this is detailed within the latest Strategy.

In order to support the aims of the Procurement Strategy, it is also recommended that the Authority approves the following changes to **Standing Orders Relating to Contracts**:

- References to EU replaced with UK equivalent following Brexit.
- Changes to transparency rules relating to Public Sector Sub-Central Bodies noted, including obligation to publish contracts to relevant UK Cabinet Office portals; Contracts Finder & Find a Tender Service (FTS) .
- Item 2.2(g): Contract value amended to £25,000 to align with latest Public Sector sub-central bodies threshold and SME or VCSE added

- Item 4.3 Exemptions – Value increased from £50,000 to £75,000 to align with Clause 7.1 threshold value
  - Item 5.3: Standard contract clauses updated to include Insurances
  - Item 7.1: Threshold value increased from £50,000 to £75,000
  - Item 7.2: Contract Value Thresholds updated to align with latest requirements of Public Sector Sub-Central Bodies in accordance with PCR (2015) transparency obligations, and support collaborative working alignment, as follows:
    - 7.2(a) Threshold value amended from ‘below £10,000’ to ‘below £25,000’
    - 7.2(b) Threshold value range of ‘£10,000 up to £50,000’ amended to a value range of ‘£25,000 to £75,000’
    - 7.2(c) Threshold value amended from ‘over £50,000’ to ‘over £75,000’
    - 7.2(d) Updated ‘Over the Public Contract Regulations Financial thresholds’ in accordance with Cabinet Office Find a Tender Service (FTS) threshold values, effective from 01 January 2022
  - Item 8.1(d): Added Insurance checks
  - Item 8.3: Threshold value increased from £50,000 to £75,000
  - Item 9.4(c): Added ‘data protection regulations’
  - Item 9.4(d): Added ‘proportionate levels of insurance in place.....’
  - Item 16.3: Added ‘Contract Award Notices publication requirements’
  - Items 17.1 & 17.2: Threshold value of contracts requiring to be ‘Sealed’ increased to £500,000 to align with collaborative partners in the delivery of effective and efficient collaborative working.
  - Item 19.1: Termination of contract value reduced from £50,000 to £25,000, to ensure appropriate Notices are published to relevant Government portals
  - Item 21.2: Assets Disposal- Net Book Value increased from £10,000 to £25,000
- 

### **Financial implications:**

Successful delivery of the Procurement Strategy will support the Authority in maximising the value for money achieved through procurement activities.

In reviewing the Standing Orders Relating to Contracts the Authority can demonstrate accountability of its use of resources by updating in line with latest legislation and best practice guidance appropriate to the good governance of the Authority and the Service.

### **Risk management:**



By agreeing the Procurement Strategy as drafted, the Authority will reduce or omit the risk of failure in the following areas:

- The consequences of breaking Competition Law can result in penalties or fines, bad publicity, compensation claims from suppliers or in serious cases of breach, Directors of organisations can be disqualified or even sent to prison.
- The principles of Offer and Acceptance under Contract Law are complied with.
- Contract Standing Orders and Financial Regulations are complied with.
- Achieving value for money.
- Ensure a clear audit trail is available for every decision reached under the transparency agenda.
- Individuals will be aware of the policies and procedures and therefore can be held accountable for actions and decisions.
- Planning for future requirements in a timely manner and ensuring no 'waste'
- Being environmentally responsible.
- Contributing to overall Authority objectives.

Standing Orders Relating to Contracts ensure that contracts are appropriate for their purpose, provide the right balance between price and quality, and are procured in an open way that demonstrates probity and compliance with the Authority's policies and relevant legislation.

#### **Legal implications:**

There are a number of legislative requirements for good procurement management and these are set out in the body of the draft strategy.

The terms of reference reserve to the Authority the power to vary the Standing Orders Relating to Contracts, having considered any recommendations from the Overview and Audit Committee.

#### **Privacy and security implications:**

No direct impact.

#### **Duty to collaborate:**

It is proposed to increase the minimum threshold for requiring three written quotations from £10,000 to £25,000, and to increase the threshold for requiring a publicly advertised competitive tender process from £50,000 to £75,000.

This will help facilitate further collaborative procurement with Oxfordshire & Royal Berkshire fire and rescue services through the alignment of threshold values and procurement processes.

UK Public Contract Regulations (PCR) 2015 transparency rules include the obligation of Sub-Central Bodies to publish all Contract Notices with a value of £25,000 and above, to the Cabinet Office Contracts Finder. Aligning the Authority's minimum

threshold to the latest UK PCR (2015) transparency minimum threshold will support effective, efficient and transparent procurement.

**Health and safety implications:**

No direct impact.

**Environmental implications:**

One of the key areas within the Strategy is social value, which is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required.

**Equality, diversity, and inclusion implications:**

The strategy specifically sets out the aim to ensure all processes are transparent, accountable and fair to all parties.

An Equality Impact table is included in the Strategy document.

Where specific actions are undertaken in the future as a result of this strategy, it is expected that a specific EIA will be completed as appropriate.

**Consultation and communication:**

Communication to our staff and suppliers will be made regularly in line with the action plan within the Strategy.

**Background papers:**

Procurement Strategy 2015-2020, Executive Committee, 19 November 2014 - [https://bucksfire.gov.uk/documents/2020/03/191114\\_exec\\_committee\\_papers.pdf/](https://bucksfire.gov.uk/documents/2020/03/191114_exec_committee_papers.pdf/) (pp.47-65).

Standing Orders Relating to Contracts, February 2020 - [https://bucksfire.gov.uk/documents/2020/03/contract\\_standing\\_orders\\_-\\_february\\_2020.pdf/](https://bucksfire.gov.uk/documents/2020/03/contract_standing_orders_-_february_2020.pdf/)

Appendix	Title	Protective Marking
1	Procurement Strategy 2022-2026 (v1.0(004)	
2	Standing Orders Relating to Contracts (v1.0(004) – with tracked changes)	

# PROCUREMENT STRATEGY 2022 - 2026



**Buckinghamshire Fire and Rescue Service**

[www.Bucksfire.gov.uk](http://www.Bucksfire.gov.uk)

Version 1.0(004)



## CONTENTS

• INTRODUCTION	2
• BACKGROUND	2
○ Fire Commercial Transformation Programme	2
○ Standardisation	2
○ Aggregation	3
○ Collaborative Supplier Management	3
○ Duty to Collaborate	3
○ Fire & Rescue National Framework	3
○ HMICFRS	3
• TOOLKIT SELF-ASSESSMENT	4
• THEME 1 – LEADERSHIP	4
○ Engaging Fire Authorities & Senior Managers	5
○ Collaboration	5
○ Engaging Strategic Suppliers	5
• THEME 2 – COMMERCIAL PRACTICE	5
○ Creating Commercial Opportunities	6
○ Managing Contracts & Relationships	6
○ Managing Strategic Risk	7
• THEME 3 – DELIVERING LOCAL BENEFITS	7
○ Obtaining Social Value	7
○ Engaging Local SME's	8
• ENABLERS	9
○ Developing Staff	9
○ Procurement Systems & Data Transparency	9
○ Innovation	10
○ Embedding Change	10
• ACTION PLAN	12
• EQUALITY IMPACT TABLE	14



## Bucks Fire Procurement Strategy (the Strategy)

### Introduction

The aim of the Strategy is to set a clear framework for the procurement of goods, works and services within the Authority. The strategy supports the development of a longer-term vision of how procurement can help to deliver the Authority's aims and outcomes while working within a value for money framework and standing orders relating to contracts to achieve efficiency savings. It supports the following aims in our Corporate Plan:

- 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.
- To ensure that risk, performance, financial and management information is accurate, relevant and delivered to users in an efficient, timely, effective and secure way.
- To provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements.

The Strategy has been developed with reference to the National Fire Chiefs Council (NFCC) National Procurement Strategy (which is based on the Local Government National Procurement Strategy).

The Strategy focuses on three key themes, which are then further broken down into a number of key areas. The three key themes are:

- Leadership
- Commercial Practice
- Delivering Local Benefits

To accompany the NFCC Procurement Strategy, a toolkit was developed that allows services to identify their level of maturity within each of these areas and themes. The toolkit then allows services to set local goals and assess their progress against these goals.

In addition to the 'Themes', the strategy also identifies four enablers:

- Developing our Staff
- Procurement Systems & Data Transparency
- Innovation
- Embedding Change

### Background

#### **Fire Commercial Transformation Programme (FCTP)**

The NFCC have implemented a package of reforms in the commercial operation of the sector under the umbrella of the Fire Commercial Transformation Programme. Fire and Rescue Services should set their local strategy recognising the principles of the FCTP:

**Standardisation** - developing agreed standard specifications that are developed by the sector, are evidence led and operationally driven.



**Aggregation** - FRS that bring larger committed volumes to market typically get better deals. Where possible, i.e. non-fire specific goods and services, consider the wider purchasing power of other public sector organisations.

**Collaborative Supplier Management** - joined-up strategic engagement, supplier performance and contract management. Regardless of whether FRSs work collaboratively on procurement there is a need to more effectively manage Suppliers, we often use the same Suppliers but don't talk to each other about issues (or positive aspects such as innovation) we are having. This can be managed more effectively through managing our suppliers more collaboratively.

### **Duty to Collaborate**

The Policing and Crime Act 2017 introduced a new duty on the police, fire and rescue and ambulance services to keep collaboration opportunities under review and, where it is in the interests of their efficiency or effectiveness, to put those collaboration opportunities into practice. The duty is deliberately broad to allow for local discretion so that the emergency services themselves can decide how best to collaborate for the benefit of their own communities.

### **Fire & Rescue National Framework**

The Fire & Rescue National Framework includes for the first time a section on Commercial Transformation:

*Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g. police) to achieve efficiencies.*

*Fire and rescue authorities must demonstrate and support commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements.*

*Fire and rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments.*

### **HMICFRS**

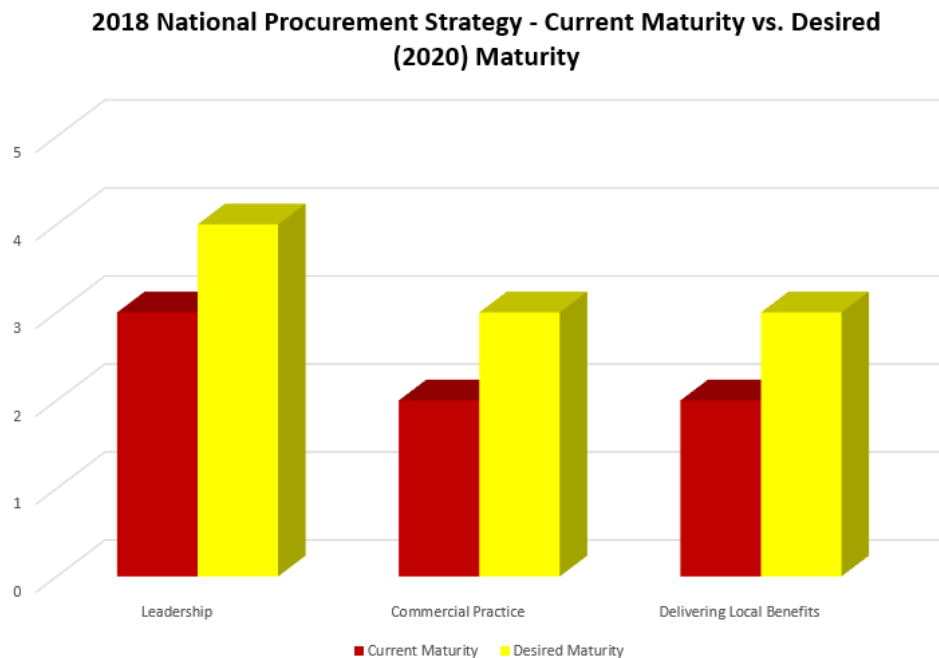
Independent inspection of fire and rescue authorities in England – and the fire and rescue service they oversee - is delivered by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The chief fire and rescue inspector and inspectors of fire and rescue authorities in England have powers of inspection given to them by the Fire and Rescue Services Act 2004, as amended by the Policing and Crime Act 2017.

The inspectorate will provide a crucial assurance function to consider how effective and efficient fire and rescue authorities are, how well they manage their people and whether they are fulfilling their statutory obligations. The inspectorate will also highlight good practice and identify areas where improvement is needed so that remedial or constructive action can be taken.



### Toolkit Self-Assessment

The chart below shows the output from the toolkit, highlighting the current maturity level versus the desired maturity level for each theme:



In tabular form this can be summarised as:

Theme	Current Maturity Level	Desired Maturity Level
Leadership	Mature	Leader
Commercial Practice	Developing	Mature
Delivering Local Benefits	Developing	Mature

The following sections look at each of the themes, and key areas, in more detail. The Service aspires to be assessed as mature in each of the three themes. A key part of this Strategy is the action plan on page 12 which details actions to be taken to achieve this.

### Theme 1: Leadership

#### Key Area: Engaging Fire Authorities and Senior Managers

**MATURE - Leadership engaged with commercial and procurement issues, routinely taking advice at key decision points.**

This refers to the Fire Authority and the corporate management team valuing and benefiting from commercial and procurement advice at all stages of decision making including early advice on major projects. Good commercial and procurement advice (provided in-house wherever possible) can have a decisive impact on the outcome of a project. It is important that executive bodies and senior managers engage with commercial and procurement issues from the outset.

<b>Influence &amp; Impact</b>	Developing - Contribution of commercial and procurement has been noted on isolated projects.
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<b>Mission &amp; Strategy</b>	Mature - FRS has approved a procurement strategy aligned to corporate and service strategies.
<b>Process</b>	Mature - Structured approach to project management clearly defining roles and responsibilities in relation to commercial and procurement advice.
<b>Training &amp; Development</b>	Developing - Some FRA members and senior managers have attended training courses.

**Key Area: Collaboration****MATURE - Designing and implementing solutions as a single team in high value/high risk projects.**

This refers to a one team approach to the design and implementation of solutions where Fire and Rescue Services work together as a single team to design and implement solutions. A team approach makes best use of limited resources and can lead to innovative solutions and better results.

<b>Culture</b>	Leader - Working as a single team is the norm when the FRS cooperates with external partners.
<b>Process</b>	Innovator - Peers acknowledge the transformational results being achieved through collaborative working.
<b>Training &amp; Development</b>	Minimum - Training and developments programmes do not cover collaborative working

**Key Area: Engaging Strategic Suppliers****DEVELOPING - The Fire and Rescue Service acknowledges the business case for improved SSRM and can demonstrate isolated activity.**

This refers to the process of identifying strategic suppliers and engaging with them to improve performance, reduce cost, mitigate risk and harness innovation. Effective management of strategic supplier relationships can deliver a range of benefits including improved outcomes for the public, added social value, reduced cost, reduced risk and innovation.

<b>Data Collection &amp; Analysis</b>	Developing - FRS has partial data and intelligence on its suppliers and is developing criteria it will use to identify strategic suppliers.
<b>Engagement of Existing Strategic Suppliers</b>	Developing - 1. Evaluating toolkits. 2. Piloting engagement with a major supplier.
<b>Early Engagement with Future Strategic Suppliers</b>	Developing - 1. Some information on forward plans published. 2. Experience of early market engagement on at least one FRS project.

**Theme 2: Commercial Practice****Key Area: Creating Commercial Opportunities****DEVELOPING - Isolated examples of the FRS examining commercial opportunities to drive value creation and/or reduce current costs.**





This refers to how Fire and Rescue Services promote value creation through the way it plans its major third-party expenditure (works, goods and services), reviews business options (make or buy) and engages with, and influences, markets and potential suppliers. Commercial opportunities can be created in many different ways, from conventional means such as increasing returns on assets to the way it engages with its partners and third party contractors.

Forward Planning	Mature - 1. Forward planning is the norm for all strategic contracts. 2. Opportunities to create new revenue streams are considered. 3. Procurement encouraged to contribute ideas for revenue generation in the forward planning process.
Options Appraisal	Developing - 1. Undertaken for high profile / high value projects and exercises. 2. Evaluation criteria sometimes incorporating commercial and social considerations.
Market & Supplier Research & Analysis	Developing - 1. Undertaken when a new requirement is sought and/or where there have been problems on an earlier contract. 2. Research sometimes includes looking for commercial opportunities or gaps in the market
Tendering	Leader - 1. Tendering is seen as a commercial process. 2. Documentation is prepared to make it attractive to take part and focused on innovation and opportunities. 3. Procurement is seen as an integral contributor to the planning phase.
Performance Reporting	Developing - 1. Performance reporting is undertaken but restricted to specific procurement exercises and some departments. 2. Summary reports are produced by Procurement for service heads on an annual basis.
Post Contract Review	Developing - 1. Post contract reviews undertaken, by most departments and/or identified categories of expenditure. 2. Seen as being an integral part of improving outcomes and identifying commercial opportunities

### **Key Area: Managing Contracts & Relationships**

**DEVELOPING - Identified the need to change and improve. Basic policies, procedures and systems in place.**

Description: This refers to the effective management and control of all contracts from their planned inception until their completion by the appointed contractor(s). It covers the supporting policies, procedures and systems needed to undertake it, together with broader issues from the identification and mitigation of risk, successful and timely delivery of outcomes and performance, effective control of cost and variations and the maintenance of clear communication and operational relationships with contractors. Poor contractor performance or commercial failure can seriously damage a fire and rescue services reputation and its ability to deliver effective and efficient services to the local community.

Information Storage & Accessibility	Mature - 1. Contracts Register is dynamic and provided through a purpose built solution. 2. Full accessible to the whole FRS with read/write/edit and search capabilities 3. Complete data sets for all major third party spend.
Change Control	Developing - 1. A change control policy exists for capturing the details of any changes or variations made to some contracts 2. Standard documentation is available and used by some departments.
Savings & Benefits Delivery	Minimum - Savings and benefits are delivered from some contracts but not a part of any formal process.



Recognition & Cultural Acceptance	Developing - 1. Recognition by the FRS of value of contract and relationship management. 2. Job roles are designated as contract manager or contain specific contract and management activity in their job descriptions in some departments.
Skills & Knowledge	Minimum - Staff have limited access to any contract and relationship management skills and knowledge programmes.

**Key Area: Managing Strategic Risk****MATURE - Taking a pro-active approach to strategic risk management with all vulnerable areas identified and mitigating policies and plans in place.**

This refers to the impact of an external event, passing of a new statute, or illegal activity upon business as usual, reputation and/or financial health of the Fire and Rescue Service. The Service should have a series of actions and policies designed to reduce or eliminate the probability of a perceived risk occurring and minimising the detrimental effects / impacts that may occur should it materialise. The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on the fire and rescue services reputation and the lives of the people it serves, the quality of the services it provides and even its financial viability.

Fraud & Financial Loss	Mature - Systems in place to target both financial loss and fraud with a proactive approach to issues such as irregular transactions, duplicate payments, and fake creditors/invoices.
Supply Chain & Contractor Failure	Developing - FRS aware of the risks and issues involved and attempting to identify where this may occur.
Modern Slavery (Legislation)	Mature - 1. Expenditure categories/contracts with potential for modern slavery identified 2. Basic checks made with appropriate contractors.
GDPR (Legislation)	Mature - Actively identifying and reviewing contracts where data issues could occur.
External Events (e.g. Brexit)	Developing - Keeping abreast with National FRS/Central government briefings and taking appropriate action, as and when required.

**Theme 3: Delivering Local Benefits****Key Area: Obtaining Social Value****DEVELOPING - Compliant with SV Act and pro-actively seeking SV engagement in a few key contracts only.**

Social Value (SV) refers to wider financial and non-financial impacts of programmes, organisations and interventions. Social Value is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required.

Policy & Scope	Developing - No specific policy in place. Only complies with the Act (i.e. Services above UK procurement threshold)
Internal Management	Developing - No senior officer given a direct reporting responsibility for social value



Measurement: Themes, Outcomes & Measures (TOM's)	Developing - Measuring some limited form of social value e.g. SME spend.
Commissioning	Developing - Some attention given in larger contracts to commissioning for social value
Procurement	Mature - 1. Social Value requirements included in all relevant tenders as a part of quality score 2. SV weighting as a part of quality score 5-10%.
Market Engagement & Partnerships	Developing - Initial but ad hoc steps taken in market engagement around SV
Contract Management	Developing - Contracts not monitored in any coherent way for social value after award
Cross Sector Collaboration	Developing - Limited collaboration through joint occasional contract with other public sector bodies held regarding social value
Reporting	Minimum - Social value not considered important
Governance & Accountability	Minimum - No visibility of issue at FRA meetings

### Key Area: Engaging Local SME's

#### DEVELOPING - SME's are engaged in a few key contracts only.

SME's (a business with fewer than 250 employees and turnover of less than £50m) play a major role in creating jobs and generating income for those on low incomes, they help foster economic growth, social stability, are a source of innovation and contribute to the development of a dynamic private sector.

Policy & Scope	Developing - 1. Commissioners have started to communicate what local needs are and the desired market outcomes. 2. No policy or strategy in place for addressing SMEs
Facilitating Good Relationships with SME's	Developing - Relationships between SMEs and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in the locality.
Commissioning	Developing - 1. There is some knowledge of how SMEs' local expertise can add value. 2. A limited number of SMEs are invited to contribute to the commissioning process. 3. There are some general engagement events.
Market Engagement & Partnerships	Mature - 1. SMEs are seen as part of a diverse supply chain. 2. There is awareness of SMEs' need for support to effectively contribute to the commissioning process.
Procurement	Developing - 1. There is a prescriptive procedure for all procurement exercises and little awareness of how SMEs might engage 2. There is engagement with a limited number of SMEs ahead of notices of tenders being published.
Contract Management	Developing - Some parts of the FRS manage contracts with SMEs but this is not consistent. There is no particular expectation on how subcontracting relationships with smaller SMEs should be conducted.
Governance, Accountability & Reporting	Developing - Some analysis of SME spend is captured but no actions are taken based on the information gathered



## **Enablers**

A number of cross-cutting issues have been identified that will need to be addressed by Fire and Rescue Services. These are referred to as the 'enablers' of the strategy.

### **Developing Staff**

**Developing – Recruits staff with professional qualifications and responds to ad hoc requests for training and development.**

#### **Where We are Now**

*Procurement staff competencies are maintained with ongoing training to meet Public Procurement legislative changes. Networking across UK fire service & other public procurement practitioners enables best practice is adopted within the Service.*

*An introduction to procurement working practices within the Service is provided as part of new Officers induction training in relation to financial regs and contract standing orders.*

#### **Future Plan**

*Further support and training of staff who have involvement in procuring goods & services across all levels of the organisation including a mandatory online procurement training package. The introduction of the BMKFA Contract Management Framework for staff with contract management responsibilities, supported by an online contract management training package.*

### **Procurement Systems & Data Transparency**

**Mature – Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/products fully automated and paperless. Comprehensive procurement, contract management and spend analysis information available online to all stakeholders with appropriate search and filtering. Use of electronic tendering and quotation system for all tenders.**

#### **Where We are Now**

*Electronic procurement is fully embedded and utilised for all tenders within our e-tendering portal. This enables the team to manage tenders effectively and efficiently and build resilience in this process, including the effective management and storage of all procurement documents. The market now accepts online tendering and communications as standard. The national strategy supports the wider development of e-commerce. The Authority will support this through the continued development and use of electronic tools, the virtual marketplace and sharing of knowledge through secure media collaboration platforms.*

*Purchase to Pay (known as P2P) – This assists the Authority to streamline its requisition through to payment processes through automated work flow, thereby, reducing transactional costs and enabling improved access to information and reporting.*

*Automated Budget Approval, Procurement Compliance & Supplier Management – The Integra finance system provides the Authority with a streamlined system incorporating expenditure*



*commitment controls, procurement compliance gateway utilising the Buyer Approval process and supplier management information and reporting.*

*Contract Catalogues – The Integra system supports the use of ‘catalogues’ to provide all staff can access contract information for the purchase of contracted goods and services. This ensures the correct suppliers, goods and services are purchased in accordance with approved contract terms and conditions.*

*Purchase cards are used for low value transactions. This arrangement is already established. Expenditure is monitored on a monthly basis within the Integra finance system. This enables officers to purchase low value commodities and services where there is no corporate contract in place and is below the threshold for competition. This reduces the transaction cost to the Authority and enables the supplier to receive immediate payment.*

*In accordance with Local Government Transparency Code 2015, the Authority publish the following the following transparency reports & contract information:*

- *Expenditure exceeding £500*
- *Government procurement card transactions*
- *Procurement information for expenditure of £5,000+*
- *Contract Register for contracts of a value of £25,000+*

*The Authority, as a sub-central body, meets the legal obligations to publish all contracts below UK procurement threshold with a value of £25,000+ on Contracts Finder, and publish above UK procurement threshold to Find a Tender Service (FTS), in accordance with Public Contracts Regulations (PCR) 2015 and Public Procurement Notice (PPN) 09/21,*

## **Innovation**

**Mature – Outcomes based procurement and market shaping are the ‘standard’ way of doing things. Innovative procurement approaches not just applied to technology but to established services.**

### **Where We are Now**

*Forward planning for contracts is undertaken collaboratively to maximise leverage and commercial attractiveness to the market. Arrangements for combined group (collaboration) of FRSs joint projects provide for early commercial and procurement advice from the FRS. Contracts register is used for forward planning and financial modelling for BMKFA and collaborative projects.*

*Establishment of the Thames Valley Collaborative Executive Board enables FRA members and senior managers to play their role in combined group (collaboration) of FRSs projects.*

*Standard specification of requirements established across the Thames Valley fire services for Vehicles and operational equipment has resulted in other FRSs regarding our approach as exemplary practice and seek to learn from us.*

*Outcomes from market and supplier research are used in collaboration with other organisations in the wider public sector for seeking and exploiting new commercial opportunities*



## Embedding Change

**Mature – Procurement change comprehensively applied across multiple projects and departments.**

### Where We are Now

*Procurement procedures, policies and strategies, including the Authority's Standing Orders relating to Contracts updated in accordance with Public Contracts Regulations (PCR) 2015 to ensure compliance with changes to procurement legislation*

*Procurement attendance at Business Transformation Board (BTB) and Leadership Group ensures early planning and development of projects incorporate compliance with the Authority's governance, policies, strategies and procurement legislation..*

*Contract changes and variations managed by procurement working with contract leads. Details used to inform impacts on budgets and assessing contractor risk / performance. Cost / time overruns reported to service leads and finance team to support budget forecasting and planning as part of the Authority's financial budget planning process. Contract catalogues for approved goods and services monitored regularly as part of ongoing contract management process with budget managers/department leads.*

### Future Plan

*Procurement KPI's to be established and reported to the Performance Management Board (PMB).*

*Recognise and promote the value of EDI throughout the procurement process*

*Ensure sustainable procurement considerations are embedded into procurement processes to generate benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment. The Authority will build its procurement sustainability strategy around three principles:*

- *Environmental: Seeking to minimise any negative environmental impacts of goods and services purchased, across whole life cycle from raw materials extraction to end of life.*
- *Social: Managing and monitoring supply chains to ensure that fair contract prices and terms are applied and that ethical, human rights and employment standards are met.*
- *Economic: This principle relates not only to obtaining value for money from contracts, across the whole life of the product or service, but also ensuring as far as possible under relevant procurement law, that local businesses, particularly Small and Medium sized Enterprises (SME's) can benefit from our procurement processes.*





### Action Plan

The previous Procurement Strategy covered the period 2015-2020. Publication of the latest Strategy was delayed while procurement regulations were being updated following Britain's withdrawal from the European Union. Work has continued during the interim period, which is recorded within the Action Plan of the latest Strategy.

