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
Tel: 01296 744441

Chief Fire Officer and Chief Executive
Jason Thelwell

To: Members of Buckinghamshire and Milton Keynes Fire Authority

5 June 2023

MEMBERS OF THE PRESS AND PUBLIC

Please note the content of Page 2 of this Agenda Pack

Dear Councillor

Your attendance is requested at the Annual Meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD on **WEDNESDAY 14 JUNE 2023 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.

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

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/UCWmIXPWAscxpL3vliv7bh1Q

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

Adjournment and Rights to Speak – Public

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

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

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

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

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

Rights to Speak - Members

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

Petitions

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

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

Questions

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

COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

1. To appoint the Authority's Standing Committees and Lead Members.

2. To determine the following issues after considering recommendations from the Executive Committee, or in the case of 2(a) below, only, after considering recommendations from the Overview and Audit Committee:

   (a) variations to Standing Orders and Financial Regulations;

   (b) the medium-term financial plans including:

      (i) the Revenue Budget;

      (ii) the Capital Programme;

      (iii) the level of borrowing under the Local Government Act 2003 in accordance with the Prudential Code produced by the Chartered Institute of Public Finance and Accountancy; and

   (c) a Precept and all decisions legally required to set a balanced budget each financial year;

   (d) the Prudential Indicators in accordance with the Prudential Code;

   (e) the Treasury Strategy;

   (f) the Scheme of Members' Allowances;

   (g) the Integrated Risk Management Plan and Action Plan;

   (h) the Annual Report.

   (i) the Capital Strategy

3. To determine the Code of Conduct for Members on recommendation from the Overview and Audit Committee.

4. To determine all other matters reserved by law or otherwise, whether delegated to a committee or not.

5. To determine the terms of appointment or dismissal of the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent.

6. To approve the Authority's statutory pay policy statement.

AGENDA

Item No:

1. Election of Chairman

To elect a Chairman for 2023/24

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2023/24

The Vice Chairman's responsibilities include supporting the Chairman of the Authority in the discharge of their responsibilities; to deputise for the Chairman of the Authority where necessary, including leading on the Authority's response to any Government proposals relevant to the responsibilities of the Authority, and any transitions or changes arising from such proposals; to lead on Climate Change and to lead on the Authority's response to any matters relating to HMICFRS.

3. Apologies

4. Minutes

To approve, and sign as a correct record the Minutes of the Extraordinary meeting of the Fire Authority held on 28 April 2023 (item 4) **(Pages 11 - 22)**

5. 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.

6. 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.

7. Chairman's Announcements

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

8. Petitions

To receive petitions under Standing Order SOA6.

9. Questions

To receive questions in accordance with Standing Order SOA7.

10. Membership of the Authority

Under the Buckinghamshire Fire Services (Combination Scheme) Order 1996 Part III paragraph 12 – Each constituent authority shall, so far as is practicable, appoint such number of representatives to be members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors in the other constituent authority's area.

The electorate for Buckinghamshire Council is 412,797 as at 1 December 2022 (An email received from the Buckinghamshire Council Senior Electoral Services Officer, 4 January 2023, confirmed 'The Local Government electorate for Buckinghamshire Council at 1 December 2022 is 412,797.') 67.70%.

The electorate for Milton Keynes Council is 196,975 as at 1 December 2022 (An email received from the Milton Keynes Council Electoral Services Manager, 10 January 2023, confirmed 'The Local Government Electorate for Milton Keynes City Council as at 1 December 2022 is 196,975') 32.30%.

Total Number of Members :			17	
Buckinghamshire	412,797	(67.70%)	12	Members
Milton Keynes	196,975	(32.30%)	5	Members

This equates to Authority Membership for Buckinghamshire Council 12 Members and Milton Keynes Council 5 Members.

To note that the Constituent Authorities have appointed the following Members to serve on the Fire Authority for 2023/24:

<u>Buckinghamshire Council (12)</u>

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

<u>Milton Keynes Council (5)</u>

Councillors Darlington, Exon, Fuller, Hopkins and McLean

11. Committee Matters

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

The Authority is required by the above Regulations to review the basis of allocation of seats amongst the Political Groups either at its Annual Meeting, or as soon as practicable thereafter, or following a change in its Membership. In making its review, the Authority is required, so far as reasonably practicable, to comply with the following principles:

(i) The majority of seats is to be allocated to a particular Group if the number of persons belonging to that Group is a majority on the Authority.

(ii) Subject to the above paragraphs, the number of seats on the Committees allocated to each Group should bear the same proportion to the total of all the seats on the Committees as that borne by the number of Members of that Group to the Membership of the Authority.