The action plan below has been produced following a review of the self-assessment toolkit and the actions required to be assessed overall as mature in each theme:

Year	Activity	Themes and Key Area Addressed
2021-22	<ul style="list-style-type: none"> <li>• Critical Supplier annual review and formal 'health check', including 3<sup>rd</sup> party suppliers. Supplier viability 'Real Time' monitoring by external monitoring service.</li> <li>• 3 year Future pipeline published to the market via NFCC. Early engagement with market via national supplier events. Publication of contracts register with future planned review dates.</li> <li>• A formal process in place capturing savings and accruing benefits from contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership – Engaging Strategic Suppliers - Data collection &amp; Analysis</li> <li>• Leadership – Engaging Strategic Suppliers- Early engagement with Future Strategic Suppliers</li> <li>• Commercial Practice - Managing Contracts &amp; Relationships – Savings &amp; Benefits</li> </ul>
2022-23	<ul style="list-style-type: none"> <li>• Procurement KPI's, including benefits/savings, to be established and reported to PMB</li> <li>• Procurement to support Post Contract Review process</li> <li>• Change control policy implemented across the board for all contract changes and variations as part of Contract Management Procedures. Standard documentation to be available and used in all circumstances across all departments.</li> <li>• Procurement Staff to have access to regular contract management training. Contract Management guide to be made available to all staff.</li> <li>• Continuous improvements to the sustainability outcomes of procurement activity for both new and ongoing contracts, incorporating the three principles of Environmental, Social &amp; Economic.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Practice – Creating Commercial Opportunities - Performance Monitoring</li> <li>• Commercial Practice – Creating Commercial Opportunities - Post Contract Review</li> <li>• Commercial Practice - Managing Contracts &amp; Relationships – Change Control</li> <li>• Commercial Practice – Managing Contracts &amp; Relationships – Skills &amp; Knowledge</li> <li>• Enabler – Developing Staff</li> <li>• Delivering Local Benefits – Social Value &amp; Engaging Local SME's</li> <li>• Enabler – Embedding Change- Promote EDI &amp; Sustainability through procurement process</li> </ul>



2023-24	<ul style="list-style-type: none"> <li>• Post Contract Review process to be established as part of a wider organisational Contract Management Strategy</li> <li>• Savings captured from contracts and benefits realisation applied uniformly across the FRS and reported to CFO/Executive body level.</li> <li>• Contract &amp; Relationship Management is acknowledged as a core competency. Briefings on Contract &amp; RM are given as part of Officer induction and budget manager training. Refresher programmes are available to all staff involved in Contract &amp; RM.</li> <li>• Engagement with SMEs ahead of publishing a notice of tender. There is an attempt to better understand the capacity and capability of SMEs and adapt procurement processes to reflect this.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Practice – Post Contract Review</li> <li>• Commercial Practice - Managing Contracts &amp; Relationships – Savings &amp; Benefits Delivery</li> <li>• Commercial Practice – Managing Contracts &amp; Relationships – Skills &amp; Knowledge</li> <li>• Delivering Local Benefits – Engaging Local SME's -</li> </ul>
2024-25	<ul style="list-style-type: none"> <li>• Contract &amp; Relationship Management recognised by the FRS as being essential. Designated Contract &amp; RM roles. Performance is reviewed with job holders in their annual appraisals.</li> <li>• Social Value policy and processes adopted across project scoping, tendering, evaluation &amp; contract management. SV to be monitored and reported regularly</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Practice - Managing Contracts &amp; Relationships – Recognition &amp; Cultural Acceptance</li> <li>• Delivering Local Benefits – Obtaining Social Value</li> </ul>
2025-26	<ul style="list-style-type: none"> <li>• Review Strategy following updated Public Safety Plan and Corporate Plan for 2025 onward.</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed Strategy consistent with latest plans. Align dates with future Public Safety Plan &amp; Corporate Plan</li> </ul>





### 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	If negative, why and how could this be lessened ( <i>use action plan if necessary</i> )
<b>Individuals of different ages</b>			✓	<p><b>Rationale:</b></p> <p>The Strategy specifically sets out the aim to ensure all processes are transparent, accountable and fair to all parties.</p> <p>Where specific actions are undertaken in the future as a result of this strategy, it is expected that a specific EIA will be completed as appropriate.</p>
<b>Disabled individuals</b>			✓	
<b>Individuals transitioning from one gender to another</b>			✓	
<b>Individuals who are married or in civil partnerships</b>			✓	
<b>Pregnant individuals and new parents</b>			✓	
<b>Individuals of different race</b>			✓	
<b>Individuals of different religions or beliefs</b>			✓	
<b>Individuals gender identity</b>			✓	
<b>Individuals sexual orientation</b>			✓	
<i>Individuals living in different family circumstances</i>			✓	
<i>Individuals in different social circumstances</i>			✓	
<i>Different employee groups</i>			✓	
<i>Other</i>				

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**BUCKINGHAMSHIRE**  
**and**  
**MILTON KEYNES**  
**FIRE AUTHORITY**

**STANDING ORDERS**  
**RELATING TO**  
**CONTRACTS**

# BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY STANDING ORDERS RELATING TO CONTRACTS

## CONTENTS

	Page
1. Basic Principles	<u>3</u>
2. Responsibilities of Officers	<u>4</u>
3. Partnerships	<u>5</u>
4. Exemptions	<u>5</u>
5. Requirements for all Contracts	<u>5</u>
6. Steps Prior to Letting a Contract	<u>6</u>
7. Requirements to Ensure Competition	<u>7</u>
8. Competitive Tendering Process	<u>9</u>
9. Creation and Maintenance of an Approved List	<u>9</u>
10. Standards and Award Criteria	<u>10</u>
11. Invitations to Tender/Quotations	<u>10</u>
12. Shortlisting	<u>10</u>
13. Submission, Receipt and Opening of Tenders/Quotations	<u>11</u>
14. Clarification Procedures	<u>11</u>
15. Tender Evaluation	<u>11</u>
16. Award of Contract	<u>11</u>
17. Executing a Contract	<u>12</u>
18. Post Contract Monitoring	<u>12</u>
<u>19.</u> Termination of Contract	<u>12</u>
<u>20.</u> Land and Property	<u>13</u>
<u>19-21.</u> Asset Disposals (other than Land or Property)	<u>14</u>

## 1. Basic Principles

- 1.1 These Orders apply to all Authority contracts with the exception of employment contracts or any contract relating to the engagement of counsel.
- 1.2 Failure by an Officer to comply may result in disciplinary action being taken against that Officer.
- 1.3 These Orders set down the minimum requirements. A more detailed procedure may be appropriate for a particular contract.
- 1.4 In interpreting and applying these Orders, where there is a difference:
  - (a) ~~EU~~UK Public Procurement Directives and ~~EU case law~~ Regulations take precedence over ~~both English law and~~ these Orders; and
  - (b) English law takes precedence over these Orders
- 1.5 A contract includes the following:-
  - (a) any contract for goods, works or services, including disposals
  - (b) any order for goods, works or services
  - (c) a grant given or received by the Authority
  - (d) a contract managed by consultants
  - (e) a contract appointing consultants
  - (f) any partnership arrangement
  - (g) contracts relating to the disposal or purchase of land and buildings.
- 1.6 Purchasing and disposal procedures must:
  - (a) Achieve best value for public money spent;
  - (b) Be consistent with the highest standards of integrity;
  - (c) Ensure fairness in allocating public contracts;
  - (d) Comply with legal requirements;
  - (e) Ensure that non-commercial considerations do not influence any contracting decision;
  - (f) Support the Authority's corporate and service aims and policies;
  - (g) Comply with Financial Regulations and Health and Safety requirements;
  - (h) Be able to demonstrate that the Authority's interests have not been prejudiced or exposed to undue or unmanaged risks; and
  - (i) comply with any monitoring arrangements required by the Authority from time to time.

## **2. Responsibilities of Officers**

### **2.1. Officers**

- (a) Every Officer dealing with contracts must have written authority to do so. This can be in their job description or in written delegated authority.
- (b) Officers responsible for purchasing and disposal must comply with these Standing Orders relating to Contracts, the Financial Regulations and the Employee Code of Conduct together with all UK ~~and EU/EC~~ [public procurement](#) legal requirements.
- ~~(c)~~ Officers must comply with any prevailing guidance issued by the Chief Finance Officer or his or her nominee.
- ~~(e)(d)~~ Officers must use any relevant corporate contract which is already in place.
- ~~(d)(e)~~ Officers must keep the records to show a clearly documented audit trail. The Officer has a duty to produce such records when requested to do so by the Monitoring Officer, Chief Finance Officer, or Chief Fire Officer and Chief Executive or their nominees.
- ~~(e)(f)~~ Officers must ensure that agents and consultants acting on their behalf comply with the requirements referred to in Standing Order 2.1(b) above. Such consultants must not make any decision as to whether to award a contract or to whom a contract should be awarded.
- ~~(f)(g)~~ Officers must take all necessary legal, financial and professional advice.

### **2.2 Chief Fire Officer and Chief Executive**

The Chief Fire Officer and Chief Executive must:

- (a) Have delegated powers for the contract or ensure that the project has the formal approval of the appropriate Committee of the Authority;
- (b) Ensure that there is full budgetary provision for the contract and that the sources of funding are fully detailed before starting the contract process;
- (c) Ensure that no tender is accepted where it exceeds the approved budget/cash limit by more than 10% unless prior written approval is obtained from the relevant Committee of the Authority;
- (d) Ensure that expenditure is fully contained within the approved budget/cash limit unless prior approval has been obtained from the Committee of the Authority;
- (e) Ensure that he or she has given written delegation of the role that the appropriate Officer may take in the contracting process on behalf of the Authority;
- (f) Ensure that his or her staff complies with these Standing Orders relating to Contracts; and

- (g) Keep a register of contracts ~~over~~ with a value of ~~£525~~,000 or more showing:

- (i) the contract reference number;
- (ii) the contract title;
- (iii) the name of the contractor;
- (iv) the total contract value;
- (v) the contract start and end date
- (vi) duration of any option to extend
- (vii) the contract review date
- (viii) the name of the Officer responsible for the contract
- (ix) the contract category/type
- (x) the contractor is a SME or VCSE

### 3. Partnerships

Officers considering a partnership arrangement must before starting the contract process obtain advice from the Chief Finance Officer or his or her nominee who will advise on the partnership options available to ensure a workable partnership including appropriate governance arrangements.

### 4. Exemptions

- 4.1 Exemptions are subject to the requirements set out in this Standing Order. An exemption allows a contract to be placed by direct negotiation with one or more suppliers rather than in accordance with **Standing Order 8**. Exemptions under this Standing Order cannot be granted if ~~EU~~the Public Contract Regulations (PCR) 2015 apply.

- 4.2 If an Officer requires an exemption from one or more Orders in an emergency, the Chief Finance Officer can provide this. A report must be made to a Committee of the Authority subsequent to the award of the contract. An emergency means a situation involving risk of injury or loss of life or risk to the security or structural viability of a property.

- 4.3 If an Officer requires an exemption from one or more Orders where there is no emergency and the estimated value is below the ~~European~~UK public procurement threshold, this requires the prior approval of the Chief Finance Officer if the value is up to £75,000; or prior approval of a Committee of the Authority if the value is over £75,000 or more.  
~~£50,000; or prior approval of a Committee of the Authority if the value is over £50,000 or more.~~ Approval will be given in exceptional circumstances only, such as:

- (a) special expertise or manufacturing capacity is required for which only one source has been identified. In this case a written quotation shall be obtained from that source; or
- (b) special expertise or manufacturing capacity is required which is only available from such a limited number of sources that competitive tendering is not practicable. In this case all sources shall be invited to provide quotations.

### 5. Requirements for all contracts

- 5.1 Every contract must be in writing and must state:-

- (a) the goods, works or services to be provided;
- (b) the agreed programme of delivery;
- (c) the price and terms of payment
- (d) all other terms that are agreed;
- (e) exit procedures, for when the contract comes to its natural end, and
- (f) termination procedures for early termination of the contract including when the contractor has not fulfilled his contractual obligations.

5.2 Every contract must comply with Financial Regulations and corporate procurement guidance, including [EUUK Public Procurement regulationsRegulations](#), where necessary.

5.3 Every contract shall include standard clauses approved by the Chief Finance Officer or his or her nominee on:-

- (a) Anti Fraud and Corruption
- (b) Equal Opportunities
- (c) Health and Safety, [where appropriate](#)
- (d) Freedom of Information [and](#) Data Protection
- (e) Time of the Essence (for contracts for goods)
- (f) Liquidated Damages
- (g) Safeguarding
- [\(h\) Insurances](#)

5.4 The Chief Finance Officer or his or her nominee shall be responsible for the safekeeping of all executed contracts.

## **6. Steps Prior to Letting a Contract**

6.1 Before letting a contract, an officer must:

- (i) identify whether there is an existing corporate contract already in place;
- (b) estimate the total value of the contract. For example, if the subject matter of the procurement is worth £15,000 over 5 years, the total value of the contract will be £75,000;
- (c) ensure that the contracting process is not used to create separate contracts in order to avoid the requirements of Contract Standing Orders or the requirements of the [EU procurement regulationsPublic Contract Regulations \(PCR\) 2015 and UK Public Procurement Regulations](#);
- (d) ensure that there is sufficient budgetary provision for the goods or services required;
- (e) ,if leasing arrangements are proposed, obtain prior approval from the Chief Finance Officer;
- (f) take into account the outcome from any strategic service review, if appropriate;
- (g) define the objectives of the contract;
- (h) provide evidence in writing that the risks that are associated with the



contract have been assessed and suitable arrangements have been or can be put in place to manage them;

- (i) evaluate what procurement method is most likely to achieve the Authority's objectives, including internal/external sourcing, sourcing through a public sector consortium, or collaboration with another organisation.
- (j) consult users as appropriate about the proposed procurement method and standards for the contract;
- (k) take into account the whole-life costs of the contract;
- (l) retain evidence that the above steps have been carried out for examination by internal or external auditors;
- (m) ensure confidentiality when dealing with contractual matters. Officers must not disclose any information regarding tenders to anyone who is not involved in the selection process; and
- (n) in circumstances that it is likely that employees will transfer to a new employer as a result of a contract, seek legal advice from an appropriately qualified source with regard to the application of TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006.
- (o) if the procurement is for the provision of services, consider how what is being procured might improve the economic, social and environmental well-being of Buckinghamshire and Milton Keynes, and in conducting the process of procurement, how that improvement might be secured in the procurement process taking into account any consultation that may have been undertaken by the Authority.

## **7. Requirements to Ensure Competition**

7.1 Where the total value of the contract is less than ~~£50~~£75,000, Officers may identify potential candidates using the most cost-effective and reasonable methods. This may include reference to advertising, catalogues, business directories etc.

7.2 Where the estimated value of a contract is:

**(a) ~~Up to and including £10~~Below £25,000**

One written quotation is required. This can be a written confirmation by an Officer of an oral quotation. The aim of the Officer responsible for the contract shall be to obtain the best value for money for the Authority.

**(b) ~~Over £10~~£25,000 and up to and including ~~£50~~£75,000**

Three written quotations must be requested. The aim of the Officer responsible for the contract shall be to obtain the best value for money for the Authority.

In accordance with Public Contract Regulations (PCR) 2015 transparency rules, a Contract Award Notice must be published to the Cabinet Office Contracts Finder on completion of the process.

(c) **Over ~~£5075,000~~ and up to the ~~European Union~~ UK Public Procurement thresholds**

The Officer responsible for the contract must follow a publicly advertised competitive tender process (**See Standing Order 8**)

The Officer responsible for the contract must before starting the contract process obtain advice from the Chief Finance Officer or his or her nominee.

The Officer must use the Authority's conditions of contract or appropriate professional institute conditions of contract or a contract which has been approved by the Chief Finance Officer or his or her nominee.

(d) **Over the ~~European Union~~ Public Contract Regulations (PCR) financial thresholds which as at 1 January 2020 ~~not~~ applicable for sub-central contracting authorities, based on the aggregate contract value, inclusive of VAT, from 01 January 2022, are as follows:**

<u>Type of Contract:</u>		<u>£Value – (Including VAT)</u>	
<u>Works</u>	<u>£4,733,252</u>	<u>5,350,000</u>	
Goods & Services		<u>£189,330</u>	<u>213,477</u>
<u>Works</u>		<u>£5,336,937</u>	
Light Touch Regime for Social & Health Related Services			£663,540
<u>Utilities Contracts – Supplies &amp; Services</u>		<u>£426,955</u>	

When calculating the estimated value of the contract to determine whether the regulations apply, the contract value estimation should be inclusive of VAT (where applicable)

Contracts must be advertised ~~according to EU procurement law in accordance with Public Contract Regulations (PCR) 2015, to the Find a Tender Service (FTS) & Contracts Finder.~~ The Officer responsible for the contract must before starting the contract process obtain advice from the Chief Finance Officer or his or her nominee

(e) **Any Value**

The Officer responsible for the contract may use a Framework or Consortium Agreement but before starting the contract process must seek advice from the Chief Finance Officer or his or her nominee.

*EU/UK public procurement law requires compliance with the principles of the free movement of goods, the right of establishment the freedom to provide services, non-discrimination and equal treatment, transparency, proportionality and mutual recognition.*

Contracts which fall outside of the Procurement Directives either by reference to value or type must still be let in accordance with the guidance

contained in the [European Commission Interpretive Communication Public Procurement Regulations provided by the Cabinet Office Minister for Public Procurement in accordance with The Public Contracts Regulations \(PCR\) 2015](#)

[The Public Contracts Regulations 2015 \(legislation.gov.uk\)](#)

[The Public Procurement \(Amendment etc.\) \(EU Exit\) Regulations 2020 \(legislation.gov.uk\)](#)

## 8. Competitive Tendering Process

8.1 Where the total value of the contract is more than £~~50~~75,000, Officers must ensure that potential candidates are asked to provide sufficient detail to:

- (a) ensure that they are financially stable;
- (b) ensure that they have appropriate technical ability to undertake the sort of contract for which they wish to be considered; ~~and~~
- (c) check their health ~~and~~ safety record; ~~and~~
- (d) check appropriate Insurance levels are in place

8.2 Officers must be able to demonstrate documentary evidence that (a) to ~~(ed)~~ above have been checked.

8.3 Where the total value of the contract is more than £~~50~~75,000 and there is no Approved List or Corporate Contract for the contract, Officers must invite tenders by public advertisement. All tenders will be released to the market electronically, via the Authority's ~~E~~e-tendering system and advertised on the ~~Government's Cabinet Office~~ procurement portal, Contracts Finder.

8.4 Unless a shorter period has been approved by the Chief Finance Officer a period of four weeks must be provided for potential tenderers to receive and submit their expressions of interest for the contract. Where ~~EU~~UK [Public Procurement Regulations](#) apply, the relevant ~~OJEU~~Public Contract Regulations (PCR) 2015 time limits apply.

## 9. Creation and Maintenance of an Approved List

9.1 As an alternative to advertising contracts, Officers may use approved lists to select tenderers. However, approved lists cannot be used where the total value of the contract exceeds the [EU PCR 2015](#) procurement threshold.

9.2 Where the Chief Finance Officer or his or her nominee decides that a select list of approved Contractors shall be maintained, at least four weeks before the list is compiled or reviewed Public Notice (as a minimum via the Authority's website and ~~E~~e-tendering system) inviting applications for inclusion on the list must be given. In addition, each Contractor already included on any relevant list shall be asked whether they wish to remain on it.

9.3 The criteria for admission to and suspension from a select list shall be based upon the Authority's contract regulations and procurement procedural guidance, be specified in writing by the Officer and be approved by the Chief Finance Officer or his or her nominee.

9.4 Potential candidates for the list must be asked to provide details, which will enable the Authority to:

- (a) ensure that they are financially stable based upon the submission of statements of accounts for the last two years as a minimum
- (b) ensure that they have appropriate technical ability to undertake the sort of contract for which they wish to be considered
- (c) compliance with environmental, health and safety, equality and diversity standards, [and data protection regulations](#) as determined by legislation and as may be approved by the Authority
- [\(d\) ensure that they have proportionate levels of insurance in place to meet the contract requirements, evidence of valid insurance is required.](#)

9.5 The standing list shall include the names and addresses of all the Contractors who meet the selection criteria and shall indicate the nature and value of Contracts for which each Contractor listed may be used.

9.6 Any Contractor may withdraw at any time from a standing list by giving written notice to the Authority.

9.7 Each list must be re-advertised at least every three years, and subject to competition in accordance with the Requirements to Ensure Competition contained within these Standing Orders relating to Contracts. Any necessary amendments including additions and deletions shall be made by the Officer responsible for the list.

9.8 An accredited government scheme subject to approval by the Chief Finance Officer or his or her nominee is also considered to be an approved list for the purpose of these Standing Orders relating to Contracts.

## **10. Standards and Award Criteria**

10.1 Officers must ensure that the award criteria ~~are~~ selected ~~which~~ are appropriate to the contract.

10.2 Officers must design award criteria to ensure best value for money for the Authority.

10.3 The pre-agreed criteria for assessing the bid must not be changed after tender proposals have been opened.

## **11. Invitations to Tender/Quotations**

11.1 The Officer must ensure that Invitations to Tender and Invitations to Quote include a specification. The specification must describe clearly the Authority's requirements in sufficient detail to ensure the submission of competitive bids which may easily be compared.

11.2 The Invitation to Tender or Invitation to Quote must state that the Authority is not bound to accept any Quotation or Tender.

11.3 All candidates invited to tender or quote must be issued with the same information at the same time and subject to the same terms. Any additional information or amendments to the specification must be provided to the candidates on the same basis.

11.4 In cases where it can be demonstrated that there are insufficient suitably qualified candidates to meet the competition requirements set out in **Standing Order 7**,

all suitably qualified candidates must be invited.

- 11.5 The Invitation to Tender or Invitation to Quote must specify the award procedure
- 11.6 Unless the tendering process is by using an approved list, all Invitations to Tender must be advertised on the Authority's [E-e](#)-tendering system.