(iii) Subject to paragraphs (i) to (iii) above, that the number of the seats on the body which are allocated to different political groups bears the same proportion to the number of all the seats on that body as is borne by the number of members of that group to the membership of the authority.

Subject to formal notification of the Membership of each Political Group, the allocation of seats on the Authority is as follows:

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

The above Regulations, with the Authority's Scheme of Delegation, require a notice in writing to be delivered to the Authority's Monitoring Officer signed by two or more Members of the Authority to establish a Political Group.

The Authority is asked to note the report.

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633

Background papers: None.

(b) Committee Appointments

To consider making appointments to the Authority's committees. The membership of the Executive and the Overview and Audit committees is required to be mutually exclusive.

Executive Committee

The Authority is asked to make appointments to the Executive Committee in accordance with the wishes of the respective Political Groups (8 Members).

It is recommended that the seats should be allocated as follows:

Conservative – 5

Liberal Democrat – 2

Labour – 1

Overview and Audit Committee

The Authority is asked to make appointments to the Overview and Audit Committee in accordance with the wishes of the respective Political Groups (9 Members).

It is recommended that the seats should be allocated as follows:

Conservative – 6

Liberal Democrat – 1

Labour – 2

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633

Background papers: None.

12. Calendar of Meetings

<u>Fire Authority</u>	
Wednesday 11 October 2023	at 11.00am
Wednesday 6 December 2023	at 11.00am
Wednesday 14 February 2024	at 11.00am
Wednesday 12 June 2024	at 11.00am
<u>Executive Committee</u>	
Wednesday 12 July 2023	at 10.00am
Wednesday 13 September 2023	at 10.00am
Wednesday 15 November 2023	at 10.00am
Wednesday 7 February 2024	at 10.00am
Wednesday 20 March 2024	at 10.00am
<u>Overview & Audit Committee</u>	
Wednesday 19 July 2023	at 10.00am

Wednesday 8 November 2023	at 10.00am
Wednesday 13 March 2024	at 10.00am

13. Appointment of Representatives to Outside Bodies

(a) Local Government Association Annual Conference

To appoint 2 Members to attend as the Authority's representatives at the Local Government Association's Annual Conference.

(b) Local Government Association Fire Commission

To appoint 1 Member and Standing Deputy to represent the Authority at the Local Government Association's Fire Commission.

(c) Local Government Association Annual Fire Conference

To appoint 2 Members to attend as the Authority's representatives at the Local Government Association's Annual Fire Conference.

(d) Thames Valley Fire Control Service – Joint Committee

(i) To appoint 2 Representatives to the Thames Valley Fire Control Service – Joint Committee.

(ii) To nominate 2 substitute members to the Thames Valley Fire Control Service – Joint Committee (in the event the 2 representatives are unable to attend).

Appointments to the Thames Valley Fire Control Service Joint Committee are exempt from the political balance rules under section 15 of the Local Government and Housing Act 1989. It is a joint committee constituted by two or more authorities under section 102 of the Local Government Act 1972 but to which the Authority appoints fewer than three members.

14. Lead Member Responsibilities

To consider the allocation of Lead Member Responsibilities; and to appoint Members to those roles.

Responsibility
Service Delivery, Protection and Collaboration
To lead on issues relating to the protection of our communities, the enforcement of fire safety legislation, and collaboration across the blue light services.
People, Equality and Diversity and Assurance
To ensure that the right staffing solutions are in place to provide the best

possible service to our communities; and to ensure that our operations are fully assured and we continue to improve the quality of our service to our communities and the safety of our staff.
Finance and Assets, Information Security and IT
To lead on treasury management, MTFP and the longer term aspects of our finances including the capital programme; optimising the use of assets (including fleet and property); and on information and data security and IT to ensure that we can develop and protect our infrastructure and service to our community.
Health and Safety and Corporate Risk
To ensure that measures and policies are in place to mitigate risks to the organisation and our staff.

It is recommended that:

1. Appointments to each of the Lead Member roles be made.

Contact Officer: Katie Nellist (Democratic Services Officer) – 01296 744633.

Background Papers: None

15. 2020-25 Corporate Plan: Year 3 Progress Review and Year 4 Update

To consider item 15 **(Pages 23 - 50)**

16. Equality, Diversity and Inclusion Objectives 2020-2025 - Year three update

To consider item 16 **(Pages 51 - 80)**

17. Exploring our Culture

To consider item 17 **(Pages 81 - 114)**

18. Summer Pressures Recommendations

To consider item 18 **(Pages 115 - 126)**

19. Performance Management - Q4 2022/2023

To consider item 19 **(Pages 127 - 168)**

20. Recent Changes to Fire Safety/Building Safety Legislation and Regulations

To receive a presentation **(Pages 169 - 180)**

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

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

ROLE DESCRIPTION

LEAD MEMBERS

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

(Approved 8 June 2007)

Buckinghamshire & Milton Keynes Fire Authority

MINUTES OF THE EXTRAORDINARY MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON FRIDAY 28 APRIL 2023 AT 11 AM.