## **12. Shortlisting**

- 12.1 Where approved lists are used, the responsible Officer in consultation with the Chief Finance Officer or his or her nominee may undertake the shortlisting in accordance with the relevant criteria.
- 12.2 Shortlisting must be undertaken with regard to financial and technical standards and other criteria relevant to the contract including the award criteria.
- 12.3 In the case of contracts let under the [EU FTS](#) Procedure, the advice of the Chief Finance Officer or his or her nominee must be obtained.
- 12.4 Where appropriate, Officers may decide not to shortlist and to send Invitations to Tender and evaluate all submissions.

## **13. Submission, Receipt and Opening of Tenders/Quotations**

- 13.1 Candidates invited to bid must be given adequate time in which to submit a quotation or tender. At least four weeks must be allowed for submission of tenders and the [EU Procedure Public Contracts Regulations \(PCR\) 2015](#) sets out specific time periods.
- 13.2 Requests for quotations and invitations to tender will be issued and received electronically via the Authority's [E-e](#)-tendering system. Tenders will be released to the market electronically.
- 13.3 The Chief Finance Officer shall be responsible for the safekeeping of tenders. All tender documentation will be held electronically within the [E-Tendering-e-tendering](#) system.

## **14. Clarification Procedures**

- 14.1 After the tender opening, it may become apparent that one or more of the potential contractors that have submitted bids have misinterpreted the specification. If it is clear that this is a result of an error or ambiguity in the specification, the responsible Officer must consult the Chief Finance Officer or his or her nominee as to whether all the contractors should be provided with revised specifications and given the opportunity to revise their tender.

## **15. Tender Evaluation**

- 15.1 Confidentiality of tenders/quotations and the identity of tenderers must be maintained at all times. Information about one tenderer's response must not be given to another tenderer.
- 15.2 Officers must evaluate and award the contract in accordance with the award criteria in the Invitation to Tender. The Officer responsible for evaluating the tenders should complete a tender evaluation sheet recording the details of the tenders and the process for selecting the winner. This Officer must be someone other than the person who is going to sign the contract. Financial evaluation must be completed by the Chief Finance Officer or his or her nominee. Financing arrangements must be included in the evaluation.

- 15.3 The reasons for the selection of the successful candidate should be recorded on the evaluation report. The Officer carrying out the evaluation must sign the report. Authorisation to award the contract must be given in writing by an Officer who has written delegated authority to do so.

## **16. Award of Contract**

- 16.1 All candidates must be notified in writing, simultaneously and as soon as possible, as to the outcome of the tender exercise.

In the case of those contracts which have been let using the [EUFTS](#) procurement procedure, a statutory standstill of 10 days must apply between the notification of the tenderers and the successful candidate signing the contract, to allow for the decision to be challenged by the unsuccessful candidates.

- 16.2 The contract can only be signed by an Officer who has written delegation to do so.

[16.3 In accordance with Public Contract Regulations \(PCR\) 2015, a Contract Award Notice must be published to the appropriate UK Government portal\(s\).](#)

## **17. Executing a Contract**

- 17.1 Where a contract has a bond or guarantee or is over £~~150~~[500](#),000 it shall be sent to the Monitoring Officer and shall be sealed on behalf of the Authority.

- 17.2 Any contract under £~~150~~[500](#),000 shall be signed by the Chief Fire Officer and Chief Executive or an Officer with written delegated authority to sign by the Chief Fire Officer and Chief Executive, in accordance with approved levels, or may be executed by affixing the seal of the Authority in accordance with **SOA 15** (SOA 15 - Standing Orders for the Authority and its Committees)

## **18. Post Contract Monitoring**

- 18.1 During the duration of a contract, the designated project manager, or, where no project manager has been appointed, the Officer signing the contract must monitor the contract/contractor in respect of:

- (a) performance
- (b) compliance with the specification and the contract
- (c) cost
- (d) user satisfaction
- (e) risk management; and
- (f) in accordance with any guidance issued by the Chief Finance Officer or his or her nominee.

- 18.2 Officers must seek advice from the Chief Finance Officer or his or her nominee if payments to a contractor are to be withheld or there is any other problem with the contract which may result in early termination.

## **19. Termination of Contract**

- 19.1 An Officer shall not terminate a contract over £~~50~~[25](#),000 prior to its expiry date without first obtaining advice from the Chief Finance Officer or his or her nominee.



## **20. Land and Property**

- 20.1 This Standing Order relates to the acquisition and disposal of land and property including leases which are for a fixed term of more than seven years.
- 20.2 All valuations and negotiations shall be the responsibility of the Chief Finance Officer or his or her nominee who must ensure that anyone undertaking valuations or negotiations on his/her behalf must have appropriate written delegation and must be a qualified Member of the Royal Institution of Chartered Surveyors or equivalent.
- 20.3 All valuations prepared for the purpose of a transaction must be accompanied by evidence of the values or comparable properties in the locality, where possible, or evidence of recent, similar transactions carried out the Authority.

### **Acquisitions**

- 20.4 No purchase of land or property (freehold or leasehold) may be made without the prior approval of an Officer delegated to do so by the Authority's Scheme of Delegation. In order to do this the information detailed below must be provided for this Officer which must be retained for six financial years after the acquisition has been completed:
- (a) a complete description of the land or property that is being considered for purchase;
  - (b) the reason for the purchase;
  - (c) any information that may affect the value of the property or land, including structural and environmental reports;
  - (d) the proposed purchase price or rental value together with evidence of the prices for similar properties in the location, and evidence that there is sufficient budget to cover all costs; and
  - (e) any other terms and conditions.

### **Disposals**

- 20.5 Land and buildings owned by the Authority shall not be disposed by lease or freehold without the prior approval of a Committee of the Authority.
- 20.6 Prior to approval being sought the following information must be provided:
- (a) a complete description of all the land and/or property to be included in the disposal;
  - (b) confirmation that the title of the land and/or property is owned by the Authority;

- (c) the reason for the sale and any restrictions which this may impose;
- (d) a report on any information which is held by the Authority in the previous use of the land which may affect its value (eg if the site were contaminated);
- (e) the estimated value of the land and/or property together with evidence of comparable properties in the location or by reference to other recent, similar Authority transactions;
- (f) in cases where land and/or property is being sold as potential housing development, evidence that planning applications will be obtained prior to the completion of the disposal in order to obtain the best possible price for the land;
- (g) recommendations on the following:
  - (i) issues that need to be resolved before marketing the land and/or property can commence;
  - (ii) the preferred method of disposal (private treaty/public auction/formal tender);
  - (iii) the title to be transferred; and
  - (iv) the minimum price that the Authority is prepared to receive together with an asking price.

20.7 Where it has been decided that the disposal of the land and/or property will be by formal tender, **Standing Order 8** above relating to tenders shall be applied.

## **21. Asset Disposals (other than Land or Property)**

21.1 A check must be made to determine whether there is a corporate policy or contract for the disposal of the stock. If a policy or contract is in place, this should be used.

21.2 Where the net book value of the goods is no more than £~~1025~~1025,000 the disposal will be authorised by the Chief Finance Officer. If the net book value is more than £~~1025~~1025,000 a Committee of the Authority must approve the disposal.

21.3 Except in circumstances in which the Chief Finance Officer is authorising disposal in accordance with 21.2 in which case donation to a charity approved by the Authority may be considered, disposal must be either by public auction or by obtaining three quotes from suitable contractors.

21.4 The Officer responsible for the disposal must ensure that the Authority is receiving value for money, except in circumstances in which the Chief Finance Officer is authorising disposal in accordance with 21.2 ; that the contractor used is reputable; and that the necessary anti-money laundering checks are in place by reference to the Chief Finance Office.





# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Fire Authority – 7 December 2022

**Report title:** 2025 – 2030 Service Planning

**Lead Member:** Councillor Simon Rouse: Service Delivery, Protection and Collaboration

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

**Author and contact:** Stuart Gowanlock, Corporate Planning Manager  
[sgowanlock@bucksfire.gov.uk](mailto:sgowanlock@bucksfire.gov.uk)

**Action:** Decision

**Recommendations – That:**

1. the successor plan to the 2020 – 2025 Public Safety Plan, be known as the '2025 – 2030 Community Risk Management Plan';
  2. the provisional timescale for preparation of the 2025 – 2030 Community Risk Management and Corporate Plans be approved;
  3. any changes to the sequencing and timing of the 2025 – 2030 planning process be delegated to the Executive Committee for approval.
- 

## Executive summary:

Under the [Fire and Rescue National Framework for England \(2018\)](#), each fire and rescue authority is required to produce an Integrated Risk Management Plan (IRMP). Amongst other things, this must:

*"...cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework".*

The Authority's current IRMP, known as the 'Public Safety Plan' (PSP) expires on 31 March 2025. The purpose of this paper is to outline the process and timescale for production of the next IRMP and associated Corporate Plan, which will cover the period 2025 – 2030, with a proposed 'go live' date of 1 April 2025.

The outline process and provisional timetable are set out at Appendix 1.

In proposing the timescale for production of the new IRMP, Service Officers have had regard to:

- The HMICFRS' findings in relation to the existing 2020 – 2025 Public Safety Plan following their most [recent inspection in 2021](#). This found, in particular, that the *"...service's integrated risk management plan (for 2020–25) doesn't explore the broad range of community risks in enough detail. The information the plan used to identify risks is more limited than it used in its previous plans. And for those risks that it does identify, it doesn't lay out what the possible impacts of the risks are or how it intends to use its prevention, protection and response functions to address them. Accordingly, our assessment of this specific area has dropped from 'good' in our previous report to 'requires improvement'.*
- The introduction in 2021, by the Fire Standards Board (FSB), of a new Fire Standard for 'Community Risk Management Planning' (shown at Appendix 2) offering a good practice model for fire and rescue authorities to follow and that, amongst other things, *"...can withstand the requirements of external scrutiny and inspection".*

These developments indicate preparation of the new 2025 – 2030 CRMP will be a more data and resource intensive process, requiring an earlier start to the planning cycle than has been the case for previous IRMPs, as set out at Appendix 1.

It is also proposed that the successor plan to the current 2020 – 2025 PSP be known as a 'Community Risk Management Plan' (CRMP), to align with the FSB Fire Standard and also in anticipation of a change to this being mandated in a future update to the National Framework as proposed in the recent [Fire Reform 'White Paper' consultation](#) (at pages 32-33).

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### **Financial implications:**

To be confirmed following agreement of the scope, objectives and associated resourcing requirements for the CRMP process. Regardless of this, there will be a requirement to insource specialist support to meet National Framework requirements relating to public consultation during the CRMP development process.

### **Risk management:**

Key risks to delivering the 2025 - 2030 CRMP and associated Corporate Plan, as specified at Appendix 1, include:

- Potential loss of Service personnel with the expertise and capacity required to successfully deliver the plans to meet National Framework and FSB CRMP Fire Standard requirements;

- Competing priorities resulting in the diversion of key resources onto other projects or tasks.

Alongside existing Service succession plans, a project risk register will be established to capture, evaluate and identify mitigating actions for the above risks and any other risks identified during the project planning phase. These will be monitored via the Business Transformation Board and escalated to the Strategic Management Board if required, in line with the [Authority's Corporate Risk Management Policy and Guidance](#).

Also, any changes to the structure of fire authority planning, in particular any requirement for separate strategic and operational plans, as proposed in the Government's recent Fire Reform 'white paper' consultation, could have implications for the 2025 – 2030 CRMP planning process depending on the nature and timing of their introduction (most likely via an update to the National Framework). Officers will continue to monitor developments in relation to this and act accordingly if required.

### **Legal implications:**

The requirement to produce an IRMP has a statutory basis as it is specified in the National Framework. Section 21 of [Fire and Rescue Services Act 2004](#) (FRSA 2004) requires that:

*"(1) The Secretary of State must prepare a Fire and Rescue National Framework.*

*(2) The Framework—*

*(a) must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions;*

*(b) may contain guidance to fire and rescue authorities in connection with the discharge of any of their functions;*

*(c) may contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate."*

Moreover section 21 (7) of the FRSA 2004 requires that: *"(7) Fire and rescue authorities must have regard to the Framework in carrying out their functions."*

A key concept within the National Framework is the IRMP. For example, at paragraph *"3.6 Fire and rescue authorities are required to assess the risk of emergencies occurring and use this to inform contingency planning. To do this effectively, fire and rescue authorities are expected to assess their existing capability and identify any gaps as part of the integrated risk management planning process. This gap analysis needs to be conducted by fire and rescue authorities individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas."*

**Privacy and security implications:**

None identified at this point in the process for preparing the 2025 – 2030 CRMP and Corporate Plan.

**Duty to collaborate:**

The National Framework requires every fire and rescue authority to produce its own IRMP / CRMP. However, officers share thinking on approaches to plan development and consultation practices with other fire and rescue services, including neighbouring services.

CRMP planning cycles across the three Thames Valley fire and rescue services are not currently aligned. Oxfordshire Fire and Rescue's [current CRMP](#) was approved by Oxfordshire County Council's Cabinet on 14 March 2022 and is of a four year duration (2022 – 2026). Royal Berkshire Fire Authority's [current IRMP](#) is also of a four year duration (2019 – 2023). A [successor CRMP](#) is due to be released for public consultation following consideration by Royal Berkshire Fire Authority at its 19 December 2022 meeting.

In addition, in constructing its IRMP / CRMP the Authority is bound to have regard to the requirements in the National Framework to conduct a gap analysis "individually and collectively to obtain an overall picture of their ability to meet the full range of risks in their areas" (per paragraph 3.6 above).

All neighbouring fire and rescue authorities would be included as part of the public consultation process associated with the production of the new CRMP.

**Health and safety implications:**

No direct implications arising from the production of the draft CRMP and Corporate Plan. Any proposals for change arising from the Plans will include evaluation of any health and safety implications.

**Environmental implications:**

None arising from the planning process itself. However, any changes to service provision proposed in the CRMP will be subject to environmental impact assessments where appropriate.

**Equality, diversity, and inclusion implications:**

These will be identified and evaluated as the plans are developed, in line with the FSB CRMP Fire Standard and relevant legislative requirements.

**Consultation and communication:**

All consultations will be undertaken in compliance with National Framework and FSB CRMP Fire Standard requirements. A consultation and communication plan will be

prepared as part of the project planning. All consultation findings will be reported to the Authority. The release of the draft 2025 – 2030 CRMP for public consultation will be subject to Fire Authority approval as specified at Appendix 1.

The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the IRMP / CRMP planning process where relevant.

**Background papers:**

Appendix	Title	Protective Marking
1	2025 – 2030 Service Planning Timeline	None
2	FSB CRMP Fire Standard	None

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## Appendix 1: 2025 – 2030 Service Planning Timeline

Activity	2023				2024				2025	
	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
Define & agree 2025-2030 CRMP scope & objectives										
Listening & engagement research (public & other stakeholders)										
<b>Listening &amp; engagement outcomes to Fire Authority</b>				Sep 23						
Prepare draft 2025-2030 CRMP (inc. Hazard & Risk Analysis)										
<b>Fire Authority approve draft 2025-2030 CRMP for public consultation</b>					Feb 24					
12-week public consultation										
Evaluate consultation findings & finalise CRMP										
<b>Fire Authority review consultation outcomes &amp; approve 2025-2030 CRMP</b>							Sep 24			
Develop 2025 – 2030 Corporate Plan										
<b>Fire Authority approve 2025 – 2030 Corporate Plan</b>									Feb 25	

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Strategic &gt; Risk Management Planning

# Community Risk Management Planning

**Date of approval:** 19/04/2021  
**Date of issue:** 18/05/2021  
**Review date:** 30/06/2024  
**Reference number:** FSS-RMP01

## DESIRED OUTCOME

A fire and rescue service that assesses foreseeable community related risks and uses this knowledge to decide how those risks will be mitigated. A service carrying out community risk management planning will:

- Be able to demonstrate how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents to reduce the impact on its communities (including Business), firefighters and to promote economic wellbeing;
- Effectively consult and engage (in line with its governance arrangements) with communities, FRS staff and stakeholders at appropriate stages of the community risk management planning process;
- Use a robust risk analysis process (giving due regard to existing and emerging local, regional and national hazards) to support evidenced, transparent and inclusive decision-making regarding resource deployment;
- Ensure resource deployment decisions are balanced against an assessment of internal and external resource availability (including collaborative and cross-border working opportunities and via national resilience) and other key organisational influences that inform the overall strategic planning process; and
- Create, and be able to evidence, its community risk management plan in line with a nationally approved structure which involves the key components detailed within this standard.

## WHAT IS REQUIRED TO MEET THE FIRE STANDARD

A fire and rescue service **must**:

1. Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning;
2. Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available;
3. Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed;
4. Meet its legislative, framework and governance requirements linked to Community Risk Management;
5. Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve;
6. Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy) that could be harmed;
7. Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly;
8. Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives;
9. Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions;
10. Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it; and
11. Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.

## **EXPECTED BENEFITS OF ACHIEVING THE FIRE STANDARD**

1. National approach and improved understanding in the development and evidence base of local community risk management planning;
2. Improved standardisation in the use of data and business intelligence within community risk management planning will aid information sharing, evaluation of activities and sharing of good practice;
3. Standardised and nationally approved approach to Community Risk Management planning will help to maximise the efficiency of cross border, collaborative and national working opportunities.
4. Evidenced, inclusive and transparent resource deployment decisions that target FRS resources in an efficient and effective manner to mitigate community, firefighter and economic risk;
5. Through effective consultation and engagement communities, FRS staff and other stakeholders will be able to understand, scrutinise and/or influence risk management objectives and plans; and

6. Community risk management plans that can withstand the requirements of external scrutiny and inspection.

## LEGAL REQUIREMENTS OR MANDATORY DUTIES

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to all Fire Standards.](#)

- [National Risk Register](#)
- [Fire and Rescue National Framework for England](#)
- [Data Protection Act](#)
- [Policing and Crime Act](#)
- [Chapter 4 – Local Responder Risk Assessment Duty](#)
- [Localism Act](#)
- [Equality Act](#)
- [The Fire and Rescue Services \(Emergencies\) \(England\) Order](#)
- [The Regulatory Reform \(Fire Safety\) Order](#)
- [Civil Contingencies Act](#)
- [Fire and Rescue Services Act](#)
- [Local Government Act](#)
- [The Management of Health and Safety at Work Regulations](#)
- [Human Rights Act](#)
- [Health and Safety at Work Act](#)
- [National Operational Guidance](#)

## LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS

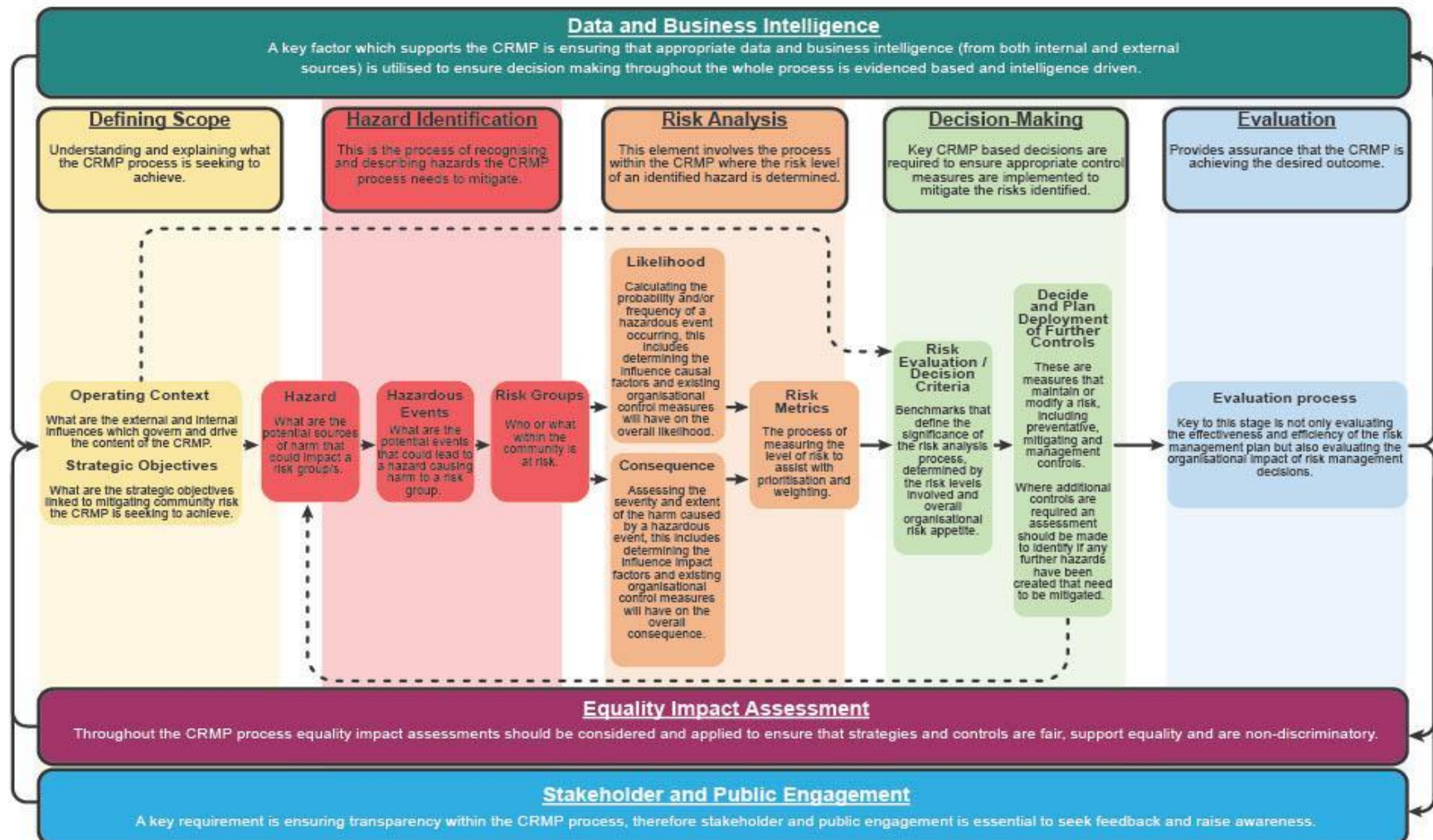
Currently there are no specific or linked qualifications and accreditations for this Fire Standard, however future projects are being scoped regarding competencies linked to CRMP processes.

## GUIDANCE AND SUPPORTING INFORMATION

- [Community Risk Management Planning Strategic Framework](#)
- [Glossary of risk-related terms](#)
- [Definition of Risk](#)
- [National review of Community Risk Management methodologies across UK fire and rescue services](#)

Further detailed guidance will be forthcoming and will be hosted on [www.ukfrs.com](http://www.ukfrs.com) to support fire and rescue services in the development of their community risk management plans.

# Community Risk Management Planning Strategic Framework



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# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Fire Authority, 7 December 2022

**Report title:** Health and Safety Strategy 2023-2027

**Lead Member:** Councillor Keith McLean

**Report sponsor:** AC Calum Bell, Head of Protection, Assurance and Development

**Author and contact:** Daniel Cadwell – [dcadwell@bucksfire.gov.uk](mailto:dcadwell@bucksfire.gov.uk)

**Action:** Decision

**Recommendations:** That the Health and Safety Strategy 2023-2027 be approved.

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**Executive summary:** This strategy sets out the strategic health and safety objectives for the next four years and focusses on how leadership is key in setting out the direction to improve health, safety, and physical and mental wellbeing in the workplace.

It sits alongside the Wellbeing Strategy, dovetails into the People Strategy, and aligns with Buckinghamshire and Milton Keynes Fire Authority's Public Safety Plan.

**Mission statement:** Leading the way to a healthier and safer workforce.

## Five strategic objectives:

- **Positive and effective leadership:** leaders and managers to promote and visibly role model positive health and safety behaviours, bringing with them their staff thus improving health and safety performance and culture.
- **Drive continuous improvement in health and safety performance:** Anticipate and solve new health and safety challenges as part of "business as usual".
- **Lead the way in reducing work related ill health, with a specific focus on mental health and stress:** Promote the importance of good physical and mental health and identify ways to improve both.
- **Lead the way to protect the environment:** Educate operational personnel in the importance of completing Environmental Risk Assessments where necessary in order to play our part in helping to protect the environment.
- **Continue to drive a positive and effective health, safety, and wellbeing culture:** Seek to continuously improve communications on health, safety, and well-being matters.

The implementation of this strategy will result in an uplift in visible leadership across the Service thus encouraging staff to follow in the drive for continuous improvement

in health, safety, and wellbeing performance. A reduction in sickness absence and improving both physical and mental health will result in a healthier workforce and improved productivity and risk management.

### **Making it happen**

We will continue to strive for excellence in our health, safety, and wellbeing performance.

The fundamental requirements for positive and effective health and safety remain:

- Strong, visible leadership.
- Visible commitment to health and safety across all levels of the Service.
- Collaboration and partnership working, engaging with employees and other stakeholders.
- Managers and their staff across all levels having the competence to identify and control the risks created by their activities.

This strategy is the foundation on which the Service can build on, providing direction to all employees and relevant stakeholders on how we will improve health, safety, and wellbeing, including the culture over the next four years.

The Health and Safety team will support those efforts by capturing and promoting both learning and successes and in developing measures to track progress on both the KPIs mentioned above and the delivery of the five strategic themes.

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**Financial implications:** The Service continues to maintain an excellent health and safety record and this strategy will serve to improve this further. However, if risk is not managed and controlled effectively, on an ongoing basis, serious injury or breaches of legislation can occur. This could have significant financial implications for the Service by way of civil claims or fines initiated through the criminal justice system or through the enforcing body – The Health and Safety Executive (HSE) via their Sentencing Guidelines process. There is also the potential for reputational damage.

**Risk management:** The Service recognises that effective leadership is key to ensuring a healthier and safer workforce. This is integral to delivering its Public Safety Plan to the communities it serves and protecting its most asset – its people.

The implementation of this strategy will result in improved health, safety and wellbeing performance through the visible demonstration by the Service's leaders and managers of their commitment to health, safety and wellbeing excellence which in turn will influence staff to follow their lead.

**Legal implications:** The safety management system, that ensures the health, safety and wellbeing of employees, contractors, visitors, and the communities it serves, is well embedded throughout the Service. It also exists to ensure compliance with



legislation thus protecting the Service from litigation and enforcement action. It is subject to regular audit and review to ensure it remains fit for purpose. If this scrutiny does not take place, there is the possibility that any breach of legislation may go unnoticed for a period of time.

**Privacy and security implications:** This strategy has no privacy or security implications.

**Duty to collaborate:** Collaboration work continues wherever the opportunity arises. The strategy highlights the collaboration between departments internally.

**Health and safety implications:** The purpose of this strategy is to further improve health, safety, and wellbeing performance and the culture. It clearly outlines the strategic themes and how they are going to be achieved. Embedding the strategy throughout the Service is key to achieving them. There are no health and safety issues at this time.

**Environmental implications:** One of the strategic themes is to reduce the Service's carbon footprint and support the government's target of net zero greenhouse gas by 2050. Setting an environmental objective will ensure the Service does what it can, so far as is reasonably practicable, to protect the environment, therefore there are no environmental issues at this time.

**Equality, diversity, and inclusion implications:** An equality impact assessment has been carried out. No negative impacts have been identified; a copy is included within the main document.

**Consultation and communication:** This strategy will pass through the appropriate governance route for approval including the Business Transformation Board, Strategic Management Board and the Fire Authority. Once approved it will be published on the external website and the intranet.

**Background papers:** This strategy is a complete refresh of the strategy covering the years 2019-2022 – available on the external website and on the intranet. The change of direction experienced by the Service over the past few years has resulted in the requirement for a complete overhaul of the strategy to ensure it meets the challenges of a dynamic environment, particularly in light of the reform of the fire and rescue service nationally and can deliver the strategic themes contained within.

Appendix	Title	Protective Marking
1	Health and Safety Strategy – Leading the way to a healthier and safer workforce	None

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# Health & Safety Strategy

Buckinghamshire & Milton Keynes  
Fire Authority

Leading the way to a healthier and  
safer workforce

2023 - 2027



## Foreword

The biggest asset available to our fire and rescue service is the people who work for us. Their dedication and skill, and the respect they command from our communities makes them a crucial part of the public safety system.

Whilst it is imperative that our staff return to their families safe and well physically, it is also vital that they go home mentally fit and well. The biggest concern, following the pandemic, is mental ill health. The HSE's Senior Psychologist Peter Kelley has identified that "*the pandemic has left a legacy of mental ill health which will be prevalent for the next decade*". To protect staff against mental ill health, the Service has implemented a robust support network that staff can access, including a cohort of Mental Health Champions who will listen to those affected and sign post them to the most appropriate source of help.

It is recognised that a positive health and safety culture and effective health and safety performance stems from leaders and managers consistently promoting and visibly role modelling positive health and safety behaviours. This in turn, brings their staff along with them who then will also display the appropriate behaviours. The challenge is how we ensure that this is known, understood and becomes embedded in everyone's thinking and in all of our actions.

Leaders and managers are committed to ensuring the health, safety and wellbeing of all employees and the communities we serve. By working together, we can build on the achievements made in safety; we can seize the opportunity to improve both physical and mental health and wellbeing, which will result in keeping employees and the communities safe, healthy, and well; reduce sickness absence, improve productivity, and keep business costs down.

This health and safety strategy sets out the strategic direction for the next four years and focusses on how positive leadership is key in improving health, safety, and physical and mental wellbeing in the workplace.

Jason Thelwell  
Chief Fire Officer and Chief Executive of  
Buckinghamshire and Milton Keynes Fire  
Authority

## Purpose and scope

The purpose of this strategy is to set out the strategic objectives for the next four years and focusses on how leadership is key in setting out the direction to improve health, safety, and physical and mental wellbeing in the workplace.

It sits alongside the Well-being Strategy, dovetails into the People Strategy, and aligns with Buckinghamshire and Milton Keynes Fire Authority's Public Safety Plan.

Looking back over the past four years, the successful implementation of the previous Health and Safety strategy has seen improvements across the 5 key areas:

- **Working together:** evidenced through the COVID-19 pandemic where all staff came together in working safely to reduce the risk of transmission resulting in reduced cases, 8 successful Health and Safety Executive (HSE) COVID-19 spot inspections and ensuring we could continue to deliver our statutory duty and assist our partner agencies.
- **Drive continuous improvement in health, safety, and wellbeing:** Anticipate and solve new health and safety challenges – this again was evidenced through the response to the pandemic and the implementation of a resource management system that monitors the hours worked and rest taken by staff for legal compliance with the Working Time Regulations 1998.
- **Build an even better health and safety culture:** Raise awareness of and promote the benefits of an improved culture – this was evidenced through the second Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMI) report where the Service was praised for its positive health and safety culture as confirmed by their observations and interviews with staff.
- **Effectively manage risk:** Simplify, wherever possible, risk management to ensure safe people and processes – evidenced through the provision of an electronic risk assessment database which is simple to use along with the requirement for risk assessments to be carried out for *on and off fire station drills and exercises* a Health and Safety Executive (HSE) requirement following a firefighter fatality during water rescue training in Mid and West Wales.
- **Engaging together:** This is evidenced through a continued reduction in accident statistics and equipment and vehicle damage. The graph published at the quarterly Health, Safety and Wellbeing Committee meetings identifies a steady downward trend which could not be achieved without engagement by all staff.

## Introduction

With the introduction of the Government's White paper of reform for the Fire and Rescue Service the Home Secretary states *"Now the government must take action to enable fire and rescue services to perform and fulfil their core functions of prevention, protection, response, and resilience effectively in a way that responds to the local needs, the changing risks and challenges faced, and that enables collaboration with other emergency services on a range of public safety challenges. This white paper sets out this government's vision for fire reform"*. The Government's vision of the future of the fire and rescue service is as follows:

*"We want to see services providing excellence in their core prevention, protection, response, and resilience functions, responding to local needs in line with national expectations and guidance. Services will be helped to make the best use of the resources available to them, with the ability to come together quickly and respond safely to local and national emergencies, based on good data and evidence. Services need to be more able to adapt to changing threats and risks, working flexibly with other local partners.*

*Chief fire officers will be skilled leaders and managers, with clear responsibility to run and manage their services effectively and efficiently, in order to meet their local risk. Strong political, executive oversight will ensure services are properly accountable to the communities they serve and run in the public interest.*

*Twenty-first century fire and rescue services will embrace an ethical culture that attracts and retains talented people, values diversity and reflects the communities they serve. Their employees will be well supported and trained to do their jobs. At the same time, services will embrace learning, use data and evidence to inform their decision-making, and share best practice and innovation.*

*Employment arrangements across the sector need to be modernised. They need to be more transparent and should recognise staff for their skills and competence and not just for time served. The interests of all parties will be fairly represented during discussions on pay, terms and conditions and other workplace matters".*

This will no doubt bring about a further period of change and the Service is committed to striving for excellence and delivering its priorities in line with this reform agenda and its 2020-2025 Public Safety Plan.

It is clear that, as a result of the pandemic, mental ill health is on the increase. Peter Kelley HSE Senior Psychologist has gone on record to say that the pandemic has left a legacy of mental ill health which will be prevalent for the next decade. This will present challenges for both employers and employees.

Challenges for the Service moving forwards are:

- Recruitment of firefighters and Support staff in a national climate where there are “more jobs available than people to fill them” and difficulty in attracting new and high performing staff at the remuneration rate available
- Ensuring the physical and mental wellbeing of staff as a result of living through the pandemic and the exponential rise in the cost of living which may result in financial hardship for staff.
- The requirement for staff to “do more with less” on an ongoing basis, potentially resulting in “burn out” and compromising their safety and affecting their wellbeing.

Whilst these challenges will prove difficult the Service continues to have a health and safety record to be proud of. The bedrock for this is a robust safety management system which is regularly monitored and audited; simple, effective, and standardised risk management; the training of staff and a positive behavioural safety culture.

Positive health and safety performance is, without exception, every member of staffs’ responsibility and this is reinforced to staff via an e-learning training package “Employee Responsibilities under Section 7 of the Health and Safety at Work Act 1974” completed on an annual basis.

Improving health and safety in the workplace starts at the highest level within the Service. Leaders are required to model the desired behaviours and lead by example. This in turn will cascade down throughout the Service with all staff following the example set thus improving health and safety performance.

## Our Vision

Our vision is to “*make Buckinghamshire and Milton Keynes the safest areas in England in which to live work and travel*”.

Robust health and safety processes are the golden thread that runs through all Service activities ensuring employees carry out those activities in a safe and systematic way, protecting themselves and those affected by their activities, thus helping to achieve our vision.

## Mission statement

Leading the way to a healthier and safer workforce.

## The five strategic themes

- **Positive and effective leadership:** leaders and managers to promote and visibly role model positive health and safety behaviours, bringing with them their staff thus improving health and safety performance and culture.
- **Drive continuous improvement in health and safety performance:** Anticipate and solve new health and safety challenges as part of “business as usual”.
- **Lead the way in reducing work related ill health, with a specific focus on mental health and stress:** Promote the importance of good physical and mental health and identify ways to improve both.
- **Lead the way in protecting the environment:** Educate operational personnel in the importance of completing Environmental Risk Assessments where necessary in order to play our part in helping to protect the environment.
- **Continue to drive a positive and effective health, safety, and wellbeing culture:** Seek to continuously improve communications on health, safety, and well-being matters.

## Key points

- There needs to be greater visibility of commitment to health, safety, and wellbeing by leaders across the Service.
- It is vital that every member of staff recognises the importance of and works to drive continuous improvement in health, safety, and wellbeing.
- Seek ways to reduce the likelihood of “burn out” due to workloads and capacity amongst staff to improve both physical and mental health moving forwards
- Continue to work together to drive improvements in our health, safety, and wellbeing culture.

The implementation of this strategy will result in an uplift in visible leadership across the Service thus encouraging staff to follow in the drive for continuous improvement in health, safety, and wellbeing performance. A reduction in sickness absence and improving both physical and mental health will result in a healthier workforce and improved productivity and risk management.

### ■ **Positive and effective leadership**

Whilst positive health and safety behaviour is the responsibility of all staff and is an integral part of the health and safety culture of the Service, without strong leadership this is not easy to achieve. Leaders are required to role model positive behaviours in all they do; this is especially important in terms of health and safety. Leaders need to visibly demonstrate their commitment to health and safety to give them credibility and encourage others to follow their behaviours. Anything less could result in the erosion of standards and a subsequent downturn in health, safety, and wellbeing performance.



The Service has recently committed to providing a Leadership and Development programme for all its managers which is being delivered by an external training provider. This programme takes an in-depth look at what behaviours leaders and managers should be role modelling and the impact that this has on others in the workplace. Conversely, the programme also examines the impact of leaders' role modelling negative behaviours and how this results in a deterioration in working relationships and the mental wellbeing of staff.

### **Case study: Health and Safety tours**

As part of a peer audit process the Service's safety management system HSG 65 is regularly audited. This audit looks at both the safety management system and the practical application of the same.

As a result of the last audit, a recommendation was made for senior leaders to conduct health and safety tours on all stations and sites to visibly demonstrate their commitment to health and safety as a way to improve the safety culture. This recommendation was adopted, and a series of tours were carried out. This involved talking to staff about health and safety, listening to their concerns and taking on board their ideas for improvement.

Health and safety, to some, is a dry subject which can inhibit engagement with staff. To ensure this did not occur, a set of "playing cards" covering a range of health and safety subjects were purchased from the Health and Safety Laboratory a part of the Health and Safety Executive (HSE). At each visit, the staff were put into teams, and they competed against each other in answering the multi choice questions; this led naturally to a conversation on health and safety where concerns were highlighted, and ideas were exchanged.

At one visit a crew member highlighted how difficult it was for crews to deal with Road Traffic Collisions (RTCs) during the hot summer months as they were required to wear their structural fire kit which has thermal properties to protect them against the effects of fire resulting in physiological stress. As a result, the Service procured a Rescue Jacket which was lighter but still had the necessary protective properties. This jacket is now on the national PPE framework and purchased by all fire and rescue services. An excellent example of the success of such an initiative which may not have been realised if the safety tours had not taken place.

### **■ Drive continuous improvement in health and safety performance**

Overall, health and safety performance in the Service is very good, however, there can be no room for complacency. Personal injury, equipment, vehicle, and property damage is monitored and reported on at the quarterly Health, Safety and Wellbeing Committee meetings where costs of repairs and/or replacement are shared.

Recommendations from investigations into these events are implemented to prevent a reoccurrence This is known as reactive monitoring.

“Near misses” (events where there has been no injury or financial loss) are also investigated and recommendations implemented to prevent an injury or damage occurring in the future. This is known as proactive monitoring.

Nationally and regionally, learnings from accidents and injuries at incidents are shared with all fire and rescue services in the UK. The Operational Assurance Team are required to conduct a gap analysis against what is in place in the Service and what is necessary to meet the requirements of this learning. Appropriate actions are then taken to ensure any necessary processes are implemented and identified gaps are closed.

Health and safety training is provided to all staff as part of an induction programme on recruitment. Role essential health and safety training is provided to staff including the IOSH Safety for Executives, NEBOSH General Certificate, Accident Investigation training, IOSH Managing Safely for leaders and managers.

Dependent on role and legislative requirements other staff will receive specific health and safety training such as COSHH Assessors, Fire warden and First Aid at Work. Examples of other training that staff must undertake as a legislative requirement are Manual Handling, Display Screen Equipment (DSE) and Fire Safety arrangements. These are delivered as training packages on our e-learning platform and the completion of these are monitored by the line manager and the Health and Safety team.

Last year saw the implementation of health and safety specific Key Performance Indicators (KPIs). The KPIs set are as follows:

- Investigations to be completed within the set timeframes of 2 weeks for a level 1 investigation and 4 weeks for a level 2 - achieved on 75% of occasions with a 10% tolerance.
- Health and safety acquisition training to be completed prior to going into role on 85% of occasions and 100% of occasions on substantiation of the role.
- Health and Safety training packages to be completed on 90% of occasions with a 10% tolerance.

These KPIs were approved at the Health, Safety and Wellbeing Committee and progress against these KPIs is reported at each meeting.

There will be an additional KPI set for the next year which relates to the completion of recommendations made as a result of safety event investigations. The target set will be that the recommendations will be completed on 80% of occasions with a 10% tolerance either way.

These KPIs are specific, measurable, achievable, realistic, and timely (SMART).

As part of the governance process, progress is also monitored through the Performance Management Board.

### **Case study: Monitoring the working time of employees**

Whilst some employees are required to “opt out” of the 48-hour working week under the European Working Time Directive and do so, it was identified that the Service had no means of monitoring the working hours of employees. This was a risk for the Service as not having a robust monitoring system in place could lead to a breach of the Working Time Regulations 1998 and potentially enforcement action by the HSE.

A resource management system was procured which allowed the Service to set parameters that capture the requirements of the Working Time Regulations e.g., a maximum of 84 hours in a working week, wherever possible 11 hours rest between shifts and 24 hours uninterrupted rest in any 7 days or 48 hours in any 14 days. Once set, the system has the ability to identify potential and actual breaches of the Working Time Regulations and will alert the line manager and the Resource Management Team.

As best practice the Service decided to set the maximum hours in a working week to 78 in a bid to further reduce the potential of fatigue.

An excellent example of how the Service values the welfare of its staff.

### **■ Lead the way in reducing work related ill health, with a specific focus on mental health and stress**

Mental health is about how we think, feel, and behave. Anxiety and depression are the most common mental health problems. They are often a reaction to a difficult life event, such as bereavement, but can also be caused by work related issues.

A legacy of the COVID-19 pandemic and the associated lockdowns is how it has affected people’s mental health and wellbeing. Peter Kelley, HSE’s Senior Psychologist recognises that over the next decade more people will suffer from mental ill health.

Throughout the pandemic the Service implemented measures to protect the mental health of its staff which included, team “coffee mornings” giving all team members the opportunity to socialise during lockdown. Return to work risk assessments and return to work checklists for those vulnerable members of staff to keep them safe, reassure them and ease them back into workplace life. In addition to signposting staff to the range of support networks that are in place to enable them to seek help if they feel they are suffering both physically and mentally. All of which was deemed to be best practice by the HSE.

## **Case study: Mental Health Champion network**

To raise awareness amongst staff and to remove the stigma associated with talking about mental ill health the Service invested in Mental Health First Aid training for staff who volunteered across the Service. Upon completion of the training, staff were made aware of the Mental Health Champions who they could talk to about any mental health issue and who in turn could sign post them to help and support. This initiative has proved to be very successful with referrals to the Employee Assistance Programme and specialist services such as counselling increasing.

In addition, a Trauma Support debriefing team have been trained to facilitate debriefs of traumatic incidents attended by operational personnel. This has seen a rise in the number of requests for debriefs and has resulted in staff feeling able to talk more freely about mental health.

A great example of engagement by staff with a subject that is still often seen as taboo.

### **■ Lead the way in protecting the environment:**

The Health and Safety, and Operational Assurance team educate and encourage operational staff in the importance of carrying out Environmental Risk Assessments at incidents. This ensures that the consideration of risks and appropriate control measures to protect the environment are captured as part of the tactical mode for resolving the incident. This offers assurance to the Environment Agency.

### **■ Continue to drive a positive and effective health, safety, and wellbeing culture**

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) last report dated 2021/22 states that "*staff work hard to keep people safe and secure*" whilst this related to the communities we serve; it can also be applied internally.

Since the last behavioural safety culture survey, accidents and damage events are on a downward trend. The reporting of "near misses" has increased and the quality of risk assessments, including Analytical Risk Assessments (ARAs) used at operational incidents has improved considerably.

Through education, staff will seek advice from the Health and Safety team prior to undertaking a drill or exercise or other activity rather than rushing headlong into something without considering the implications holistically.

In addition, the national statistics for injuries to firefighters, received annually from the Home Office highlight the Service in the top 3 of 5 of the 7 categories.

## **Case study: HMICFRS report – Effectiveness, efficiency, and people**

The report from 2021/22 states “There is a positive health and safety culture within the Service.” It goes on to say *“The Service continues to have effective and well understood health and safety policies and procedures in place. The health and safety documents we reviewed were in date and comprehensive. The interviews we conducted with staff were positive about the health and safety culture within the Service. The Service has a health and safety management board that is attended by a representative of the fire authority. Reviews of the information that supports the health and safety culture take place regularly.*

*Policies and procedures are readily available and effectively promoted to all staff. It is pleasing that of those who responded to the staff survey, 97.3 percent said that they feel their personal safety and welfare is treated seriously at work. Additionally, 74.1 percent agreed that they have access to the time and equipment needed to maintain operational fitness. The representative bodies for the service also reported that the service provides a supportive approach to health, safety, and wellbeing for staff. Both staff and representative bodies have confidence in the health and safety approach taken by the service”.*

An excellent commendation for the health and safety culture within the Service.

### **Making it happen**

We will continue to strive for excellence in our health, safety and wellbeing performance.

The fundamental requirements for positive and effective health and safety remain:

- Strong, visible leadership.
- Visible commitment to health and safety across all levels of the Service.
- Collaboration and partnership working, engaging with employees and other stakeholders.
- Managers and their staff across all levels having the competence to identify and control the risks created by their activities.

This strategy is the foundation on which the Service can build on, providing direction to all employees and relevant stakeholders on how we will improve health, safety, and wellbeing, including the culture over the next four years.

The Health and Safety team will support those efforts by capturing and promoting both learning and successes and in developing measures to track progress on both the KPIs mentioned above and the delivery of the five strategic themes.

## **How we are going to do it**

These measures are not limited to, but will include the following:

### **Positive and effective leadership**

- All leaders and managers to participate in the Leadership and Development programme wherever possible and commit to model the required behaviours in all they do including health and safety matters.
- Senior leaders to develop and participate in a series of regular safety tours, capturing all staff groups and visibly demonstrate their commitment to health and safety.
- The health and safety issues raised and suggestions for improvements made at these safety tours are to be followed up and resolved and suggestions implemented so far as is reasonably practicable.

### **Drive continuous improvement in health, safety, and wellbeing**

- Support better outcomes, innovation, and the safe and effective use of new technologies.
- Continue to set realistic and achievable targets (KPIs) for a reduction in safety events, an increase in active monitoring, safety event investigations to be completed within the allocated timeframe and the completion of the health and safety e-learning training packages.
- Educate staff on the importance of effective health and safety performance along with the benefits of a positive health and safety culture and how they can play their part.

### **Lead the way in reducing work related ill health, with a specific focus on mental health and stress**

- Assist in the progression of the work of the Wellbeing Group, Employee Relations Team, and the Welfare Officer in implementing processes to protect the physical and mental health of all staff.
- Continue to raise awareness of mental ill health throughout the Service to further reduce the stigma associated with it. Highlight areas of concern e.g., “burn out” amongst staff and areas of good practice.
- Identify and where appropriate, implement new initiatives to prevent both physical and mental ill health.

### **Lead the way in protecting the environment**

- Consistently consider the environmental impacts of our activities and continue to risk assess these impacts, especially in the operational arena.

## Continue to drive a positive and effective health, safety, and wellbeing culture

- Develop and implement an internal behavioural safety culture survey. The results of which are to be analysed and outcomes and actions shared with all staff.
- Introduce a health, safety and wellbeing recognition scheme for all Authority stations/sites to participate in. The highest achieving station/site to be nominated for a Service Award for Excellence.
- Continue to develop and maintain effective working relationships with all staff, stakeholders - both internal and external and the Representative Bodies and the Representatives of the Employees.

## The Equality impact table

### Assessment of 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
<b>Individuals of different ages</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Disabled individuals</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals transitioning from one gender to another</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals who are married or in civil partnerships</b>			✓	No discernible positive or negative impact to the

				specific protected characteristic
<b>Pregnancy, maternity and new parents</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals of different race</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals of different religions or beliefs</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals' gender identity</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<b>Individuals' sexual orientation</b>			✓	No discernible positive or negative impact to the specific protected characteristic
<i>Individuals living in different family circumstances</i>			✓	No discernible positive or negative impact to the specific protected characteristic
<i>Individuals in different social circumstances</i>			✓	No discernible positive or negative impact to the specific protected characteristic
<i>Different employee groups</i>			✓	No discernible positive or negative impact to the specific protected characteristic
<i>Other, please specify</i>				N/A





# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Fire Authority, 7 December 2022

**Report title:** Health, Safety and Wellbeing Annual Report 2021-22

**Lead Member:** Councillor Keith McLean

**Report sponsor:** AC Calum Bell, Head of Protection, Assurance and Development

**Author and contact:** Daniel Cadwell, [dcadwell@bucksfire.gov.uk](mailto:dcadwell@bucksfire.gov.uk)

**Action:** Noting

**Recommendations:** That Members note the health, safety and wellbeing performance as detailed in the Health, Safety and Wellbeing Annual Report for 2021/22.

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**Executive summary:** The Health, Safety and Wellbeing Annual Report covers the period 1 April 2021 to 31 March 2022 including:

- COVID-19 pandemic
  - Statistical overview
  - Employee Wellbeing
  - Risk Management
  - New Safety Event Reporting System
  - Thames Valley BA Project
- 

**Financial implications:** If risks are not managed and controlled effectively, they can potentially lead to serious injury and breaches of legislation which can have significant financial implications by way of claims or fines for the Authority.

**Risk management:** Risk management involves understanding, analysing and addressing risk to ensure the Service can achieve its objectives.

**Legal implications:** The safety management system is well embedded throughout the Service and its performance is subject to regular audit by peer fire and rescue services to ensure it remains fit for purpose, as well as ensuring compliance with legislation. If this scrutiny does not take place, it is possible that breaches of health and safety legislation may occur.

**Privacy and security implications:** A Data Protection Impact Assessment for this report exists and has been reviewed. There are no personal details provided in this report and statistical data is generic rather than specific to protect the identity of

those involved. The data collected as part of personal injury safety events is name, date of birth, gender and home address when required for Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reporting – a legislative requirement.