Present: Councillors Bagge, Carroll, Darlington, Exon, Hopkins (Vice Chairman), Hussain, Mahendran, McLean, Rouse (Chairman), Stuchbury, Waite and Walsh

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Carter (Head of Technology, Transformation and PMO), P Mould (Area Commander), C Bell (Head of Protection, Assurance and Development), A Stunell (Head of Human Resources) and K Nellist (Democratic Services Officer)

Apologies: Councillors Adoh, Christensen, Chapple, Hall and Lambert

(Councillor Adoh joined remotely)

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

FA55 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 15 February 2023, be approved and signed by the Chairman as a correct record.

FA56 MATTERS ARISING FROM THE PREVIOUS MINUTES

The Chairman advised that:

FA48 – Chairman's Announcements, the Chief Fire Officer to ask the respective councils to write reflecting the Authority's views on the impact of losing the fire link grant and USAR funding: letters to respective councils were yet to be sent, however, there had been developments in respect of USAR funding since the last meeting of the Authority about which

the Chairman wished to update Members in his announcements.

FA52 – BMKFA Apprenticeship Programme Update, concerted effort from the Authority in approaching large national employers, particularly those based in Buckinghamshire and Milton Keynes, to ask for support with levy transfer, because there was a significant underspend with some of those larger employers: the Chairman had been provided with details of the top 10 large national employers, particularly those based in Buckinghamshire and Milton Keynes.

FA57 DISCLOSURE OF INTERESTS

None.

FA58 CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised Members that:

With the support of local Members of Parliament, and through various discussions with civil servants and the Minister for Crime, Policing and Fire, regarding funding, and a letter from the Authority on 30 March 2023 setting out a compelling case for continued funding for Urban Search and Rescue (USAR), the Minister responded to confirm that he was looking into it and would update further in due course. The Authority was delighted to receive on 13 April 2023, confirmation from the Home Office that funding for all Urban Search and Rescue teams, would continue until at least April 2025. In the next public sector funding round, the Minister intended to seek the investment required to continue funding longer term. This was excellent news for the Authority and Nationally.

Members would also be aware that an adjournment debate was held in the House of Commons on 19 April 2023, where the Service was recognised for its contribution to the local community. Also mentioned by the Minister, was the excellent decision taken a number of years ago to undertake disclosure and barring (DBS) checks on firefighters and specifically, enhanced DBS checks on firefighters, which was recognised by the Minister and described as best practice that other fire and rescue services should follow. A very welcome acknowledgement. The link to the report in Hansard of the Adjournment debate, including the response from the Minister for Crime, Policing and Fire would be sent to Members:

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https://hansard.parliament.uk/commons/2023-04-19/debates/A4CC7E2D-E2AB-4B6C-9F70-F8B78D155E63/BuckinghamshireFireAndRescueService

Democratic Services Officer

From Monday 24 April 2023 firefighters began wearing new breathing apparatus (BA) sets. The roll out of the Interspiro BA sets formed part of the ongoing commitment to ensure crews had the best equipment, to enable them to provide the best response to the communities. The BA collaborative contract was worth a total of £1,768,468 across the three services. The collaborative procurement process delivered a total joint cost avoidance saving of £532,178, with an individual saving to the Authority of £187,239 for the first year. It was a large amount of money, but when it came to the Authority's most valuable assets, it's people, it was a worthy investment. This Service was the second of the three services to go live with the new sets, and this milestone marked a significant achievement in the three-year project which would ultimately see the same equipment used by firefighters in each of the three Thames Valley Services.

An Officer of the Service, Ania Czerminska, would be representing the Service at the Coronation of King Charles III.

FA59 VALUES AND CULTURE IN THE FIRE AND RESCUE SERVICES

The Chairman advised Members that all fire services across England and Wales received a report from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) on a review they had undertaken into values and culture in fire and rescue services. The report was difficult reading for everyone involved in fire and rescue services, but also essential reading. The report set out nine themes and 35 recommendations. This report was of such significance that it was important that the Authority met in a timely way that enabled officers to reflect on the report and integrate the findings and recommendations into their work, but also to enable Members to undertake scrutiny. It was the role of the Authority, as elected Members, to scrutinize and hold the Service to account, and culture and values were right at the heart of the confidence that the community had in the Service.

The Chief Fire Officer advised Members that officers accepted the recommendations in full and from a Chief Fire Officer's perspective, he would work over the coming months and years to change the culture of this Service. The fire and

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rescue service as a sector, must make a difference for the future. This Service was not complacent, and officers would go through the recommendations, some of which had been started and some had been completed.

The Head of Technology, Transformation and PMO advised Members that this report presented an update following the release of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Values and Culture report.

Following the release of the London Fire Brigade report and subsequent articles in the press, HMICFRS were asked to produce a spotlight report on the values and culture in English fire and rescue services. HMICFRS would use the findings from the second full round of inspections, and would comment on the following, values and culture, bullying, harassment and discrimination; and also highlight examples of promising and innovative practices established in respect of values and culture.

The report was released on 30 March 2023 and set out HMICFRS findings, supported by 35 recommendations, to be delivered by all fire and rescue services alongside, the government and national fire bodies. The Authority welcomed both the report, and supported all the recommendations, as it takes the culture of its staff extremely seriously, to ensure all staff and the public it served were treated with the dignity and respect they deserved. Of the 35 recommendations, 19 were owned by the Chief Fire Officer. The update in Appendix 1 showed progress against these recommendations. Two were complete, 13 were in progress – on track, and four were not started. Of the four not started, a number were reliant on other recommendations being completed first.

The Head of Technology, Transformation and PMO advised Members that there were a couple of areas to highlight. The values which had been in place since 2011 and aligned with the National Fire Chief Councils (NFCC) Code of Ethics, and the Whistleblowing Policy that was in place and a line run by an external company. Work was ongoing to promote this line with the 'Speak Up' campaign.

As mentioned in the Chairman's Announcements, in 2019, the vetting process was increased and moved to the annual enhanced DBS process for all front line staff. This was not just operational staff, but anyone who came into contact with the public.

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A thorough review of the Equality Impacts Assessments process took place in 2022, which led to an update of the template and supporting guidance, and this was a clear focus for reports going through the governance process.

Biennial staff surveys had been undertaken since 2017, with response rates of over 65%, allowing staff to raise their feedback on a broad range of topics anonymously. The Authority recently approved funding for this survey to move to annually from 2023/24.

Following feedback regarding the various streams of people, work plans and actions, including the previously presented exploring our culture paper, these recommendations would now feed into the larger people plan to ensure progress could be monitored.

A Member felt that the HMICFRS report was not as far ahead as the Authority in its discussions. It was still very much focussed on processes and procedures and the Authority was looking more at how to create an environment and culture change, and asked the Chief Fire Officer for any reflections on what had changed and what more could be done to create an environment where people felt they could come forward, as previously they were leaving the service before speaking up.

The Chief Fire Officer advised Members that people were now coming forward and there were currently three cases on going. Over the last few years, the staff satisfaction and culture surveys, were trying to engage staff as much as possible, and that had led to people speaking up. The Service had also implemented mental health champions, which gave people an opportunity to speak to others in a different way. There may be people who still want to come forward, and this was monitored on a regular basis. If there was criminal misconduct on record, this would be reported to the police. In other services, there had been criminal acts that had not been reported to the police.

The Deputy Chief Fire Officer advised Members he met regularly with the HR Advisory and Development Manager who leads employee relations, and they review every case. One of the criticisms that came out of the report was that some services had not dealt with issues.

The Chairman advised Members that it was important the Authority provided scrutiny and oversight of the work of the Chief Fire Officer and his team across these issues and the HMICFRS report. Some of the work being undertaken in this

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Service was ahead of what was captured in the HMICFRS report, but it was important not to be complacent, as there were things in the report the Service was not doing and needed to be addressed. Members should be confident that the actions officers were putting in place were sufficient to give assurance that progress was being made addressing values and culture and this should be tracked through the normal mechanisms. The report would be reviewed regularly by the Executive Committee and with the risk being escalated to the Corporate Risk Register, it would be reviewed by the Overview and Audit Committee and full Authority.

The Chairman felt that the Home Affairs Select Committee would also want to review and discuss progress on values and culture with the Minister for Crime, Policing and Fire, and indeed, if Members had watched the Adjournment Debate, the Minister was very clear that he expected to see a response from fire and rescue services to this.

Members could be assured, that over the last few weeks, the Chairman and the Chief Fire Officer had met with Members of Parliament across Buckinghamshire and Milton Keynes to cover a range of local issues in their constituencies and the Service as a whole. One of the most significant topics of discussion had been culture and values, based on their desire to understand what was being done to address it, but also to share what was being undertaken within this Service.

A Member asked about recommendation 28 and felt that equality and diversity data should be integrated and tracked through the performance management process.

The Head of Technology, Transformation and PMO advised Members that HMICFRS treated the equality and diversity section as a slightly different area, and there had been a lot of challenge when they went out and inspected on how services had been capturing the data, as some were not capturing any data, so it could not be reported on.