**Duty to collaborate:** Collaboration work continues with our Thames Valley FRS counterparts and this report highlights the on-going collaboration work.

**Health and safety implications:** As restrictions have eased the main priority has been ensuring a safe return to business-as-usual activities. The Service has had to adapt its guidance for staff throughout the pandemic to ensure safety amongst staff and the public it serves. As of March 2022, standard guidance emphasising the importance of cleanliness and hygiene has been published to ensure staff are able to operate in the safest environment as possible.

**Environmental implications:** None identified

**Equality, diversity, and inclusion implications:** The data collected as part of personal injury safety events is name, date of birth, gender and home address when required for RIDDOR reporting. Where the number of personal injury safety events is so low that there is the potential for affected individuals to be identified, they are reported generically rather than specifically.

**Consultation and communication:** As this is a report on health, safety and wellbeing for the year 2021/22 there is no requirement to consult with other stakeholders.

**Background papers:**

Appendix	Title	Protective Marking
1	Health, Safety and Wellbeing Annual Report 2021/22	None



Appendix 1

# **2021-22**

# Health, Safety and Wellbeing Annual Report

## **Contents:**

<b>Section</b>	<b>Page</b>
Forewords	3
Executive summary	4
COVID-19 pandemic	5
Our performance at a glance	7
Performance overview	8
Employee Wellbeing	11
Risk Management	12
New Safety Event Reporting System	15
Thames Valley BA Project	17
Working with others	19
Health and Safety training	21
A look forward	22
Performance indicators	23
 Appendix:	
1. BMKFA Health and Safety statistics	24

# Forewords

*"I am very pleased to be writing my third foreword to the annual Health, Safety and Wellbeing report. In the year COVID-19 continued to have a significant impact on the way the Service operated; the protocols used prevented our key asset, our staff, from being impacted by significant unavailability due to COVID-19. Thank you to all staff for their adherence to the protocols.*

*Once again there has been a continuation of low levels of health and safety incidents across the Service. This is testament to how all employees understand that health, safety, and wellbeing is paramount to themselves and to the public they serve. As always, the key message is prevention but if incidents do occur that lessons are learnt and fed back as preventative initiatives.*

*The Health and Safety team is small, but all members are very well respected throughout the Service. In the year Ali Quainton, Health and Safety Manager, was awarded the prestigious Chairman's Award for her sterling work promoting Health and Safety across the Service, demonstrating how important this is to the Service".*

Councillor Keith McLean  
Lead Member for Health, Safety and Wellbeing  
Buckinghamshire & Milton Keynes Fire Authority

*"This year has seen us adapt to living with COVID-19 on a permanent basis and a return to "business as usual" for the Service. Staff have returned to the workplace and all face-to-face interactions have resumed. Humans are, by nature, social beings and it is pleasing to see the benefits of this return to normality in our professional working relationships and the associated improvements in our mental health and wellbeing. Hybrid working has been introduced for those staff who are able to work from home which has been well received.*

*Moving forwards, we continue to strive for excellence in health and safety performance through proportionate risk management, the setting of realistic and achievable key performance indicators and the monitoring of progress against the same and through recognition of the importance of a positive health and safety culture which is inclusive for all."*

Jason Thelwell  
Chief Fire Officer and Chief Executive  
Buckinghamshire & Milton Keynes Fire Authority

# Executive summary

**COVID-19 Pandemic (COVID):** With the return to “business as usual”, the Service has issued instructions on the measures that will continue to be in place for the foreseeable future to reduce the risk of transmission of COVID within the workplace. These focus on maintaining hygiene routines, cleanliness and encouraging the continuation of taking regular lateral flow tests; instructing all staff to remain at home/work from home where possible should they return a positive test.

**Our Performance:** The safety event statistics for the year 2021/22 identify that there has been a **decrease** in the number of personal injury safety events **by 18.2%**. This is an excellent result; however, there has been **no change** in the number of equipment damage events, but an **increase** of **15.8%** in the number of vehicle damage safety events; more detail is provided in the report.

**Employee Wellbeing:** Sickness absence has increased for Wholetime and On Call employees in 2021/22 when compared to 2020/21. Support staff employee sickness levels also saw an increase for the same period. Whilst the increase in absence levels for all groups during 2021/22 appears high, they are returning to pre-pandemic levels. Overall, long-term sickness has decreased for all groups over the five-year period, whilst short-term sickness levels have increased.

**New Safety Event Reporting System:** March 2021 saw the ‘go live’ of the new safety event reporting and investigation system, Visor, supplied by Cuttlefish Software. Feedback from users thus far, has been very positive.

**Thames Valley BA Project:** As part of Operational Alignment with the other Thames Valley Fire and Rescue Services, Royal Berkshire (RBFRS) and Oxfordshire (OFRS), Buckinghamshire and Milton Keynes Fire Authority (BMKFA) are leading the Thames Valley BA Project. The tender process has been undertaken with trials taking place at the Fire Service College. From the trials, the Interspiro ‘incurve’ set was selected and work is progressing to enable a planned “go live” from Spring 2023.

**Protecting Firefighters Against Contaminants:** In September 2021, following research carried out by Professor Anna Stec and the University of Central Lancashire, into the effects of exposure to contaminants, the Fire Brigades Union (FBU) launched a “DECON” Campaign. Whilst the Service has robust processes in place, the Health and Safety team are working closely with the FBU to implement the recommendations from the report so far as is reasonably practicable.

# COVID-19 Pandemic

With the uncertainty of the course of the pandemic since March 2020, similarly to last year, a significant amount of time this year has been devoted to managing the pandemic in its various stages internally and in supporting the communities we serve.

The first part of the year focused on the Service's response as restrictions began to ease following the winter lockdown. Gradually over the course of the year the Service began its pandemic recovery from the back end of the summer.

Taking a cautious approach by easing restrictions within the workplace gradually after their removal by the Government, the Service carefully managed to maintain COVID secure environments throughout all stations and sites. This resulted in 8 spot inspections by the Health and Safety Executive (HSE) raising no issues.

By the end of the financial year, following the lifting of all legal guidelines the Service announced its formal COVID guidance moving forwards with the following:

- Regular lateral flow testing continues to be encouraged – the workplace collect scheme remains in place
- If individuals test positive for COVID they are to stay at home
- Regularly wash hands and use hand sanitiser
- Continue to risk assess all activities that involve the public; taking all reasonable steps to reduce the potential for transmission
- Maintain regular cleaning regimes of all sites and vehicles
- Take steps to reduce the risk of transmission when planning work in other people's homes and discussing all work activities with households before visits

The Health and Safety team have conducted several reviews of existing COVID risk assessments to ensure they remain suitable and sufficient, reflect the Government's changes to restrictions imposed and the requirements of the Service throughout the year. As of March 2022, COVID is now captured as its own section on all relevant activity risk assessments.

In certain situations, COVID has been designated as a disease that is reportable to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1998 (RIDDOR). These situations relate to not wearing the appropriate PPE, a failure of the PPE or a dangerous occurrence such as an unintended incident at work that has led to someone's possible or actual exposure to COVID. To manage these eventualities the Service provided guidance to all staff as to the levels of PPE that should be worn according to the level of risk present.

When an employee is confirmed as having COVID they must self-isolate and not return to work until they have had two negative tests consecutively. Before they return to work the Resource Management Team (RMT) will contact them and

work through a set of questions created to determine if the virus was contracted whilst at work. If this is the case, the Health and Safety Team will report it to the HSE under the RIDDOR Regulations.

The HSE has been instrumental in providing guidance to employers on mitigating the risk of transmission of the virus. An example of such guidance related to adequate ventilation, both natural and mechanical. The Service has implemented the requirement that windows on all stations and sites are to be opened when occupied to ensure circulation of fresh air. For those stations and sites that have air handling systems the Property department have maximised the input of fresh air and increased the frequency of filter changes. The Property department have also installed windows that open out in key areas within Headquarters to increase the natural ventilation.



# Our performance at a glance



# Performance overview

In 2021/22 the number of incidents attended was 8,998 and the number of mobilisations was 9,867. These figures do not include co-responding incidents or officer mobilisations.

Overall, there have been reductions in two of the seven categories. Personal injury safety events have decreased significantly which is a great achievement. There has been no change to the total number of equipment safety events, but there has been an increase in the number of vehicle damage safety events as well as acts of violence, and the number of events that come under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) as detailed in "Our performance at a glance" graph above. The number of 'near-miss' reports has increased this year from 33 to 40. An overview of the figures is provided below.

**Personal injury:** The *injury rate* is determined by calculating the number of incidents reported; divided by the number of employees and multiplied by 100,000 as set out by the HSE. For the year 2021/22 the *injury rate* is 75.2 per 1000 employees compared to 89.0 in 2020/21 which is a significant reduction. In terms of the actual numbers of personal injury safety events, there has been a decrease from 43 in 2020/21 to 36 in 2021/22.

The severity of a safety event is determined by multiplying the 'likelihood' of the safety event occurring again by the 'severity' of the injury sustained. The resulting figure is known as the risk factor score:

- 1 to 5 is deemed a minor event
- 6 to 12 is moderate and
- 15 to 25 is a major event

Of the 36 personal injury safety events, 21 have been recorded as minor in nature and 15 as moderate.

Serious workplace injuries, occupational diseases and specified dangerous occurrences are reportable to the HSE under the RIDDOR Regulations.

The number of RIDDOR reportable events for 2021/22 is 13, 7 more than in 2020/21. Analysis of these events resulted in:

- 1 occupational disease (COVID)
- 3 dangerous occurrences relating to Breathing Apparatus
- 3 "major" injuries (heat-induced illness and a fracture)
- 6 'over 7 days' sickness absences

There has been no change in the number of equipment damage safety events compared with 2020/21 which was 45; 33 of these were of a minor nature and 12 were moderate. Analysis carried out by the Health and Safety team identified that the moderate events were isolated incidents with 2 of the 12 incidents related to dangerous occurrences involving BA.

2021/22 has seen an increase in the number of vehicle safety events with 44 safety events compared to 38 in 2020/21. 27 were of a minor nature, 16 moderate and 1 major. There has been an increase in the minor vehicle damage safety events which has largely contributed to this increase. The major event involved an overhead parking barrier swinging into the cab of an appliance, thankfully there were no injuries to the crew. Slow speed manoeuvres continue to be a problem for fire and rescue services nationally. 5 of these moderate safety events were due to slow speed manoeuvres, 5 were attributable to either vehicle damage or identified issues to Service vehicles. The remaining 6 were separate safety events which cannot be specified due to the requirements of the General Data Protection Regulations (GDPR).

In the category "Acts of violence against firefighters", unfortunately, there were 3 incidents to report this year which is an increase of 3 compared to 2020/21. It is important to note that any act of violence against a member of staff is taken seriously and reported to the police.

For the year 2021/22 there has been an increase in the number of "near-miss" reports of 40, compared to 33 in 2020/21. This result highlights that staff are reporting more "near misses" which is pleasing. It is positive as "near miss" reporting reduces the likelihood of issues becoming safety events. The increase in "near misses" correlates to the increase in safety events, but the percentage increase of "near misses" (21.2%) is higher than the increase in safety events (3.9%). As standard practice, staff are continuously encouraged to report "near misses" no matter how trivial as inevitably these reports can reduce the increase in safety event numbers.

As more business-as-usual activities have commenced, safety event numbers have risen. The trends will be monitored in the future to compare performance prior to the pandemic as we continue to work alongside the standing risk of COVID.

**Working Time Regulations compliance:** The Resource Management Team monitor the hours worked by operational personnel focusing on those who have more than one contract with the Service. This is managed via the resource management system and has proved to be very successful in eliminating breaches of the Working Time Regulations.

A breach will occur when a worker does not have a full 24-hour uninterrupted rest break in any 7 days or 48 hours in 14 days, or the total of hours worked per week exceeds 84. The Service has implemented a limit on the number of hours worked at 78 per week to build in extra protection against fatigue for staff. Two periods of 24-hour uninterrupted rest are also given in line with the national terms and conditions for firefighters – the Grey Book.

From April 2021 to March 2022 there were 4,581 Bank shifts worked and of those there were 0 breaches. This is an excellent result and highlights the positive work the Service has taken to ensure compliance with the Working Time Regulations.

**Performance Statistical data:** The performance statistical data received from the Home Office for 2021/22 **relates solely to operational personnel** and is displayed as league tables of fire and rescue services with similar numbers of employees to provide a more accurate comparison of performance between BMKFA and its peers.

There has been an increase in the **total number of persons injured** from 24 in 2020/21 to 30 in 2021/22. Of these, 17 occurred at training events, 3 during routine activities, 6 at fires and 4 from special service calls. Overall, this resulted in BMKFA placing in third position in the league table.

The total number of **injuries at fires** has increased from 4 in 2020/21 to 6 in 2021/22 resulting in BMKFA placing in fifth position of the National Peer Group Performance Comparison table detailed in Appendix 1.

There were 4 **injuries at special service calls** in 2021/22 compared to 0 in 2020/21. Despite this increase, BMKFA retains its position at the top of the peer table.

There has been no change in the total number of **injuries during training events** with 17 in 2020/21 and 2021/22 resulting in BMKFA placing in seventh position in the league table.

In terms of **injuries during routine activities** there has been no change in the figures with 3 in 2021/22 and 2020/21 which is pleasing. This has resulted in BMKFA remaining in second position.

**Injuries over 7-day absence** figures have increased from 3 in 2020/21 to 5 in 2021/22 which places BMKFA in seventh position in the peer table.

Finally, there were 3 *major injuries* for the year 2021/22 resulting in BMKFA taking last position in the league table.

Health and safety performance is reported quarterly at the Health, Safety and Wellbeing Committee chaired by the Deputy Chief Fire Officer. Key stakeholders, the Fire Authority member, the representative bodies and the Representative of Employees are invited to attend these meetings. Governance is via the Performance and Senior Management Boards on a six-monthly basis. The reports include statistical data on the number and type of safety events occurring at operational incidents, training and routine activities and the number and types of safety events involving Support staff.

# Employee Wellbeing

## **Attendance Management** – authored by Faye Mansfield, Human Resources

All long-term sickness absence cases are flagged within Human Resources, who then work with the line manager, employee, and Occupational Health in managing the employee's absence and return to work. All employees with over 28 days sickness absence are managed under the Attendance Management procedure and referred to Occupational Health.

For any sickness due to stress, anxiety or depression, the employee is automatically referred to Occupational Health regardless of the length of their absence. Occupational Health determines how work, or the workplace might impact on an employee, as well as how health, lifestyle or personal circumstances may impact on their ability to attend work or to return to work. The Service will seek advice from Occupational Health to guide in the management and progression of an attendance management case, ensuring employees receives appropriate support.

All employees have access to an employee assistance programme, a free, independent, and confidential service, available 24 hours a day, 7 days a week, online or on the phone. The service offers expert advice, guidance, and support to help resolve a wide range of issues, and they will aim to answer any questions immediately or refer the employee to the most appropriate advisor, counsellor, or source of information.

The Service's Welfare Officer is an additional point of contact to ensure employees have access to appropriate welfare support arrangements by providing advice, guidance, and assistance to those absent from work, returning to work, or going through difficult personal circumstances. In addition, the Welfare Officer will provide advice and guidance to line managers to assist with individual cases where welfare support is required, including return to work plans and ongoing support. The Welfare Officer, along with members of the Service's mental wellbeing support network (another source of support) can signpost employees to appropriate wellbeing support.

Measures are in place to support employees and a safe place of work is provided; however muscular skeletal sickness absence resulting away from the workplace cannot be mitigated by actions taken by the Service. Working with Occupational Health, the line manager and employee, every effort is made to get the employee back to work as soon as reasonably practicable. Where appropriate and when recommended by Occupational Health, physiotherapy is provided to employees. For cases of long-term sickness absence relating to stress, anxiety, and depression, and when recommended by Occupational Health, specialist counselling can also be provided.

# Risk Management

**Health and Safety audits** –are conducted across all stations and sites on an annual basis and cover the following:

- Policies and procedures
- Premises
- People
- Plant
- Question set designed to test health and safety knowledge amongst employees

These audits are conducted by the Station Commander or site manager who must be NEBOSH General Certificate qualified. On submission of the completed audit both the Health and Safety and Property teams devise an action plan to remedy any issues that have been highlighted. Outcomes and progress on the identified actions are discussed at the quarterly Health, Safety and Wellbeing Committee meetings.

The COVID section was removed for this year's round of audits due to the stations completing a monthly inspection and the Health and Safety team completing COVID spot audits.

**Risk Assessments** – There has been a focus on the completion of "on and off station" drill/exercise risk assessments. Communications have been issued by the Health and Safety Team reminding crews of their responsibility to ensure that all drills and exercises must be risk assessed. Although there has been an increase in the submissions of these risk assessments, more work is necessary to embed this requirement.

**Fire Risk Assessments** – Whilst the Fire Authority is the 'responsible' person under the Regulatory Reform (Fire Safety) Order 2005 the Station Commanders and site managers are the 'duty holder' and as such are required to complete a suitable and sufficient fire risk assessment. Training in fire risk assessment has been provided to ensure those persons are competent to carry out this requirement. The assessments are then reviewed either on an annual basis or whenever there is a change in circumstances such as a refurbishment of the premises or a 'sleeping risk' is introduced.

**Protecting Firefighters against contaminants and Fire Brigades Union (FBU) DECON Campaign** – In September 2021, the FBU launched their "DECON" campaign to help firefighters protect themselves and others from harmful contaminants encountered when fighting fires. "DECON" encourages firefighters to make simple changes at work and at home that can help to prevent cancer and other diseases.

As background information, the FBU commenced a contaminants project, in conjunction with Professor Anna Stec from the University of Central Lancashire (UCLan) to investigate rates of cancer and other diseases in UK firefighters; understand the long-term health effects of fire contaminants and find ways to reduce exposure to contaminants whilst fighting fires.

UCLan's 2020 Interim Report found that UK firefighters are 4 times more likely to get cancer in their working life. Key findings include:

- Contaminants can be inhaled, ingested, or absorbed through the skin
- Skin absorption of fire effluents increases as body temperature increases. Some studies suggest that skin absorption increases by 400% when body temperature increases by 5°C
- Contaminated kit such as dirty gloves and helmets re-expose firefighters
- Skin, head, and neck cancers are more common than average in UK firefighters.

The Report recommends:

- Using BA more effectively
- Avoiding cross-contamination
- Cleaning kit, clothes, and spaces
- Washing and changing after fires

The campaign has published 11 key steps that firefighters should take to reduce their exposure to contaminants as part of their training package. These steps are:

Before an Incident:

- Firefighters before an incident must clean their kit regularly
- Handle dirty kit with care – if dirty kit is to be touched then disposable gloves must be worn

During an Incident:

- Firefighters must wear BA until the job is done
- Contain any dirty kit by sealing any clothing or PPE exposed to fire in an airtight bag or box before taking it into the appliance

At the Station:

- Upon return to station from an incident firefighters must shower within an hour
- Firefighters must not eat or drink until themselves and their clothes are clean
- Firefighters must also check their kit for visible damage every shift

### Going Home:

- When returning home from work, firefighters must shower and change clothes if they have attended a fire before driving as well as wiping down the steering wheel, dashboard and handles regularly
- Firefighters must clean what they carry e.g., regularly wipe down mobile phones, wallets and other belongings brought to work
- Firefighters must have a shower when arriving at home if showering and changing clothes at the station was not possible
- Firefighters must ensure if any clothes are taken home that have been near a fire are put straight into the washing machine from the bag or box they are sealed in; these clothes must not be touched with bare hands, mixed with other laundry, or left lying out.

The campaign also encourages current and retired firefighters to sign up to the UK Firefighters Cancer and Disease Registry to help researchers understand and tackle firefighter health risks. Funded by the Firefighters100 Lottery and administered by UCLan, the Registry helps researchers to study the long-term health risks of firefighting.

After completion of the training package, the “DECON” campaign encourages everyone to sign their pledge to follow the everyday “DECON” habits and encourage other firefighters to take daily action against contaminants.

“DECON” asks firefighters to step up and become the first generation that takes daily action against contaminants to change the culture. The campaign encourages firefighters to tell other firefighters about why “DECON” matters and how they can use it to protect themselves, their colleagues, and their families.

The Thames Valley Fire and Rescue Services have agreed to adopt the training package which will be tailored to meet the needs of each of the three Services. This package is currently being built and will be added to the Service’s eLearning platform.

As improvements are identified which can mitigate the risk of exposure to contaminants, the Service will take a consistent approach across all its stations and sites to ensure it enables staff to protect themselves within the workplace so far as is reasonably practicable.



# New Safety Event Reporting System

In 2020, the Health and Safety team initiated a project to source a new safety event reporting and investigation system.

The previous safety event reporting and investigation system had been in use since 2017 and allowed the Service to move from paper-based reporting and investigation to an electronic system.

It had become apparent however, that despite the positive step in moving to an electronic based system; reporting and investigating safety events was not as intuitive for the user as it could have been. As a result, the standard of the data captured was not always consistent and led to the project being initiated.

Initially, the market was researched for alternative systems, and from this, three potential systems were identified.

To ensure that the most appropriate system was selected, a working group was formed. The group comprised a mix of support and operational staff across a range of levels to enable feedback from all groups of staff that could potentially use the new safety event reporting system.

Demonstrations were arranged with all three suppliers with feedback received from the working group.

As well as engaging the working group for the system, it was important to involve key stakeholders within the project such as Procurement and ICT. This was vital to deliver the project on time and ensure that the governance procedures were followed correctly.

After reviewing the information supplied by the companies it became apparent that only one solution was viable given the budget. After analysis of the feedback, it was decided that Cuttlefish Software's "Visor" safety event reporting system would be chosen to replace the "eSafety" system.

The "Visor" system is a configurable and fire service focused system which was the driving factor in deciding to opt for it rather than remaining with the current system. The system has many other benefits such as:

- A single log in facility removing the need for passwords
- An audit log which captures the history of an investigation
- Linked to Microsoft Power BI which is a system that provides facilities for in depth investigations into the trends of safety event data
- A simpler process for monitoring investigations and actions, an improved quality assurance process to ensure a consistent and high standard of investigations
- Provides access to those in different departments to improve the efficiency of data collation such as Insurance and the Operational Assurance Team
- A more transparent system which keeps the investigator updated via e-mail notifications on the progress of their investigation as it goes through the different stages of sign offs and assigned actions

Weekly meetings were held with Cuttlefish Software to prepare and build the system before “going live” with it. This process was important so that the system was designed to follow the current safety event reporting and investigation process. The system was initially built for OFRS and was developed further to meet the needs of this Service. Part of this development was to ensure that the system would be as simple to use as possible, but also designed so that quality of the data could be assured.

In addition to this, the transferring of data from the old system had to be factored in. It was agreed that all personal injury data would be transferred along with the basic information of all other types of safety event investigations and actions so that all appropriate records were retained.

Once the system had been built to a standard where it was due to “go live”, the members of the working group attended a practical demonstration of the system where they could trial it using the test system.

Following the success of the live demonstration, an agreed “go live” date was set for 14<sup>th</sup> March 2022. The active investigations were transferred onto the new system to ensure their completion, and since the implementation of the system there has been numerous amounts of positive feedback from different members of staff who have been impressed with the functionality, ease of use and access.

Following its implementation, an evaluation of the project will be undertaken in the financial year 2022/23 to capture successes and learnings. The Health and Safety team will continue to amend the system to improve its effectiveness and end user experience. As the system is fully configurable, any desired changes to further improve the Service’s safety event reporting and investigation process can be made to improve efficiency.

# Thames Valley BA Project

As part of the alignment work between the three Thames Valley fire services, OFRS and RBFRS the project for procuring the replacement BA set was initiated to ensure that all Services are using the same Respiratory Protective Equipment (RPE). The tender process took place with trials of sets from 3 suppliers being undertaken at the Fire Service College.

The trials were supported by training instructors from each Service who devised and facilitated the scenarios used to put the equipment through its paces. This was also overseen by other members of the project team including the Health and Safety Manager, Procurement Manager and the FBU. Each exercise was then used as a scoring mechanism for the candidates on the equipment they used.

The areas tested included:

- Mounting and dismounting appliances
- Hose running, equipment carries and ladder climb
- Working at height
- 'Confined space' / obstacles
- Guidelines
- Searching for and rescuing casualties
- Set removal
- Extinguishing fires / compartment firefighting
- Gas tight suits
- Communications
- Cable entanglement
- Emergency air supplies
- Use of telemetry

Following a robust procurement process, Interspiro Ltd. was selected as the supplier of choice.

Throughout 2022-2023, new equipment will be rolled out to all three Services. There will be marked changes to all Services in this rollout; two Services seeing a new supplier, two Services being introduced to telemetry and all three Services having brand new equipment which uses the latest technology to improve firefighter safety and comfort.

The rollout will see the Incurve-E SCBA BA set, utilising a 300-bar cylinder, with telemetry enabled entry control boards (ECBs) to monitor wearer progress and welfare.



The completion of this project will mean that all BA wearers in the Thames Valley will be using the same equipment, so will be able to be committed to incidents through the same Entry Control Boards at cross border incidents, thereby further

enabling all the benefits that come with improved Operational Alignment including firefighter safety.

Following the selection process, the risk assessments for the set were divided between the working group for the project and the Service's Health and Safety team were heavily involved in this.

"Go live" is expected to commence in the Autumn of 2022 for RBFRS, early Spring 2023 for OFRS, and late Spring 2023 for this Service.

All risk assessments, equipment manuals, guidance notes and procedures will be in place before "go live".



# Working With Others

## **Internally**

Managers from Property, Health and Safety, Procurement and Response have been working together on the procurement and installation of the new Urban Search and Rescue (USAR) training rig at Aylesbury fire station replacing the existing drill tower. Following successful consultation and approval for funding via the Business Transformation Board this has now been erected and crews are delighted with it. This training rig removes the requirement for crews to travel to the Fire Service College to undertake their training which is a considerable cost saving in terms of the cost of the course (approximately £10K) and ensures the crew remains available to respond to incidents when training, which was not possible before.

The redundant drill tower is being refurbished and will be relocated to another station.

Throughout the year there has been close working between different departments to ensure the success of the new safety event reporting system project. The positive work between all key stakeholders ensured that the project was successfully delivered on time.

The Health and Safety team have been involved with key stakeholders in the development and initial stage implementation of hybrid working, the first phase of the Work Evolution programme. Members of staff can apply to their line manager to work from home a set number of days a week. This has been well received with a number of staff applying for this option.

## **Externally**

There has been good work with external partners as the focus on the alignment of procedures for the Thames Valley Fire and Rescue Services continues through the Thames Valley Development Group (TVDG). Another example of collaborative working is the purchase of the Volvo fire appliances.

Between the Thames Valley Services and the FBU there has been close working on the National Operational Guidance (NOG) risk assessments.

There has also been close working between the Southeast Region Fire and Rescue Services on the FRS audit tool peer audits with Surrey being audited in March 2022 and Royal Berkshire will be audited in November 2022.

The Health and Safety Manager continues to sit on the National Fire Chief's Council Health and Safety Committee where topics discussed are fed into the Southeast Region Health and Safety Committee which she chairs. These matters

are also fed into the Service's own Health, Safety and Wellbeing Committee meetings.

The Driving Centre, which is a partnership with OFRS delivering a common and shared approach to emergency response driving training, continue to monitor trends to ensure avoidable safety events can be reduced and improve driving performance and standards.

# Health and Safety Training

Health and safety training is provided to all employees as part of an induction programme when joining the Service and regularly for Manual Handling and Display Screen Equipment as a legislative requirement.

Additionally, any health and safety training relevant to role is provided, ideally, as acquisition training prior to an individual going into role. This has been one of the objectives set by the Health and Safety Manager over the past three years and it is pleasing to confirm that this is now routinely the case.

Following the easing of the Government restrictions within this financial year, the Service was able to support face to face training once more. This was pleasing as most delegates would agree that they benefit more from this method of learning.

Funding of £25,000 was allocated to Health and Safety training and was used to provide the following courses:

## **External providers**

Two **Control of Substances Hazardous to Health (COSHH) Assessors** courses took place to increase the pool of qualified assessors within the Service.

Two **Institute of Occupational Safety and Health (IOSH) Managing Safely** courses were delivered this year which took place in January and March 2022.

This year, as there were only a small number of employees who needed to undertake the **National Examination Board in Occupational Safety and Health (NEBOSH) General Certificate**, Buckinghamshire Fire & Rescue Service (BFRS) procured the course and sold six places to OFRS to share the cost. The course was run face-to-face in January.

Two **Evac-Chair** training courses were undertaken and as a result of this there are now four in-date trained personnel on the use of the Evac-Chair. These chairs may be needed to transport employees, who are less mobile, from the building in the event of an emergency.

A **Fire Warden** course took place at the Blue Light Hub to ensure the fire evacuation plan could be carried out effectively with the use of the Tag-Evac system within the building.

# A Look Forward

**Health and Safety Audits and Fire Risk Assessments:** The current process for the health and safety audits and review of fire risk assessments involve the Station Commander/site manager completing the station audit between May and July each year. The fire risk assessment review is then completed in September, with the outcomes of both the fire risk assessment review and health and safety audits presented at the Health, Safety and Wellbeing Committee meeting in December.

Moving forwards, it has been agreed between the Territorial Group Commanders and the Health and Safety and Property departments that this work will be spread across the year on a rolling programme. The health and safety audit and the fire risk assessment will be completed by the Station Commander or site manager along with one member of the Health and Safety team and one member of the Property team to form an audit team. This has been agreed to reduce pressure on the Station Commanders and site managers, improve efficiency and provide a standardised process across the estate using the same auditors on each occasion.

The trial of this began in May 2022 and will be implemented across the Service by means of a rolling 12-month programme. The outcomes will be reported regularly at the Health, Safety and Wellbeing Committee meetings.

**BA:** With the return to business as usual following the pandemic, a decision to increase the frequency of the face fit Portacount testing has been taken. This will now take place every 2 years and when a change of helmet or physical stature occurs.

Regular face fit testing carried out by crews has been reintroduced which was temporarily paused due to the COVID pandemic.



# Performance Indicators

## **Budgets**

The Health and Safety budget for the year 2021/22 resulted in an underspend of just over £2.5K.

The total spent on training was £15,550 which resulted in an underspend of £9,450 which went back into the training budget.

## **Health and Safety Key Performance Indicators (KPIs)– 2021/22**

The objectives set for the year 2021/22 were in line with the Public Safety Plan in terms of managing risk. They were:

1. Investigations to be completed within the set timeframes of 2 weeks for a level 1 investigation and 4 weeks for a level 2- achieved on 75% of occasions with a 10% tolerance.
2. Health and safety acquisition training to be completed prior to going into role on 85% of occasions and 100% of occasions on substantiation of the role.
3. Health and Safety training packages to be completed on 90% of occasions with a 10% tolerance.

Progress on these KPIs were reported on quarterly at the Health, Safety and Wellbeing Committee meetings.

The above objectives will remain in place for the next financial year and progress against these will be regularly reported on at each Health, Safety and Wellbeing Committee meeting.

There will be an additional KPI set for the next year which relates to the completion of recommendations made as a result of safety event investigations. The target set will be that the recommendations will be completed on 80% of occasions with a 10% tolerance either way.

# Appendix

## National peer group performance comparison tables 2020/21 and 2021/22

The Health and Safety department is required to report on BMKFA end of year accident statistical returns to the Home Office on 31 May 2022 for the period 1 April 2021 to 31 March 2022.

### Summary:

The Health and Safety department provided returns for:

**HS1** - injuries during operational incidents, encompassing both Wholetime and On-Call employees and sub-divided into injuries at fires, at road traffic collisions and at other Special Service calls.

**HS2** - injuries during training and routine activities also encompassing Wholetime and On-Call employees and sub-divided into injuries during operational training, fitness training and routine activities.

### Findings:

**HS1** – The year 2021/22 has seen an increase in the *total number of personnel injured at operational incidents* from 4 to 10. Injuries at fires increased from 4 to 6, whereas injuries at special services increased from 0 to 4.

**Outcome:** In the national peer group league tables for *total number of injuries*, BMKFA has remained in third position in 2021/22. For *injuries sustained at fires* BMKFA has moved from first position to fifth position with an increase of 2 from 4 to 6 injuries. For *injuries sustained at special service calls* BMKFA experienced an increase from 0 to 4, but still retaining the top position.

**HS2-** *Injuries at training events* has remained at 17 in 2021/22. *Injuries sustained during routine activities* has also remained at 3 in 2021/22.

**Outcome:** BMKFA's position in the peer group table for *injuries at training events* has moved from eighth place to joint seventh. For *injuries during routine activities*, BMKFA has remained in second position which is a pleasing result.

Overall, of the 7 categories, the number of injuries sustained to firefighters has increased in 5 and remained the same in 2 which could be due to returning to "business-as-usual" activities.

Below are the league tables which provide a visual image of the overall safety performance of BMKFA in the operational arena compared to their peer group. BMKFA are in the top three of three of the seven categories – although it is disappointing to see an increase in some areas which are being examined and analysed to identify any trends and areas for improvement.

<b>Total number of persons injured</b>	<b>2020-21</b>	<b>2021-22</b>
Warwickshire	20	20
Suffolk	26	27
<b>Buckinghamshire</b>	<b>24</b>	<b>30</b>
Berkshire	27	31
Oxfordshire	42	32
Northamptonshire	37	38
Hereford and Worcester	46	44
East Sussex	71	46
Bedfordshire	47	47
West Sussex	17	47
Norfolk	74	57
Cambridgeshire	76	69

<b>Total number of injuries at fires</b>	<b>2020-21</b>	<b>2021-22</b>
Warwickshire	4	1
Oxfordshire	10	2
Berkshire	6	5
Suffolk	5	5
<b>Buckinghamshire</b>	<b>4</b>	<b>6</b>
East Sussex	18	7
Bedfordshire	10	9
Northamptonshire	4	9
Cambridgeshire	25	11
West Sussex	7	13
Hereford and Worcester	15	14
Norfolk	16	17

<b>Total number of injuries at Special Services</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Buckinghamshire</b>	<b>0</b>	<b>4</b>
Warwickshire	8	4
Northamptonshire	4	5
Oxfordshire	5	5
Suffolk	1	5
Berkshire	3	6
Hereford and Worcester	10	7
Norfolk	13	7
West Sussex	5	7
Bedfordshire	6	9
Cambridgeshire	11	17
East Sussex	31	23

<b>Total number of injuries during training</b>	<b>2020-21</b>	<b>2021-22</b>
Warwickshire	4	9
Berkshire	11	11
Suffolk	14	12
East Sussex	9	14
Hereford and Worcester	16	14
Northamptonshire	20	15
<b>Buckinghamshire</b>	<b>17</b>	<b>17</b>
West Sussex	3	17
Bedfordshire	15	18
Oxfordshire	18	20
Cambridgeshire	26	21
Norfolk	28	25

<b>Total number of injuries during routine activities</b>	<b>2020-21</b>	<b>2021-22</b>
East Sussex	13	2
<b>Buckinghamshire</b>	<b>3</b>	<b>3</b>
Oxfordshire	9	5
Suffolk	6	5
Warwickshire	4	6
Norfolk	17	8
Berkshire	7	9
Hereford and Worcester	5	9
Northamptonshire	9	9
West Sussex	2	10
Bedfordshire	16	11
Cambridgeshire	14	20

<b>Total number of over 7-day injuries</b>	<b>2020-21</b>	<b>2021-22</b>
Suffolk	0	2
Warwickshire	0	2
Berkshire	2	4
East Sussex	5	4
Northamptonshire	5	4
Oxfordshire	4	4
<b>Buckinghamshire</b>	<b>3</b>	<b>5</b>
Hereford and Worcester	4	5
Bedfordshire	7	6
Norfolk	8	6
West Sussex	2	10
Cambridgeshire	7	12

*\*Please note the Services shown in the table below are placed in alphabetical order. There were no major injuries in 5 of the 12 Services.*

<b>Total number of major injuries</b>	<b>2020-21</b>	<b>2021-22</b>
Cambridgeshire	0	0
Hereford and Worcester	1	0
Norfolk	1	0
Northamptonshire	1	0
Suffolk	0	0
Bedfordshire	1	1
Berkshire	0	1
East Sussex	1	1
Oxfordshire	0	1
West Sussex	0	1
Warwickshire	0	2
<b>Buckinghamshire</b>	<b>0</b>	<b>3</b>



# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Fire Authority – 7 December 2022

**Report title:** Building Risk Review and Protection Update

**Lead Member:** Service Delivery, Protection and Collaboration

**Report sponsor:** Area Commander Calum Bell

**Author and contact:** Group Commander Steve Hawkins – [shawkins@bucksfire.gov.uk](mailto:shawkins@bucksfire.gov.uk)

**Action:** Update including the Fire Standard Protection self-assessment – For information and noting.

**Recommendations:** It is recommended that Building Risk Review, Protection update, and Fire Standard Protection Self-assessment be noted.

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## Executive summary:

The purpose of this paper is to provide an update on the Building Risk Review (BRR) and Protection activity, since the last Fire Authority Meeting held on 8 December 2021 ([viewed here](#)) as initially proposed at the Authority meeting of 17 February 2021 ([viewed here](#)).

### Building Risk Review (BRR)

The Buckinghamshire Fire & Rescue Service (BFRS) High Risk Residential Building Team Manager has been leading on the delivery of the Home Office (HO) Building Risk Review (BRR) programme, the scope of which was to triage every high-rise residential building above 18m, by 31 December 2021.

Using both the HO information and its own data the Service identified 57 premises within the scope of the work. BFRS completed the return for all these premises to the HO by the beginning of December 2021 well within the proposed timescale for completion.

Following this return BFRS have been continuing to work with the responsible persons for each of these premises to resolve a number of outstanding concerns raised through the initial scoping. These include areas such as external wall systems and compartmentation. All of these responsible persons will continue to be engaged with moving forward as part of the Risk Based Inspection Programme.

## PROTECTION ACTIVITY

BFRS continues to deliver the Protection Uplift Programme, utilising the associated grant funding to deliver improvements in fire safety delivery and training, response

staff knowledge, improved software and wider support for business engagement. To date the uplift grant for Protection has totalled £175,540 with an additional £172,120 planned for the 2022/23. The grant continues to be spent on additional staff within Protection to support the delivery of this function. This is planned to continue into 2024. The funding has also been used for fire safety training both to the operational crews and to enhance the training within the protection department as part of the commitment to develop its staff.

Other spending has contributed to the improvement in the Premises Risk Management System to improve the communication and coordination of Site Specific Risk Information, Prevention activity and Protection audits to improve the way the Service can make its staff and the communities safer.

### Business Engagement

BFRS continue to employ staff on a temporary basis (as highlighted above); these staff are focussing on business engagement, targeting those premises types that are not deemed the highest risk and are unlikely to receive a physical visit through the Risk Based Inspection Programme (RBIP).

To support this work, a self-assessment form has been developed, which will be accessed through BFRS's external website. Targeted premises will be sent the link and responses will be reviewed, resulting in a percentage of those targeted receiving a physical visit. This approach not only enables BFRS to receive information from premises in relation to their fire safety management arrangements, but also share fire safety advice and guidance relevant to individual sectors.

### Risk Based Inspection Programme (RBIP)

BFRS has sought to use data available from the Data Intelligence Team to create a RBIP. This has started and is presently focussing on multi-occupied residential buildings including high rise buildings and will shortly move on to other commercial risks, concentrating on sleeping risk, such as care homes and hotels.

The programme has already resulted in the Protection teams visiting previously unvisited premises that have resulted in informal actions to improve safety within some of these buildings. The on-going programme will see the Protection team visit other identified high-risk premises and make best use of their time.

### Staff Training

Following a procurement process, a training delivery provider has been procured to deliver fire safety training to response staff. A two-day pilot has been delivered to twelve Flexi Duty Officers in October 2021, ready to roll out to the wider staff group over the following months. This fire safety training has continued throughout the year to all wholtime and day crewing watches across all relevant stations. The timetable will have all stations and watches visited by the end of December 2022. It has already been identified that there are a number of operational personnel that



through leave and other training will have missed this input and there are anticipated to be 'mop up' sessions in the new year to ensure these personnel receive the fire safety training.

The funding for this training was sought from the Uplift grant that continues to be provided from the Home Office to improve the Protection activity of Fire Services nationally. The stated aim of the training was to improve the communication and cooperation between response crews and the Protection department. This has proved to be very successful with the number of inquiries and complaints received by Protection, from the response crews, has increased significantly. This has provided a vital resource to support the activities of the Protection teams and in all cases the information received has proved valuable and pertinent to improving the safety of the communities in buildings that the Service might otherwise not come across.

Staff training remains ongoing with the expectation that response crews will perform low level Protection visits and during performance inspections. This will allow the Service to use its resources appropriately using the most qualified fire safety personnel to carry out the more complex and higher risk buildings.

### Technology

Scoping work is underway, to identify how technology can assist in the delivery of fire safety activities. This includes lone working, body worn cameras, web site development, mobile devices and media content production.

As part of this the Service is presently reviewing its Fire Safety pages to get the greatest benefit from any media activity. This activity has recently included engagement during Business Safety Week. BFRS has also hosted a page set up by the NFCC to allow smaller businesses to follow a virtual tour through an office and a warehouse to focus on fire safety. This will allow those businesses which the Service is unlikely to be able to visit to receive fire safety advice in the most efficient way.

### Competency

The National Fire Chiefs Council (NFCC) Competency Framework for Fire Safety Regulators, revised, aims to assist Enforcing Authorities in demonstrating how they assure the competence of their fire safety staff and their commitment to invest in their people, thereby creating a more competent and professional service, increased consistency of regulation and greater reassurance of the professionalism of Fire Safety Regulators to business and members of the public alike. This will, in time, provide a fire safety competency which will allow better participation in multi-disciplinary teams as part Building Safety Regulator (see Building Safety Act 2022 below).

BFRS aims to fully comply with the competency framework, which can take up to two years for a non-qualified staff member to achieve Level 4 Diploma status.

BFRS is also aligning with the Competency Framework for Fire Safety Regulators, which recommends that all fire safety inspectors (FSI) working on higher risk premises (residential care, hospitals, buildings in scope of the Building Safety Bill, prisons and some specialised housing) should be third party validated.

### Fire Standards

The Fire Standards Board has been set up to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England. The Board has since launched the Protection Fire Standard. An implementation tool was developed with Protection Fire Standard in order to assist BFRS in its self-assessment. This self-assessment has been undertaken and has resulted in a gap analysis to see where BFRS meets these professional standards or still needs further work. The full Standard can be viewed in Appendix 1 along with the summary of the self-assessment in Appendix 2. Please note that in an update issued on 3 September 2021 the Fire Standards Board removed the requirement of point two following national consultation. This requirement was deemed to be unnecessary as fire safety guidance makes regular consideration for those with protected characteristics and this is now incorporated into point one. Therefore, our self-assessment for point one is a little out of date.

### The Fire Safety Act 2021:

After a series of attempts to amend the Fire Safety Bill, the House of Lords passed the unamended version of the Fire Safety Bill on 28 April 2021.

On 29 April 2021 the Fire Safety Bill received Royal Assent and became the Fire Safety Act 2021 (the Act), this is being viewed as a key step to deliver the Government's commitment to implement the Grenfell Tower Phase One Report recommendations.

On 30 September 2021, Lord Greenhalgh wrote to all chief fire officers regarding the expectation of the Home Office and the responsibilities each FRS has to their communities about the lessons learnt and the improvements made following the Grenfell tragedy. This letter highlights that each FRS must transparently show the progress made in meeting the Phase One Inquiry's recommendations and that these recommendations affect all services.

The Act clarifies that under the Regulatory Reform (Fire Safety) Order 2005 (the Order), owners and/or managers of multi-occupied residential buildings (two or more sets of domestic premises) the Responsible Person (RP) must manage and reduce the risk of fire for the structure and external walls of the building. This includes cladding, balconies and windows and the entrance doors to individual flats, that open on to common parts. These areas were previously covered by the Housing Act 2004 and enforced by Local Authority, Private Sector Housing. The Act can be found [here](#).

The Home Office are providing a Building Prioritisation Tool, which will enable RPs to undertake an assessment of their building portfolios and target assessment works at the potentially highest risk premises. This is due largely to an anticipated shortage of qualified and competent fire risk assessors, with the requisite knowledge and experience to undertake assessments of External Wall Systems (EWS).

#### The Fire Safety (England) Regulations 2022:

The Regulations have been introduced under Article 24 of the Regulatory Reform (Fire Safety) Order in order to meet the recommendations that have come out of the Phase 1 Grenfell Tower Inquiry. These Regulations will come into full force on 23 January 2023 and can be viewed in their entirety [here](#).

The Regulations impose additional measures on the responsible person (RP) of a multi-occupied residential building and the RP must now be preparing to work on the new regulations in order to meet the requirements by this date. The requirements depend upon the height of the buildings with those above 18m having the most stipulations. These include providing fire services with information about their buildings including floor plans, the state of fire-fighting equipment and other relevant information in order to assist with any fire-fighting action. For all multi-occupied residential buildings including those below 18m the RP must provide information and checks that will assist residents escape safely.

#### Building Safety Act 2022:

The Building Safety Act provides for a new regulator (the Building Safety Regulator [BSR]) to be established under the Health and Safety Executive. The aim of the regulator is to secure the safety of people in and around buildings with respect to the risk arising from them. The outcome is to improve the standards of buildings. Within the Act there is an expectation that all higher risk buildings must be registered with the regulator by October 2023 and there will be an additional approvals process for these buildings.

The role of the fire service nationally is to assist the regulator with any fire safety concerns within these building with the proposal of multi-disciplinary teams that may include other agencies as required. Work is presently taking place at a regional level to ascertain the nature and expectations required of these teams and specifically the role that BFRS will have within them. This Act can be found [here](#).

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#### **Financial implications:**

Monitoring and reporting of grant expenditure continues to be undertaken by the Protection Group Commander and authorised by the Director of Finance and Assets. All grants received are deemed as one-off allocations.

The additional grant received to support Recognised Prior Learning (RPL) and third-party accreditation requirements will be ring fenced to support initial and ongoing accreditation costs (as detailed above).

Additional grant funding for 2021/ 22 has been made available to United Kingdom Fire and Rescue Services and funding for 2022/23 is expected in two parts after the first half and at the end of the financial year. This is anticipated to be £172,120.

**Risk management:**

Although a comprehensive programme of building inspections is scheduled through the Risk Based Inspection Programme (RBIP), the failure to ensure that the relevant authority/responsible person is adequately maintaining a high-rise residential building could compromise the safety of the residents should a fire occur, and firefighters when tackling a fire in one of the affected types of premises. For this reason these types of building have been prioritised as part of the RBIP.

Failure to positively demonstrate the value added by the Section 31 Grant will see diminished confidence in the sector by the Minister of State for Fire and possibly affect the allocation of future funding grants.

Any new workloads introduced by these programmes should not negatively impact on the ongoing RBIP programme and fulfilment of statutory duties.

Any data captured through activities undertaken and shared through monitoring reports is commercial and reflected within the Protection team Records, Retention, and Disposal / Information Assets Register.

No personally identifiable information is shared externally.

All expenditure relating to these programmes is accurately recorded, monitored by the finance team and verified by the Director of Finance and Assets prior to the submitting of any reports.

**Legal implications:**

The Authority has responsibilities under the Fire and Rescue Services Act 2004 to promote fire safety and to give advice about how to prevent fires, how to restrict their spread and about means of escape. However, it is also the enforcing authority for dealing with breaches by any Responsible Person (RP) of fire safety requirements imposed by the Order.

The Order does not apply to most domestic premises, but it does apply to the 'common parts' of residential properties, such as high-rise residential buildings, where typically the RP will be the owner of the freehold or leasehold.

The proposed approaches and the use of the grant funding will support BFRS in fulfilling its fire safety and its enforcement roles

Under the Order it is the responsibility of the RP, not BFRS, to carry out an assessment of the risks from fire, to identify what general fire precautions are required for those particular premises, and to put in place appropriate fire safety arrangements.

**Privacy and security implications:**

There are no direct privacy or security implications identified as part of the Protection activities considered within in this paper.

**Duty to collaborate:**

Whilst there is no specific requirement to collaborate on Protection programmes, BFRS continue to work closely with the other Thames Valley FRs on a variety of protection activities.

There are regular meetings with Thames Valley Protection colleagues to discuss and progress opportunities of joint working and best practice.

Home Office Protection programmes are standing agenda items for the NFCC South East Protection and Business Safety Group. This group is currently exploring the feasibility of a South East Fire Engineering (Level 6/7).

The Protection team also consults upon and feeds back to both the Home Office and NFCC on all its programmes and proposed legislative changes.

**Health and safety implications:**

Any general Health & Safety issues are considered as part of business-as-usual activities.

COVID-19 continues to be a factor in Protection activities, however, BFRS are currently operating as business as usual, cognisant of any re-emergence of the virus.

The continued delivery of the activities above, will lead to a reduction of risk for all residents in BFRS's highest risk buildings and improvements in firefighter safety due to more compliant premises.

**Environmental implications:**

There are no direct environmental impacts identified as part of the Protection activities considered within in this paper though throughout all Protection Activity there is an implicit acceptance that fire safety is concerned with the environment and the local community and any reduction in fires will have a positive impact on both.

**Equality, diversity, and inclusion implications:**

Inspections of in scope high rise residential buildings and subsequent improvements/compliance will impact positively on residents, making them safer in these buildings.

An increase in Protection activity and engagement will support life safety and assist businesses to comply with relevant legislation, supporting business continuity and the economy.

This continued and increased engagement with the Home Office through the NFCC around recent changes to legislation and guidance will assist in understanding different community needs and deliver accessible local services, building safer places.