A Member asked about the process in relation to whistleblowing and ensuring the Authority was compliant with the relevant legislation, protecting employees etc.

The Director of Legal and Governance advised that the Authority had a compliant whistleblowing policy in place. There was a common misconception of what whistleblowing was and what a whistleblowing procedure was. Corporately, it was a sequential approach, and the whistleblowing policy reflected best practice in terms of raising it internally first,

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but if people could not do so, going externally. Part of the Service's 'Speak Up' campaign had been to clarify that sequential approach.

A Member asked if the only option was for people to contact the whistleblowing line by phone.

The Chairman felt the method that people could raise concerns was really well made, and although the policy had been adopted, it could always be improved. Officers would investigate other contact methods.

Head of Human Resources

A Member asked if everything with a deadline date of 1 June 2023, would be achieved and was the Service engaging with the Fire Brigades Union (FBU) on some of the work as they were an important partner.

The Head of Technology, Transformation and PMO advised Members that in terms of the recommendations due by 1 June, good progress was being made. At the next Authority meeting in June, anything not completed would be escalated if not completed or shown as off track.

The Deputy Chief Fire Officer confirmed that he had met with the local FBU representative and gone through every recommendation in the report.

The Chief Fire Officer advised Members that from a national perspective following a recent conference on culture, one of the outcomes was the Chair of the National Fire Chiefs Council and other officers would engage with the FBU on a national level to talk about how these issues could be moved forward. It was a very big issue for the FBU and other unions, as they find themselves in a difficult position, it may be some of their members committing these acts against other members. There had been very positive engagement for local representative bodies in terms of how to deal with this together.

The Chairman advised there were two actions that had a 1 June 2023 due date and were not yet started, recommendations 4 and 21, and asked if these would be met.

The Chief Fire Officer advised that with regard to recommendation 4 - *'that chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to*

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handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved' - he had commission legal advice from a specific HR legal advice provider. Part of the advice related to issues in terms of disciplinary hearings within the Service. The advice also included procedural issues, ACAS guidance, and feedback following disciplinary hearings.

The Chief Fire Officer also advised Members that with regard to creating a professional standards function, he had been approached by other fire and rescue services which bordered Buckinghamshire and Milton Keynes regarding collaboration opportunities to provide this service.

The Head of Technology, Transformation and PMO advised Members that the Service did have a 360-degree feedback process available. There was work to do in how the senior management team asked for that feedback, and rather than talking about 'Assistant Chief Fire Officer and above', to make it broader for the whole senior management team.

The Chairman advised Members that HMICFRS had been working with the National Fire Chiefs Council to put in place a best practice portal and this Service had been feeding into that piece of work. When the best practice portal goes live, whistleblowing was one of the things that the Service would look at. One thing raised by HMICFRS, was that fire and rescue service had a unique strength in Watch cultures, which was not only important to the service, but was also where a lot of these issues became intensified.

The Chief Fire Officer advised Members that this Service did not have fixed Watches because it operated bank shifts, which was different to other services. Most watches would have other firefighters who were not on than watch coming in every shift. The workforce also moved around on a regular basis so there was not that fixed watch culture. There had also been a large injection of apprentices, which had made a huge difference. The expectations of people coming into the Service now was completely different.

The Chairman asked if Watch Commanders, were coached on how to reflect on the culture of their watches and what they should be looking for. Also, what leadership and development support were given to Watch Commanders.

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The Head of Technology, Transformation and PMO advised Members that a Leadership and Management Development Programme had just been held. Whilst this programme had begun with the senior management team, it had now gone all the way down to Watch Commanders. The sessions involved different Watch Commanders and support staff being trained together in small groups, based around the NFCC Leadership Framework.

A Member asked if apprentices were taught about culture when they joined the Service.

The Head of Human Resources advised Members that as part of the application process, there was a behaviours part of the interview and there was also a behaviours workshop as part of the assessment, it was also part of the induction process.

The Chairman asked about recommendation 34 – *'With immediate effect, chief fire officers should review their implementation of the core Code of Ethics and make sure it is being applied across their services'* - , it was marked as complete and stated '*Our values have been in place since 2011 and are embedded in our Service…'* What assurance do officers have they were embedded, and how had this been challenged in the report.

The Head of Technology, Transformation and PMO advised Members that the values were introduced before the Code of Ethics. The National Fire Chiefs Council introduced the Code of Ethics, as some services did not have any values at all. When the Code of Ethics were introduced, officers carried out a review of the values, and the values were also part of the end of year reviews and appraisals.

The Deputy Chief Fire Officer advised Members that the Leadership and Management Development programme was built on the Service's values and all the promotion and development processes were values based.