BFRS's diverse teams will feel better equipped to deliver high quality services, through greater training, development, and accreditation. Equality Impact assessment completed and attached as Appendix 3.

**Consultation and communication:**

Performance Monitoring Board (PMB) – 29 September 2022

Strategic Management Board (SMB) – 18 October 2022

**Background papers:**

FA Cover Paper - Protection activity update, including Protection Policy Statement.

Appendix	Title	Protective Marking
1	Protection Fire Standards Board	No markings
2	Protection Fire Standards Board Self-assessment	No markings
3	Equality Impact Assessment for Building risk Review and Protection Update	No markings

## SERVICE DELIVERY &gt; PROTECTION

# Protection

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**Date of approval:** 02/09/2021  
**Date of issue:** 03/09/2021  
**Review date:** 30/09/2024  
**Reference number:** FSD-PRO01

## DESIRED OUTCOME

A fire and rescue service that improves the safety and wellbeing of its communities by reducing risks and incidents in the built environment. It does this through educating and regulating those responsible for keeping buildings safe to adopt safer behaviours and delivering proportionate and robust fire protection activities, complying with its statutory responsibilities.

One with a competent protection workforce which are targeted in line with its community risk management plan, utilising data and business intelligence to optimise resources. It proactively plans, responds and adapts to the diverse and changing needs of its community, ensuring its services are equally available to all.

A service with a learning and sharing culture, working collaboratively with others where appropriate, seeking to improve and innovate protection activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe.

## WHAT IS REQUIRED TO MEET THE FIRE STANDARD

A fire and rescue service **must**:

### Identifying risk and gathering evidence

1. through its community risk management planning:
  - - identify and understand its risk profile related to the built environment, including premises they need to regulate; and
    - ensure equality of fire safety provision by considering the needs of the whole community
2. gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation;

3. make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties;
4. ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile;

### **Decision making, planning and deployment of resources**

5. plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk management planning in compliance with the Regulator's Code and the principles of Better Regulation;
6. maintain an ability to deliver necessary statutory protection activities at all times;
7. plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including:
  - - working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems;
    - actively promoting and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate; and
    - ensuring equality of access to fire safety provisions by removing communication barriers when issuing information, advice, or taking enforcement action.
8. respond to statutory and non-statutory consultations, where the service is a regulator, in a timely and appropriate way;
9. collaborate with fire and rescue services and other partners to deliver protection and enforcement activities in the most efficient and effective way possible;

### **Training, competence and capacity**

10. recruit, train, develop and maintain a competent and professional protection workforce by
  - - adopting the Competency Framework for Fire Safety Regulators (the framework), where relevant to the role and embedding it into local policies, procedures, tailored guidance, and training materials; and
    - recording and monitoring competence.
11. have in place necessary succession planning and processes to maintain a sustainable competent protection workforce;
12. provide support to operational response employees and any other employees undertaking protection activities to build knowledge and understanding;

### **Evaluation and improvement**

13. demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities; and
14. generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance;



Where Fire Investigation is managed within a fire and rescue service's protection function, a fire and rescue service **must**:

15. investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate.

Where Petroleum or Explosives regulation is managed within its protection function, a fire and rescue service **must**:

16. investigate, report on and learn from causes of petroleum and explosives related incidents.

To support this Fire Standard, a fire and rescue service **should**:

17. Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of fire protection activities;
18. Contribute and support national campaigns and initiatives, where appropriate and where resources are available.

## EXPECTED BENEFITS OF ACHIEVING THE FIRE STANDARD

1. Reduction in incidents, injuries, and fatalities and improved community safety due to services supporting businesses with compliance.
2. Improved regulatory compliance relating to fire safety, petroleum, and explosives.
3. Improved competency and capacity in the protection workforce.
4. Improved evaluation to increase the efficiency and effectiveness of protection activities.

## LEGAL REQUIREMENTS OR MANDATORY DUTIES

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to all Fire Standards.](#)

- [Regulatory Reform \(Fire Safety\) Order](#)
- [Environment and Safety Information Act](#)
- [The Petroleum \(Consolidation\) Regulations](#)
- [The Explosives Regulations](#)
- [Fire and Rescue National Framework for England](#)
- [Building Safety Act](#)
- [Construction \(Design and Management\) Regulations](#)
- [Fire Safety and Safety of Places of Sport Act](#)

- [Police and Criminal Evidence Act](#)
- [Regulators Code](#)
- [Criminal Procedures and Investigations Act \(CPIA\)](#)
- [Regulatory Enforcement and Sanctions Act](#)

## LINKED QUALIFICATIONS, ACCREDITATIONS OR FIRE STANDARDS

- [Code of Ethics Fire Standard](#)
- [Community Risk Management Planning Fire Standard](#)
- Apprenticeships
  - [Fire Safety Advisor](#)
  - [Fire Safety Inspector](#)
  - [Fire Safety Engineer](#)
- [Fire Investigation Fire Standard](#)
- [Prevention Fire Standard](#)

### **For all buildings regulated under the Regulatory Reform (Fire Safety) Order 2005:**

- Non-Fire Safety Specialist personnel – appropriate fire safety training
- Fire Safety Advisor – Level 3 Certificate in Fire Safety
- Fire Safety Inspector – Level 4 Diploma in Fire Safety
- Fire Safety Competent Manager – Level 4 Diploma in Fire Safety
- Fire Engineering Design Technician – Level 5 Diploma in Fire Safety Engineering Design
- Fire Safety Engineer – Level 6 Degree in Fire Safety Engineering and/or MSc/MEng in Fire Safety Engineering
- Senior Fire Safety Engineer – Level 7 MSc/MEng in Fire Safety Engineering (or equivalent) and Chartered Engineer with the Engineering Council.

### **For Higher Risk Premises:**

- Fire Safety Inspector – Level 4 Diploma in Fire Safety and relevant registration with a professional body
- Fire Safety Competent Manager – Level 4 Diploma in Fire Safety and relevant registration with a professional body
- Fire Engineering Design Technician – Level 5 Diploma in Fire Engineering Design and registration as an Engineering Technician with the Engineering Council.
- Fire Safety Engineer – Level 6 Degree in Fire Engineering and/or MSc/MEng in Fire Engineering and actively working towards Incorporated or Chartered Engineer with the Engineering Council.
- Senior Fire Safety Engineer – Level 7 MSc/MEng in Fire Safety Engineering (or equivalent) and Chartered Engineer with the Engineering Council.

## GUIDANCE AND SUPPORTING INFORMATION

- [Competency Framework for Fire Safety Regulators](#)

- [Work Related Death Protocol \(WRDP\)](#)
- [Fire and Rescue National Framework for England](#)
- [Code of Practice \(Fire Investigation\)](#)
- [CFOA Guidance for the Reduction of False Alarms & Unwanted Fire Signals](#)
- [NFCC Primary Authority Partnerships](#)

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## Appendix 2

To meet this Fire Standard, a fire and rescue service must:		Are we achieving this?	If Y, How?	If N, what needs to be done?
<b>Identifying risk and gathering evidence</b>				
1	Identify and understand its risk profile related to the built environment, including premises they need to regulate, through its community risk management planning;	Progressing	We work with the Data Intelligence Team to devise a risk-based inspection programme identifying the risk profile for BFRS. We are starting a risk-based programme based on this profile	
2	Carry out appropriate equality impact assessments with those responsible for keeping premises safe, to assist them in understanding how best to support vulnerable occupants, striving to ensure equality of safety provision;	N		BFRS currently do not comply with this, there is a nod to it when it is required, but nothing is formalised
3	Gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation;	Y	See point 1. Information is contained within a database compliant with UKGDPR legislation	
4	Make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties;	Y	Information is available via our PRMS system to those who require access to it. All inspecting protection officers can and will provide relevant information when requested via information drawn from the database	
5	Ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile;	Y	Any emerging information will be passed to and within the protection department via the FSD35 forms for crews, internal protection files which are self assured via peer review. We also gathering Unwanted Fire Signal reports from crews, which are reviewed periodically	

Decision making, planning and deployment of resources				
6	Plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk management planning in compliance with the Regulator's Code and the principles of Better Regulation;	Progressing	BFRS have identified our risks and we carry out our activities according to said risk, we also endeavour to meet our expecting obligations about consultations and complaints.	BFRS have yet to review our risk-based inspection programme
7	Maintain an ability to always deliver necessary statutory protection activities;	Y	BFRS have a process by which we use our protection staff and those from across the Thames Valley (where required) to delivery our statutory protection activities. BFRS protection officers are spread across 4 separate rota lines to ensure coverage across most of the year	
8	Plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including:	Y	<b>BFRS are not the responsible authority for Petroleum and explosives in Buckinghamshire.</b> Our fire safety actives include, primary authority scheme, engaging with 13 organisations to assist them to meet their fire safety obligations. The inspecting officers with engage and assist where possible with the responsible persons to meet fire safety requirements.  They also have Business engagement officers who will purposefully engage and support business in understanding their risk and assist them with mitigating it.	
8A	working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems; and	Y	BFRS have a review-based system and a dedicated Point of Contact for UwFS	
8B	actively promoting and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate. Plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including:	Y	BFRS activity promote and engage with the Primary Authority schemes and currently engage with 13 organisations	
9	Respond to statutory and non-statutory consultations, where the service is a regulator, in a timely and appropriate way;	Y	BFRS endeavour to meet all our statutory obligations to consult appropriately. Our current delta factor is 88%	
10	Collaborate with fire and rescue services and other partners to deliver protection and enforcement activities in the most efficient and effective way possible;	Y	See point 7.	

Training, competence and capacity				
11	Recruit, train, develop and maintain a competent and professional protection workforce by	Y	All protection staff are trained to level 4 diploma in Fire Safety. We give all our staff the opportunity to progress through the NFCC virtual learning platform. BFRS also maintain a current work plan for CPD and give them further qualifications where required.	
11A	Adopting the Competency Framework for Fire Safety Regulators (the framework), where relevant to the role and embedding it into local policies, procedures, tailored guidance, and training materials; and	Progressing	BFRS are currently working through adopting the framework. BFRS are seeking third party accreditation for fire safety officers. We are presently review all policies and procedures in this area	
11B	recording and monitoring competence.	Progressing	the NFCC VLE does this for us, we are required to "prove" competence in order to comply/pass our third party accreditation	
12	Have in place necessary succession planning and processes to maintain a sustainable competent protection workforce;	Progressing	We train more staff than required to a level higher than required to succession plan as best and reasonably possible. The NFCC are undertaking a national recruitment process for inspecting officers, BFRS are engaged and involved with.	
13	Provide support to operational response employees and any other employees undertaking protection activities to build knowledge and understanding;	Progressing	BFRS are giving training to our operational staff to improve their understanding and knowledge of fire safety and protection activities. Further to this, BFRS will undertake adhoc presentations for the entire Service as and when required.  e.g. Recent legislative changes.	
Evaluation and improvement				
14	demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities; and	Progressing	BFRS report quarterly to the NFCC on our progress with protection activities. BFRS recently devised some local KPIs to better reflect the effectiveness and efficiency of our activities	
15	generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance;	Y	BFRS attend national conferences where we feedback. We attend national workstreams and are in constant engagement and discussion on "Workplace"	

A specific Fire Investigation Fire Standard is under development which will provide more detail. However, where Fire Investigation is managed within its protection function, a fire and rescue service must:				
16	Investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate.	Y	We have an active FI cadre, made up of FDO officers. More details will be provided in the FI FSB section.	
Where Petroleum or Explosives regulation is managed within its protection function, a fire and rescue service must:				
17	Investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate.	N	This section is non-applicable to BFRS.	
To support this Fire Standard, a fire and rescue service should:				
18	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of fire protection activities;	Y	BFRS attend national conferences where we feedback. We attend national workstreams and are in constant engagement and discussion on "Workplace"  BFRS Seek constant advice from the NFCC and attend monthly update meetings. Both at a strategic and tactical level.	
19	Contribute and support national campaigns and initiatives, where appropriate and where resources are available.	Progressing	BFRS are looking to improve their initiatives in this area, for example the business fire safety tool kit which we are trying to embed into our external facing website.  We are also seeking to improve our internal pages to improve our engagement with businesses	



## Service Document Standard Form:

### Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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#### 1: Overview information

Name of activity / change / policy / procedure/project:	Building Risk Review and Protection Update
Directorate/department:	Protection Department
Name(s) of person(s) completing the assessment	Steve Hawkins
Date of commencement of assessment:	09/11/2022

#### 2: What is the aim and purpose of the activity / change / policy / procedure / project you are assessing?

The aim of this paper is to provide Members with an update of the Building Risk Review completed at the end of last year and the Protection activity that has taken place within the last year. This paper is for noting by Members.

#### 3: Who will be affected by the activity / change / policy / procedure / project, and how? Consider members of the public, employees, partner organisations etc.

Employees within the Protection department continue to undertake their roles undertaking advice, guidance and enforcement. The Service continues to enhance their knowledge and skills ongoing training and support them in their activity by improving the effectiveness and efficiency with which they work. Their activity affects other parts of the organization such as Response and Prevention where improve understanding and communication of Protection activity enhances the way in which we can deal with the safety of the public.

Other partner agencies such as Public Sector Housing, the Health and Safety Executive, the Local Authorities, UK Security Agency and the Environment Agency are all affected by the work that the Protection team do to offer guidance and advice and with joint visits improve the safety of the public.

Businesses continue to be offered advice when the Protection Team become aware of issues and concerns through complaints, after fire visits and audits, or risk-based inspections that improve the safety of the business and the people impacted by that business.

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

## Service Document Standard Form:

### Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



**Buckinghamshire**  
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The public as a whole can be assured that Protection continue to improve their safety within its remit whilst dealing with any complaint efficiently and seriously. Throughout the processes involved in fire Safety the most vulnerable groups are considered preferentially in order to ensure that they are just as safe as everyone else and that they can safely escape from any building in good time in the event of a fire. Guidance on fire safety specifically includes the need to risk assess for the most vulnerable groups within society.

4: What information is already available that tells you what impact the activity / change / policy / procedure / project has/will have on people? (*please reference*) Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

Existing Legislation and guidance within Protection Department.

5: Does the activity/change / policy/procedure/project 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	Rationale for decision ( <i>use action plan in section 14 for negative impacts</i> )
<b>Individuals of different ages</b>	✓			Inspecting Officers will include challenges for how the Responsible Person (RP) is managing the risk of evacuation of all people including the vulnerable young and old. Specific audits reflect the increased risk of the elderly sleeping in

*This information is held for organisational and legal reasons and will be retained for only as long as necessary*

**Service Document Standard Form:****Equality Impact Assessment (EIA)**

Linked documents: Equality Impact Assessment Guidance note



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				care homes.
<b>Disabled individuals</b>	✓			Inspecting Officers will challenge the RP on their fire risk assessment for disabled people. The Service continues to work and consult on the evacuation of those needing assistance from high rise buildings.
<b>Individuals transitioning from one gender to another</b>			✓	The fire safety risk assessment and audits meets the needs of all persons and there is no detrimental effect on anyone transitioning.
<b>Individuals who are married or in civil partnerships</b>			✓	The fire safety risk assessments and audits meets the needs of all persons and there is no detrimental effect on anyone who within this protected characteristic.
<b>Pregnancy, maternity and new parents</b>	✓			Inspecting Officers challenge RPs on their fire risk assessment with regard to those who are pregnant or the actions of new parents if applicable.
<b>Individuals of different race</b>	✓			The Service has assisted the Home Office and the Local Authorities with advice and guidance on recent arrivals of those arriving in numbers from foreign countries.
<b>Individuals of different religions or beliefs</b>	✓			Inspecting Officers work with all religious groups and beliefs to ensure that their understanding of risk is not

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**Service Document Standard Form:****Equality Impact Assessment (EIA)**

Linked documents: Equality Impact Assessment  
Guidance note



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				compromised by religious practices.
<b>Individual's gender identity</b>			✓	The fire risk assessment and audits deals with all persons needing to evacuate from the building and there is no detrimental effect on anyone regardless of their gender identity.
<b>Individual's sexual orientation</b>			✓	Any fire risk assessment and fire safety audit deals with the need to have all persons evacuate safely which presented no detrimental effect upon anyone whatever sexual orientation they are.
<i>Individuals living in different family circumstances</i>	✓			The ongoing risk-based inspection programme includes residential high-rise buildings to ensure the safety families living in different circumstances.
<i>Individuals in different social circumstances</i>	✓			The ongoing risk-based inspection programme includes residential high-rise buildings to ensure the safety families living in different circumstances.
<i>Different employee groups</i>	✓			These are supported in the round based upon the inspecting officer visits to businesses to ensure that all employees can safely evacuate from the building.
<i>Other, please specify</i>				

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## Service Document Standard Form:

### Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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6: What further research or consultation is needed to check the impact/potential impact of the activity/change/policy/procedure/project on different groups? If needed, how will you gather additional information and from whom?

All of the existing work undertaken by Protection meets the acknowledged impacts as highlighted above and included within the relevant legislation.

7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/policy/procedure/project is impacting/will impact differently or disproportionately on some group of people?

N/A

8: What amendments will you make/have been made to the activity/change/policy/procedure/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?

N/A

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

10: Can continuing or implementing the proposed activity/change/policy/procedure/project, without further amendment, be justified legally? If so, how?

Captured within existing Fire Safety Legislation and guidance.

11: How can you ensure that any positive or neutral impact is maintained?

Continue to follow existing guidance and legislation.

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## Service Document Standard Form:

### Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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12: How will you monitor and review the impact of the activity/change/policy/procedure/project once it has been implemented?

Continue to seek feedback from Protection team about their activity and how and when they challenge the RPs. Through team meetings and training monitor this feedback and learn from others about how to further incorporate the depts impact fro all groups specifically those covered above.

### 13: Sign off

Name of department head / project lead	Steve Hawkins
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Date of EIA sign off:	09/11/2022
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Date(s) of review of assessment:	09/11/2023
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## Service Document Standard Form:

### Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note



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

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# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Fire Authority, 7 December 2022

**Report title:** Performance Management – Q2 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](mailto:acarter@bucksfire.gov.uk)

**Action:** Noting

**Recommendations:**

That the BFRS Performance for Q2 2022/23 is noted.

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**Executive summary:**

This report details the suite of 75 performance measures split across 4 quadrants:

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

The following changes have been made to the measures:

- New measure: R.3.03 - Site Specific Risk Information (SSRI) high-risk sites completion rate
- Work in progress measure now reportable: PV.2.04 - % - Compliance with Standing Orders relating to Contracts

This report comprises of the Service performance against these measures for Q2 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 Q2(YTD), 56 measures reported with a Blue, Green, Amber or Red status and 10 are for information.

BRAG	Number		Total	%
	Target	Monitor		
B	7	1	8	12
G	22	3	25	38
A	7	3	10	15
R	20	3	23	35

There are 9 measures that are work in progress and will be developed over 2022/23.

**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
Performance Monitoring Board	29 September 2022	Approved for submission to SMB
Strategic Management Board	18 October 2022	Approved for submission to Executive Committee

#### Next steps -

- 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/>

Special Meeting of the Executive Committee, 7 October 2022: Performance Management – Q1 2022/23

[\(Public Pack\)Agenda Document for BMKFA Executive Committee, 14/09/2022 10:00 \(bucksfire.gov.uk\)](#)

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



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## 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: **September**

Reporting Quarter: **Q2**

Last Updated: **26th October 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	?	?

## Q1 Highlighted Measures - Review

Public Impact: Deliberate fires to non-dom (not own) (PI.2.05)

Q1	R
Q2	R
YTD	R

Deliberate fire in non-domestic properties continues to be higher than the average of the previous five years.

Service Delivery and the Data Intelligence Team are already working together to better understand the details of these incidents. This information will then support and drive prevention and protection activities in a bid to reduce the number of these incidents.

Public Impact: Fire & Wellness visits (PI.1.09)

Q1	R
Q2	R
YTD	R

While numbers remain lower than the target, the team has been through a large recruitment and training campaign during Q1 and Q2.

The Prevention Team are confident that the second half of the year will see an increase in the number of Fire & Wellness visits being completed in line with the target set. Alongside remaining focused on those who are most at risk.

Public Impact: Serious Accidental Dwelling Fires (PI.1.02)

Q1	B
Q2	R
YTD	G

Serious accidental dwelling fires (fires that spread further than source of the fire) were highlighted in Q1 as being in a positive position.

By way of update, a rise in numbers during Q2 (especially September) has seen the number of incidents being more in-line with the expected trend. We will continue to monitor these figures closely.

## Q2 Highlighted Measure - New

Public Impact: Average attendance time to all (R.1.04)

Q1	G
Q2	R
YTD	R

The average attendance time to incidents in Q1 2022/2023 was 08:39, three seconds slower than the 08:36 recorded over the average of the previous five years. By the end of Q2, this average attendance time for 2022/2023 changed to 09:11, 36 seconds slower than 8:35 recorded over the average of the previous five years at the same point.

Following a review of the incidents, this figure can in part, be attributed to:

- The exceptional increase in demand over the summer, both number of incidents and the type (increasing simultaneous demand).
- The location of the incidents – incidents during hot spells tended to be located away from built up locations, consequently, further from stations.
- The high level of vacancies for both wholetime and on-call firefighters.

The Service will continue to review it's attendance times to ensure a better understanding of these outcomes.

## Public Impact

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

### NOTES:

#### **PI.3.05 - Deliberate secondary fires to somebody else's property;**

Since 2018/2019 the number of these types of incidents has continued to reduce. 2022/2023 looked to be continuing with this trend however, July and August saw double the usual number of incidents recorded. This will probably result in 2022/2023 seeing a slight increase on the previous couple of years.

#### **PI.3.06 - Deliberate primary fires to somebody else's property;**

Much like the secondary fires above, deliberate primary fires has also been on a positive trend. And again, like secondary fires, the number of incidents attended in July and August were twice as much as usual.



## Response

Incidents	R.1.01	Total Incidents (Exc Co-res)	G	A
	R.1.02	Co-responder incidents	B	G
	R.1.03	Effecting entry incidents	R	R
	R.1.04	Average attendance time to all	R	R
	R.1.05	Average attendance time to ADFs	R	R
Ops Res	R.3.01	Maintenance of competencies	R	-
	R.3.02	Hydrants	?	?
	R3.03	High Risk Site Information	R	-

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	R	R
	R.2.06	OTB mobs out of BFRS grounds	A	B

### NOTES:

#### **R1.01 - Total Incidents (Excluding co-responder incidents);**

At the end of Q1, the number of incidents attended was 3.7 percent less, when compared with the average of the previous five years.

The impact of the heatwaves experienced in July and August resulted in 19.2 percent more incidents in Q2 when compared with the average of the previous five years. This also equated to an increase of 8.4 percent for the year to date.

## Great Place to Work

People	GP.1.01	Actual vs Establishment - Wholetime	R	A
	GP.1.02	Actual vs Establishment - On-Call	R	R
	GP.1.03	Actual vs Establishment - Support	A	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	R	-

H&S	GP.2.01	Injury rate	G	G
	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	A	R
	GP.2.06	Attacks on members of staff	A	A
	GP.2.07	Equipment damage	R	R

### NOTES:

#### GP.1.01 - Actual vs Establishment - Wholetime

Q2 has seen wholetime firefighter numbers drop to 85 percent when compared with establishment figures. Getting firefighter number back to its establishment figure is one of the Service's highest priorities. A project managed by the Service's workforce planning group aims to achieve this by March 2023.

#### GP.2.05 - RIDDOR reportable injuries

During Q2 there were two RIDDOR reportable injuries. One incident was related to firefighting during the heatwave. The second was a musculoskeletal injury.

## Public Value

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

### NOTES:

#### PV.5.01 Internal Audits:

We continue to work on the actions and whilst the number of outstanding actions has increased so has the number of completed actions.