The Chairman asked regarding the data in performance reports, and could officers give assurance about how those performance indicators give confidence that the leadership and management culture was in place.

(A minute's silence was observed to mark International Workers Memorial Day)

The Head of Technology, Transformation and PMO advised Members that officers continued to review performance quarterly, including presenting the report to Members. This

year more team specific information would be provided, so teams could hold themselves to account. The Performance Monitoring Board was now looking at these in much more detail.

The Chairman stated there was a huge amount of work being done on recruitment and the volume of applicants going through the process, and the number of applicants taken through was significantly increasing. Could officers give Members assurance regarding the process of recruitment and the diversity of applicants and how the diversity of those applicants was being monitored through the process.

The Head of Human Resources advised Members that in terms of applicants, officers do look at all the protected characteristics, and the dropout rates at each stage of the process. Also, how to improve this, through have-a-go days for specific protected characteristics for example. In terms of engagement, the Service was currently working with the South Asian community, attending events and visiting Mosques. Officers had also attended career open days and armed forces days.

The Chairman advised that when the report came out, a letter was sent to all MPs across Buckinghamshire and Milton Keynes which he felt got to the heart of how it gave the community confidence that their fire and rescue service was where it needed to be. As well as internal scrutiny, he felt that regular communication externally on the actions being taken, and the tone with which those actions were taken, that there was no complacency or defensiveness, would give people the sense that the Service had responded with sufficient pace and action to the report.

The Chief Fire Officer and the Chairman to reflect on how this would be done and brought back to a future Authority meeting.

Chief Fire Officer

The Head of Technology, Transformation and PMO asked Members if the appendix could become part of the Exploring our Culture report, rather than bringing back separate reports. A report would be brought to the next Authority meeting.

Head of Technology, Transformation and PMO

The Chairman and Chief Fire Officer would write to HMICFRS to explain the discussion that had been had, the recommendations that had been agreed, and how it was being integrated into the Authority's wider plans.

Chief Fire Officer

DRAFT

The Chairman thanked officers for their hard work on the report.

RESOLVED –

1. That the Fire Authority should accept the recommendations allocated to the Chief Fire Officer in full
2. That the Service will fully engage and support the delivery of the remaining recommendations
3. That the Fire Authority support a risk being escalated to the Corporate risk register – Poor Culture

FA60 DATE OF NEXT MEETING

To note that the next meeting of the Fire Authority will be the Annual Meeting, and will be held on Wednesday 14 June 2023 at 11am, at The Oculus, Buckinghamshire Council.

THE CHAIRMAN CLOSED THE MEETING AT 12.15 PM.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority**,** 14 June 2023

Report title: 2020-25 Corporate Plan: Year 3 Progress Review and Year 4 Update

Lead Member: Fire Authority Chairman

Report sponsor: Graham Britten – Director of Legal and Governance

Author and contact: Stuart Gowanlock – Corporate Planning Manager

Action: Decision

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

Executive summary:

The updated 2020-25 Corporate Plan sets out how the Authority intends to equip and develop the Service and its people to meet the challenges that it faces over the next three years, in particular the need to develop the Service to address the strategic context and priorities set out in the 2020-25 Public Safety Plan.

Recommendations and 'Areas for Improvement' identified by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in their report on the findings from their second inspection of the Service undertaken in 2021 are addressed in the HMICFRS 2021 Inspection Report Action Plan, the most recent update on which was presented to the Authority's Overview and Audit Committee on 15 March 2023.

In the final quarter of the 2022/23 Financial Year, Service Management undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved in October 2022, to: ascertain progress; consider capacity to deliver; and, set priorities for the remaining life of the Plan. The updated plan is at Appendix 1. Three of the 25 workstreams were identified as complete having been embedded as part of normal operating processes. Two new workstreams have been added:

- SO4.7 dealing with new legislation, major inquiry findings / recommendations and new ways of working (at page 16 of Appendix 1);
- SE1.10 (at page 18 of Appendix 1), regarding the creation of the right culture, values and behaviours to make BFRS a great place to work and inclusive of all (to consolidate and build on the Service's response to the recent HMICFRS 'Values and Culture' report that was reported to the Authority at its Extraordinary Meeting on 28 April 2023).

A review of progress against the original programme and updated programme for the remaining two years of the Plan (2023/24 – 2024/25) is set out at section 6 (pages 10 – 21) of the plan (Appendix 1).

Financial implications:

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

Risk management:

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

Risks to achieving the plan together with mitigating actions are identified at page 22 of the updated plan.