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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	18	23	23	25	25	29	27	28	19
	2022	19	23	22	21	22	26						
	Status	B	B	B	R	G	A						
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	24	53	77	96	119	142	167	192	221	248	276	295
	2022	19	42	64	85	107	133						
	Status	B	B	B	B	G	G						

B	<10%
G	Within 10%
A	>10%
R	>20%
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	6	7	7	7	8	8	9	8	8
	2022	6	4	10	9	7	16						
	Status	B	B	A	R	G	R						
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	8	17	25	31	38	45	52	60	68	78	86	94
	2022	6	10	20	29	36	52						
	Status	B	B	G	G	G	G						

B	<20%
G	Within 20%
A	>20%
R	>30%
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	0	0	0	0.4	0	0	0.2	0	0.2
	2022	0	0	0	0	1	0						
	Status	G	G	G	G	A	A						
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	0.4	0.6	1.0	1.0	1.0	1.0	1.4	1.4	1.4	1.6	1.6	1.8
	2022	0	0	0	0	1	1						
	Status	G	G	G	G	A	A						

B	
G	0
A	>0 a year
R	>3 a year
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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	0.0	0.0	0.4	0.2	0.6	0.2	0	0	0.6	0.6	0	0.2
	2022	0	0	0	1	0	0						
Cumulative	Status	G	G	G	A	G	G						
	Prev 5 year	0.0	0.0	0.4	0.6	1.2	1.4	1.4	1.4	2	2.6	2.6	2.8
	2022	0	0	0	1	1	1						
	Status	G	G	G	G	G	G						

B	
G	<3 a year
A	>2 a year
R	>4 a year
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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	88	98	96	112	120	110	118	103	94.4	81.6	88	82.4
	2022	100	100	99	114	117	123						
Cumulative	Status	R	G	G	G	G	R						
	Prev 5 year	88	186	282	394	514	624	741	844	938	1020	1108	1190
	2022	100	200	299	413	530	653						
	Status	R	A	A	G	G	G						

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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	2.2	0.6	1.4	3.0	2.0	0.4	2	1.6	1.2	1.4	1.4	0.8
	2022	1	1	1	1	1	0						
Cumulative	Status	B	B	B	B	B	B						
	Prev 5 year	2.20	2.80	4.20	7.20	9.20	9.60						
	2022	1	2	3	4	5	5						
	Status	B	B	B	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 (primary) 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	57.0	44.4	36.6	25.6	40.2	18.6	22.8	23.0	33.2
2022	26	19	17	57	68	31						
Status	B	B	B	G	R	B						
Cumulative												
Prev 5 year	52	92	138	195	240	276	302	342	361	383	406	440
2022	26	45	62	119	187	218						
Status	B	B	B	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	2.0	1.6	1.0	0.8	0.4	2.4	1	1	1	1.2	1	1.6
2022	0	1	2	1	1	2						
Status	B	G	G	G	G	G						
Cumulative												
Prev 5 year	2.0	3.6	4.6	5.4	5.8	8.2	9.2	10.2	11.2	12.4	13.4	15.0
2022	0	1	3	4	5	7						
Status	B	B	G	G	G	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	127	158	157						
Status	R	R	R	R	R	R						
Cumulative												
Target	300	600	900	1200	1500	1800	2100	2400	2700	3000	3300	3600
2022	89	208	290	417	575	732						
Status	R	R	R	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%	90%	91%	87%						
	Status	G	B	B	B	B	B						
Cumulative													
	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	72%	77%	78%	82%	84%	85%						
	Status	G	G	G	B	B	B						

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	17.2	16.2	15.2	18	14.4	13.2	16	11.6	15.4
	2022	16	24	14	38	23	9						
	Status	B	R	B	R	R	B						
Cumulative	Prev 5 year	18	36	53	70	86	102	120	134	147	163	175	190
	2022	16	40	54	92	115	124						
	Status	B	A	G	R	R	R						

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.2.02 - Non-domestic Fires - Primary - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	10.6	8.2	8.0	9	8.2	6.2	6.8	6.8	6.6	5.4	5.2	6.4
	2022	6	9	7	23	12	6						
	Status	B	G	B	R	R	G						
Cumulative	Prev 5 year	10.6	18.8	26.8	35.8	44.0	50.2	57.0	63.8	70.4	75.8	81.0	87.4
	2022	6	15	22	45	57	63						
	Status	B	B	B	R	R	R						

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	0	0	0						
	Status	G	G	G	G	G	G						
Cumulative	Prev 5 year	-	-	-									
	2022	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	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

## PUBLIC IMPACT

## AT WORK

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

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	-	-	-									
<b>2022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
Status	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>						
Prev 5 year	-	-	-									
<b>2022</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>						
Status	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>						

<b>B</b>	
<b>G</b>	0
<b>A</b>	1
<b>R</b>	>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	<b>PI.2.04</b>

### PI.2.05 - Non-domestic Primary Fires - Deliberate

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	3.0	2.8	2.8	4	3.8	2	3.8	1.6	3.6	2.8	2.2	3
<b>2022</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>12</b>	<b>13</b>	<b>4</b>						
Status	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>						
Prev 5 year	3.0	5.8	8.6	12.6	16.4	18.4	22.2	23.8	27.4	30.2	32.4	35.4
<b>2022</b>	<b>6</b>	<b>12</b>	<b>17</b>	<b>29</b>	<b>42</b>	<b>46</b>						
Status	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>R</b>

<b>B</b>	<10%
<b>G</b>	Within 10%
<b>A</b>	>10%
<b>R</b>	>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	<b>PI.2.05</b>

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

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	1.4	1.2	1.8	1	0.6	1.8	1	0.4	0	1	0.6	1.2
<b>2022</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>1</b>						
Status	<b>A</b>	<b>G</b>	<b>G</b>	<b>R</b>	<b>G</b>	<b>G</b>						
Prev 5 year	1.4	2.6	4.4	5.4	6.0	7.8	8.8	9.2	9.2	10.2	10.8	12.0
<b>2022</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>11</b>	<b>12</b>						
Status	<b>A</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>						

<b>B</b>	
<b>G</b>	<3 per month
<b>A</b>	3 per month
<b>R</b>	>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	<b>PI.2.06</b>

PI.2.07 - Non-domestic property false alarms

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	112	128	125	149	142	152	155	147	137	138	121	117
Monthly	2022	111	125	113	133	136	138						
	Status	G	G	G	B	G	G						
Cumulative													
	Prev 5 year	111.6	240	365	513	655	807	962	1109	1245	1383	1504	1621
	2022	111	236	349	482	618	756						
	Status	G	G	G	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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	20	20	20	20	20	20	20	20	20	20	20	20
Monthly	2022	10	32	27	29	23	32						
	Status	R	B	G	G	G	B						
Cumulative													
	Target	20	40	60	80	100	120	140	160	180	200	220	240
	2022	10	42	69	98	121	153						
	Status	R	G	G	G	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

TRAVEL

PI.3.01 - Road Traffic Collisions (RTC)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	37.6	44.2	48.0	45.4	44.6	46.6	50	51.6	48.6	46.2	39.4	41.2
	2022	34	34	41	52	48	54						
	Status	G	B	B	A	G	A						
Cumulative													
	Prev 5 year	38	82	130	175	220	266	316	368	417	463	502	543
	2022	34	68	109	161	209	263						
	Status	G	B	B	G	G	G						

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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	1.6	1.6	1.2	0.2	4.2	0.6	0.6	0.8	1	1.2	0.6	0.4
	2022	1	0	0	0	1	1						
	Status	G	B	B	B	G	G						
Cumulative													
	Prev 5 year	1.6	3.2	4.4	4.6	8.8	9.4	10.0	10.8	11.8	13.0	13.6	14.0
	2022	1	1	1	1	2	3						
	Status	G	B	B	B	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

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	5.6	8.4	9.2	4	7.4	5.4	7	9.2	3.2	9.2	6.8	4.8
	2022	6	10	12	11	13	6						
	Status	G	A	R	R	R	A						
Cumulative													
	Prev 5 year	5.6	14.0	23.2	27.2	34.6	40.0	47.0	56.2	59.4	68.6	75.4	80.2
	2022	6	16	28	39	52	58						
	Status	G	A	R	R	R	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

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	23.4	22	20.8	22.6	23.6	18.6	20.4	20	15.4
	2022	9	11	12	17	14	20						
	Status	B	B	B	B	B	G						
Cumulative													
	Prev 5 year	19	45	68	91	113	134	157	180	199	219	239	255
	2022	9	20	32	49	63	83						
	Status	B	B	B	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

PUBLIC IMPACT

IN THE COMMUNITY

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	49.6	45	41.6	25.2	20.6	13.8	14.2	17	21.6
2022	39	41	36	82	96	26						
Status	B	A	B	R	R	B						

Cumulative

Prev 5 year	44	80	122	172	217	258	283	304	318	332	349	371
2022	39	80	116	198	294	320						
Status	B	G	G	A	R	R						

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	20	17	16.6	15.2	10.4	12.2	11.4	9.6	12.8
2022	16	21	15	31	42	12						
Status	G	R	B	R	R	B						

Cumulative

Prev 5 year	16	31	50	70	87	104	119	129	142	153	163	175
2022	16	37	52	83	125	137						
Status	G	R	G	A	R	R						

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

## 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	695	657	627	590	577	542	512	498	529
	2022	568	599	568	864	880	617						
	Status	G	G	B	R	R	G						
Cumulative	Prev 5 year	581	1180	1801	2496	3153	3780	4370	4947	5488	6000	6499	7028
	2022	568	1167	1735	2599	3479	4096						
	Status	G	G	B	A	A	A						

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

Description	Total number of incidents attended within Bucks and MK (excluding co-res)
Owner	Response
Data source	BFRS IRS

What is good
For monitoring only

Pattern	Monthly
Comparison	Previous five year average
Reference	<b>R.1.01</b>

### 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	64.6	62.4	73.8	58	61.8	76.2	70	59.6	60.2
	2022	67	63	66	61	64	35						
	Status	A	G	A	G	G	B						
Cumulative	Prev 5 year	53.6	108.6	162.0	226.6	289.0	362.8	420.8	482.6	558.8	628.8	688.4	748.6
	2022	67	130	196	257	321	356						
	Status	A	G	A	G	G	G						

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

Description	Number of co-responder incidents attended by BFRS staff in MK and Bucks
Owner	Response
Data source	BFRS IRS

What is good
For monitoring only

Pattern	Monthly
Comparison	Previous five year average
Reference	<b>R.1.02</b>

### 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	14.8	16.0	14.4	16.4	16.8	22.8	15.2	22.2	19.8
	2022	18	24	19	8	19	24						
	Status	R	R	R	B	R	R						
Cumulative	Prev 5 year	16	31	44	59	75	90	106	123	146	161	183	203
	2022	18	42	61	69	88	112						
	Status	R	R	R	R	R	R						

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

Description	Number of effecting entry/exit incidents attended
Owner	Response
Data source	BFRS IRS

What is good
For monitoring only

Pattern	Monthly
Comparison	Previous five year average
Reference	<b>R.1.03</b>

RESPONSE

INCIDENTS

R.01.04 - Average attendance time to all incidents

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	<10 Sec		Incidents attended (excluding co-res)		
	Prev 5 year	08:20	08:22	09:04	08:33	08:32	08:33							<b>G</b>	Within 10 sec				
	<b>2022</b>	<b>08:40</b>	<b>08:33</b>	<b>08:47</b>	<b>09:47</b>	<b>09:39</b>	<b>09:09</b>							<b>A</b>	>10 Sec		Owner	Response	
	Status	<b>A</b>	<b>G</b>	<b>B</b>	<b>R</b>	<b>R</b>	<b>R</b>							<b>R</b>	>30 seconds		Data source	BFRS IRS	
Cumulative																			
	Prev 5 year	08:20	08:22	08:36	08:36	08:35	08:35										What is good	Pattern	Monthly
	<b>2022</b>	<b>08:40</b>	<b>08:36</b>	<b>08:39</b>	<b>09:02</b>	<b>09:11</b>	<b>09:11</b>										Quicker is better	Comparison	Previous five year average
	Status	<b>A</b>	<b>A</b>	<b>G</b>	<b>R</b>	<b>R</b>	<b>R</b>											Reference	<b>R.1.04</b>

R.01.05 - Average attendance time to Accidental Dwelling Fires

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	<10 Sec		Accidental Dwelling Fires	
	Prev 5 year	07:33	07:52	07:55	08:11	07:45	07:46							<b>G</b>	Within 10 Sec			
	<b>2022</b>	<b>09:51</b>	<b>07:49</b>	<b>07:09</b>	<b>09:16</b>	<b>09:13</b>	<b>09:07</b>							<b>A</b>	>10 Sec		Owner	Response
	Status	<b>R</b>	<b>G</b>	<b>B</b>	<b>R</b>	<b>R</b>	<b>R</b>							<b>R</b>	>30 seconds		Data source	BFRS IRS
Cumulative																		
	Prev 5 year	07:33	07:43	07:47	07:52	07:50	07:49							What is good			Pattern	Monthly
	<b>2022</b>	<b>09:51</b>	<b>08:44</b>	<b>08:11</b>	<b>08:27</b>	<b>08:37</b>	<b>08:43</b>							Quicker is better			Comparison	Previous five year average
	Status	<b>R</b>	<b>R</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>										Reference	<b>R.1.05</b>



RESPONSE

RESPONSE MODEL

R.2.01 - Availability - Wholetime

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	99% - 99.9%	Description Availability of wholetime appliances (impacted by both crew and appliances)	Owner Response
	Target	-	-	-										<b>G</b>	98% - 98.9%		
Cumulative	2022	91.2%	94.4%	91.8%	89.3%	84.7%	87.2%							<b>A</b>	96% - 97.9%		
	Status	R	R	R	R	R	R							<b>R</b>	<96%		
Cumulative	Target	-	-	-										What is good		Pattern	Monthly
	2022	91.2%	92.8%	92.5%	91.7%	90.3%	89.8%							Higher is better		Comparison	Target Figures
	Status	R	R	R	R	R	R									Reference	R.2.01

R.2.02 - Availability - On-Call

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	>59%	Description Availability of On-Call appliances (impacted by both crew and appliances)	Owner Response
	Target	-	-	-										<b>G</b>	>29%		
Cumulative	2022	5.4%	10.1%	7.9%	9.1%	5.8%	6.7%							<b>A</b>	> 16%		
	Status	R	R	R	R	R	R							<b>R</b>	< 17%		
Cumulative	Target	-	-	-										What is good		Pattern	Monthly
	2022	5.4%	7.8%	7.8%	8.1%	7.7%	7.5%							Higher is better		Comparison	Target Figures
	Status	R	R	R	R	R	R									Reference	R.2.02

R.2.03 - Wholetime - response model - (Work in progress)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>		Description ?	Owner Response
	Prev 5 year													<b>G</b>			
Cumulative	2022													<b>A</b>			
	Status													<b>R</b>			
Cumulative	Prev 5 year													What is good		Pattern	Monthly
	2022													Higher is better		Comparison	Target Figures
	Status															Reference	R.2.03

RESPONSE

RESPONSE MODEL

R.2.04 - On-Call - response model - (Work in Progress)														Description ?			
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B		Owner Response Data source Fire Service Rota	
	Prev 5 year													G			
	2022													A			
	Status													R			
Cumulative														What is good Higher is better		Pattern Monthly Comparison Target Figures Reference R.2.04	
	Prev 5 year																
	2022																
	Status																

R.2.05 - Over the border mobilisation into BFRS														Description		Number of appliance mobilisations into BFRS grounds	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	<10%	Owner	Response
	Prev 5 year	115	124	136	161	137	129	125	120	110	102	92	107	G	Within 10%	Data source	Vision (TVFC)
	2022	130	163	118	436	358	194							A	>10%		
	Status	A	R	B	R	R	R							R	>20%		
Cumulative														What is good		Pattern	Monthly
	Prev 5 year	115	239	375	536	673	802	928	1048	1158	1260	1352	1459	For monitoring only		Comparison	Previous five year average
	2022	130	293	411	847	1205	1399									Reference	R.2.05
	Status	A	R	G	R	R	R										

R.2.06 - Over the border mobilisation out of BFRS														Description		Number of appliance mobilisations out of BFRS grounds	
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<div>B</div>	>10%	Owner	Response
	Prev 5 year	43	47	47	61	59	43	49	32	52	42	36	39 <th><div>G</div></th> <th>Within 10%</th>	<div>G</div>	Within 10%		
	2022	51	58	48	97	77	37							<div>A</div>	<10%		
	Status	<div>B</div>	<div>G</div>	<div>G</div>	<div>B</div>	<div>B</div>	<div>A</div>							<div>R</div>	<20%		
Cumulative	Prev 5 year	43.2	90	137	198	256	299	349	381	433	475	511	549	What is good		Pattern	Monthly
	2022	51	109	157	254	331	368							For monitoring only		Comparison	Previous five year average
	Status	<div>B</div>	<div>G</div>	<div>B</div>	<div>B</div>	<div>B</div>	<div>B</div>									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%	52%		
	Status	R	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.3.02

R.3.03 - Site Specific Risk Information (SSRI) high-risk sites completion rate

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Total	28	27	29	29	29	29						
	Overdue	8	5	5	6	6	6						
	Status	R	A	A	R	R	R						
171													

B	
G	>90%
A	80-89%
R	<80%
What is good	
Higher is better	

Description	Site Specific Risk Information (SSRI) for high-risk sites updated in accordance with current risk review process.
Owner	
Data source	
Pattern	Monthly
Comparison	Target Figures
Reference	R.3.03

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GREAT PLACE TO WORK

PEOPLE

Monthly	GP.1.01 - Actual v's Establishment - Wholetime												
		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	280	280	300	300	300	300						
	2022	278	275	272	262	255	256						
Cumulative	Status	G	G	A	R	R	R						
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	99%	99%	96%	94%	92%	91%						
	Status	G	G	G	A	A	A						

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

Monthly	GP.1.02 - Actual v's Establishment - On-Call												
		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target (FTE)	96	96	96	96	96	96						
	2022 (FTE)	65.3	63.9	62.5	62.4	62	62.4						
Cumulative	Status	R	R	R	R	R	R						
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	68%	67%	65%	65%	65%	65%						
	Status	R	R	R	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

Monthly	GP.1.03 - Actual v's Establishment - Support												
		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	133	133	133	133	133	133						
	2022	121	120	119	119	123	121						
Cumulative	Status	A	A	R	R	A	A						
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	91%	91%	90%	90%	91%	91%						
	Status	A	A	A	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

GREAT PLACE TO WORK

PEOPLE

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%	1.8%	0.6%	2.0%						
	Status	A	A	R	A	G	R						
YTD Average	Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
	2022	1.2%	1.3%	1.7%	1.7%	1.5%	1.6%						
	Status	A	A	A	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 (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	
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												
	Status												
Cumulative	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%	61%
	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%	43%	37%
	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	3	2	5						
	Status	G	G	G	R	A	R						
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	0	0	0						
	Status	G	G	G	R	R	R						

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	17.6	11.4		
	Status	G	G		

B	
G	
A	
R	

What is good
Less is better

Description	Employee Injury rate per 1,000
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	5		
	Status	G	G		
Cumulative					
	Prev 3 year	11	21	30	41
	2022	8	13		
	Status	G	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	13		
	Status	G	G		
Cumulative					
	Prev 3 year	12	22	28	37
	2022	12	25		
	Status	G	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	8		
	Status	G	G		
Cumulative					
	Prev 3 year	11	22	33	44
	2022	9	17		
	Status	G	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	2		
	Status	R	A		
Cumulative					
	Prev 3 year	1	1	2	5
	2022	4	6		
	Status	R	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	1		
	Status	A	A		
Cumulative					
	Prev 3 year	0	0	1	2
	2022	1	2		
	Status	A	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	15	18		
	Status	A	R		
Cumulative					
	Prev 3 year	13	22	32	45
	2022	15	33		
	Status	A	R		

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	£33.17	
	Status	B	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	£21.36	
	Status	B	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%	64%	
	Status	A	A	A	G	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 (£)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 3 year	106k	102k	107k	107k	112k	110k	118k	108k	96k	47k	41k	73k
	2022	111k	101k	116k	113k								
	Status	A	G	R	R								
Cumulative	Prev 3 year	106k	209k	316k	422k	535k	644k	762k	870k	966k	1,013k	1,054k	1,128k
	2022	111k	212k	328k	441k								
	Status	A	A	A	A								

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

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

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	
	Status	G	G	G	G	G	

B	
G	0
A	
R	>0

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

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

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

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	0	0	0						
	Status	G	G	G	G	G	G						
Cumulative	Target	0	0	0	0	0	0	0	0	0	0	0	0
	2022	0	0	0	0	0	0						
	Status	G	G	G	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	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
	Provided	86%	100%	100%	89%	78%	75%						
	Status	G	G	G	G	A	A						
Cumulative	Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
	Provided	86%	94%	95%	93%	89%	88%						
	Status	G	G	G	G	G	G						

B	
G	> 80%
A	> 70%
R	< 69%

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 - % - Compliance with Standing Orders relating to Contracts													
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	100%	100%	100%	100%	100%	100%						
	Status	G	G	G	G	G	G						
	B	N/A											
	G	95-100%											
	A	90-94%											
	R	<90*											
	What is good												
	Higher is better												
	Description		% of Expenditure that is compliant with the Authority's 'Standing Orders relating to Contracts (CSO)										
	Owner		Procurement										
	Data source		Expenditure Transparency Reports										
	Pattern		Monthly										
	Comparison												
	Reference		PV.2.04										



PUBLIC VALUE

ENGAGEMENT

PV.3.01 - After the incident Survey - % of Respondents satisfied with the service provided													<div><div>Description</div><div>% of Respondents satisfied with the service provided after an incident</div></div> <div><div>Owner</div><div>Legal &amp; Governance</div></div> <div><div>Data source</div><div>Post incident survey</div></div> <div><div>Pattern</div><div>Annual</div></div> <div><div>Comparison</div><div>Target</div></div> <div><div>Reference</div><div>PV.3.01</div></div>
Domestic		17/18	18/19	19/20	20/21	21/22							<div><div>B</div><div>100%</div></div> <div><div>G</div><div>95-99%</div></div> <div><div>A</div><div>90-95%</div></div> <div><div>R</div><div>&lt;95%</div></div>
	Target	99%	99%	99%	99%	99%							
	Actual	95%	98%	99%	98%	97%							
	Status	G	G	G	G	G							
Non-Dom		17/18	18/19	19/20	20/21	21/22							<div>What is good</div> <div>Higher is better</div>
	Target	99%	99%	99%	99%	99%							
	Actual	99%	100%	100%	99%	99%							
	Status	G	B	G	G	G							

PV.3.02 - Compliments & Complaints														Description		Number of compliments and complaints received each Month	
Compliments		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B		Owner	Legal & Governance
	Prev 5 year													G		Data source	Legal & Governance
	2022	2	0	1	0	1	1							A			
	Status	G	A	G	A	G	G							R			
Complaints														What is good		Pattern	Monthly
	Prev 5 year													Monitor		Comparison	Monitor
	2022	4	2	2	0	2	4									Reference	PV.3.02
	Status	A	A	A	G	A	A										

PV.3.03 - Social Media (work in progress)													Description				
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>		Owner Marketing & Comms	
	Prev 5 year													<b>G</b>			
	<b>2022</b>													<b>A</b>			
	Status													<b>R</b>			
Cumulative														What is good			
	Prev 5 year															Pattern	
	<b>2022</b>															Comparison	
	Status															Reference	<b>PV.3.03</b>

PV.4.01 - Service Desk Response

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	100%
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	<b>G</b>	> 97.9%
	2022	98.1%	96.4%	95.3%	95.8%	92.7%	97.6%							<b>A</b>	> 95.9%
	Status	<b>G</b>	<b>A</b>	<b>R</b>	<b>R</b>	<b>R</b>	<b>A</b>							<b>R</b>	< 96%
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	What is good	
	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	Higher is better	
	2022	98.1%	97.2%	96.5%	96.3%	95.6%	96.0%								
	Status	<b>G</b>	<b>A</b>	<b>A</b>	<b>A</b>	<b>R</b>	<b>A</b>								

Description	The % of ICT Helpdesk tickets responded to with SLA.
Owner	ICT
Data source	Vivantio
Pattern	Monthly
Comparison	Target
Reference	<b>PV.4.01</b>

PV.4.02 - Network Uptime (work in progress)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<b>B</b>	
	Prev 5 year													<b>G</b>	
	2022													<b>A</b>	
	Status													<b>R</b>	
Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	What is good	
	Prev 5 year														
	2022														
	Status														

Description	
Owner	ICT
Data source	
Pattern	
Comparison	
Reference	<b>PV.4.02</b>

PUBLIC VALUE

PORTFOLIO MANAGEMENT OFFICE

PV.5.01 - Internal Audit - Overdue actions							
		Feb-21	Jun-21	Oct-21	Feb-21	Jun-22	Sep-22
Number	Target	!	!	!	!	!	!
	Actual	5	4	18	12	21	29
	Status	-	-	-	-	-	-
%	Target	15%	15%	15%	15%	15%	15%
	Actual	14%	7%	29%	19%	22%	30%
	Status	A	G	R	A	R	R

<div>B&lt;5%</div> <div>G5%-9.9%</div> <div>A10%-20%</div> <div>R&gt;20%</div>	Description	Number of overdue audits following an internal audit
	Owner	PMO
	Data source	Audit Providers - (BC)
	What is good	
Less is better	Pattern	3 times a year
	Comparison	Target
	Reference	PV.5.01

PV.5.02 - Projects in progress					
		Q1	Q2	Q3	Q4
Monthly		-	-	-	-
	2022	15	15		
	Status	G	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	
Monitor	Pattern	Quarterly
	Comparison	Monitor
	Reference	PV.5.02

PV.5.02 - Projects off track					
		Q1	Q2	Q3	Q4
Monthly	Target	5%	5%	5%	5%
	2022	0	0		
	Status	G	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	
Less is better	Pattern	Quarterly
	Comparison	Target
	Reference	PV.5.03

PUBLIC VALUE

ENVIRONMENT

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

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