Legal implications:

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

Privacy and security implications:

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

Duty to collaborate:

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

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

Health and safety implications:

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

Environmental implications:

Environmental impact assessments of changes arising from implementation of changes specified in the Corporate Plan will be carried where required or appropriate. The 2020-25 Public Safety Plan requires that the Service "Continue to identify and act on opportunities to reduce our own carbon footprint".

Equality, diversity, and inclusion implications:

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

Consultation and communication:

Following workshops convened to obtain input from Service officers responsible for the delivery of the corporate plan, the updated plan was reviewed by the Business Transformation Board at its 4 May 2023 meeting and the Strategic Management Board at its 16 May 2023 meeting.

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

Background papers:

The 2020-25 Corporate Plan schedules the key work programmes arising out of the 2020-25 Public Safety Plan which was approved by the Fire Authority at its 12 February 2020 meeting. At that meeting, the Fire Authority determined that the Chief Fire Officer be granted discretion to determine the sequencing and timing of the work required to further progress the approved proposals.

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

The updated 2020-25 Corporate Plan supersedes the third version which was approved by the Authority on the 12 October 2022:

https://bucksfire.gov.uk/documents/2022/09/fa-item-11-121022.pdf/

The second version was approved on the 16 June 2021:

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

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

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

Appendix	Title	Protective Marking
1	Updated 2020–25 Corporate Plan (Year 3 Review and Year 4 Update)	None

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2020–2025 Corporate Plan

Year 4 Update

June 2023

Plan Contents **Page**

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Year 2 Progress Review

Year 1 Progress Review

1. Introduction

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

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

2. Strategic Context

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

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

3. Financial Context

In February 2023, the Authority approved the budget for 2023-24 (and indicative amounts for future years). The last update for the Medium-Term Financial Plan (MTFP) reflected the following:

- An additional £0.918m in Council Tax funding compared with the maximum three per cent normally allowable without the need to hold a referendum. This resulted from the Fire Authority's decision to utilise the flexibility offered by Central Government which allowed fire and rescue authorities to increase their Precept by up to £5 (for Band D) without a referendum.
- An exceptional increase in the Settlement Funding Assessment for 2022/23 which was revised upward from £8.610m to £11.338m largely due to reduced provisioning for appeals by Milton Keynes City Council in relation to non-domestic rates.

The improved revenue outlook offset inflationary pressures mainly arising from the nationally agreed pay settlement applicable to Authority staff (seven per cent for 2022/23 and five per cent for 2023/24) and increased utility costs of circa £0.5m per annum compared with 2021/22).

MTFP Summary (more detailed MTFP forecasts are available here: https://bucksfire.gov.uk/documents/2023/02/fire-authority-meeting-item-9b-revised-appendices-1-and-2.pdf/

Medium Term Financial Plan	**2022/23 £000**	**2023/24 £000**	**2024/25 £000**	**2025/26 £000**	**2026/27 £000**	**2027/28 £000**
Net Budget Requirement	**33,480**	**36,450**	**37,931**	**39,156**	**40,527**	**41,824**
Total Funding	**-33,480**	**-36,450**	**-37,931**	**-39,156**	**-40,527**	**-41,824**
Usable Reserves						
General Fund	-1,500	-1,625	-1,625	-1,625	-1,625	-1,625
Other Earmarked Reserves (excluding Control Room)	-1,287	-3,640	-3,296	3,079	-2,904	-2,962
Revenue Contribution to Capital	-5,253	-4,336	-4,825	-4,851	-5,039	-5,415
Total Usable Reserves	**-8,040**	**-9,601**	**-9,746**	**-9,555**	**-9,568**	**-10,002**

4. Planning Inputs

This plan has been developed to prioritise and programme:

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

In the final quarter of the 2022/23 Financial Year, Service Management undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved by the Authority in October 2022, to: ascertain progress; consider capacity to deliver; and, set priorities for the remaining life of the Plan. 3 of the 25 workstreams were identified as complete and / or embedded as part of normal operating processes. Two new workstreams relating to readiness to deal with legislative / regulatory change and Service culture and have been added at pages 16 and 18 respectively.

The Year Two review of progress can be viewed here: https://bucksfire.gov.uk/documents/2022/05/fa-item-15.pdf/.

A review of progress against the original Year One programme can be viewed here: https://bucksfire.gov.uk/documents/2021/06/fa-160621-item-14.pdf/

The Year Three review of progress and updated programme for the remaining two years of the Plan (2023/24 – 2024/25) is set out at section 8 (pages 10 – 21) of this plan.

5. Vision and Values

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

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

6. Planning Framework

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

7. Strategic Objectives, Enablers and Performance Measures

Strategic Objectives			
Prevent Incidents that cause harm from happening.	**Protect** homes, public buildings and businesses from the effects of fire.	To provide a timely and proportionate **response** to incidents by allocating our assets and resources in relation to risk and demand	To offer **best value** for money to our residents and businesses & ensure that the Service is compliant with regulatory requirements and recognised 'good practice' standards and can readily evidence this at all times.

Key Performance Measures

Home	PI.1.01	Accidental Dwelling Fires (ADFs)
	PI.1.02	Serious ADFs
	PI.1.06	Deliberate fires to dwelling (not own)
	PI.1.07	Deliberate secondary fires (own)
	PI.1.08	Dwelling fires with unknown cause
	PI.1.09	Fire & Wellness visits
	PI.1.10	% Fire & Wellness visits to vulnerable
Work	PI.2.01	Primary fires in non-domestic buildings
	PI.2.02	Serious fires in non-domestic buildings
	PI.2.05	Deliberate fires non-domestic (not own)
	PI.2.06	Non-domestic fires with unknown cause
Communities	PI.3.01	No. of RTCs attended
	PI.3.05	Deliberate secondary fires (others)
	PI.3.06	Deliberate primary fires (others)

Home	PI.1.03	Fire related fatalities in ADFs
	PI.1.04	Serious fire related injuries in ADFs
	PI.1.05	False alarms
Work	PI.2.03	Fire related fatalities - non-domestic
	PI.2.04	Serious fire related injuries - non-domestic
	PI.2.07	False alarms
	PI.2.08	Fire safety Audits completed
Communities	PI.3.02	RTC fatalities
	PI.3.03	RTC Injuries - serious
	PI.3.04	RTC Injuries - slight

Incidents	R.1.01	Total Incidents (Excluding Co-responder)
	R.1.02	Co-responder incidents
	R.1.03	Effecting entry incidents
	R.1.04	Average attendance time to all
	R.1.05	Average attendance time to ADFs
Ops Response	R.3.01	Maintenance of competencies
	R.3.02	Hydrants
	R3.03	Site Specific Risk Assessments
Response Model	R.2.01	Availability - Wholetime
	R.2.02	Availability - On-Call
	R.2.03	Wholetime - Response Model
	R.2.04	On-Call - Response Model
	R.2.05	Over the Border (OTB) mobilisations into BFRS grounds
	R.2.06	OTB mobilisations out of BFRS grounds

Finance	PV.1.01	Net Expenditure
	PV.1.02	Firefighter cost to public
	PV.1.03	Firefighter cost % to Service cost
	PV.1.04	Bank Costs
	PV.1.05	Fraud
	PV.1.06	Capital Investments
Engagement	PV.3.01	Customer satisfaction
	PV.3.02	Complaints
	PV.3.03	Social Media

Strategic Enablers

People	**Information Management Systems and Processes**	**Assets and Equipment**
To optimise the contribution and well-being of our people.	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.

Key Performance Measures

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

Health & Safety	GP.2.01	Injury rate
	GP.2.02	Workplace accidents/injuries
	GP.2.03	Near misses
	GP.2.04	Vehicle accidents
	GP.2.05	RIDDOR reportable injuries
	GP.2.06	Attacks on members of staff
	GP.2.07	Equipment damage

ICT	PV.4.01	Service Desk
	PV.4.02	Network uptime

Compliance	PV.2.01	Data breaches
	PV.2.02	Subject Access Requests
	PV.2.03	Freedom of Information Requests
	PV.2.04	% Compliance with Standing Orders relating to Contracts

PMO	PV.5.01	Internal Audits
	PV.5.02	Projects in progress
	PV.5.03	Projects off track

Environment	PV.6.01	Carbon emissions
	PV.6.02	Recycling

8. Schedule of Key Projects and Tasks

KEY

C	Project / task / activity complete	3
R	Project / task / activity behind plan and / or not delivering required benefits – irrecoverable.	0
A	Project / task / activity behind plan and / or not delivering required benefits - but recoverable	5
G	Project / task / activity proceeding as planned and / or delivering expected benefits	19

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO1.2 Promote and evaluate the effectiveness and value of the Safety Centre against the requirements set out in the three yearly funding agreement.	C	Project complete and three-year funding settlement approved by the Authority in October 2022: https://bucksfire.gov.uk/documents/2022/09/fa-item-13-121022.pdf/	Public Safety Plan	Head of Prevention, Response & Resilience	Community Safety & Safeguarding Manager		
SO1.3 Develop partner agencies understanding of the risks from fire and other emergencies. Implement a collaborative community risk methodology and targeting approach, to achieve a reduction in risk and impact of fire.	C	Planned activities for 2022/23 complete. Fire Sense initiative now implemented as business as usual. Follow on activities included within the scope of the Prevention Improvement Plan.	Public Safety Plan	Head of Prevention, Response & Resilience	Group Commander Prevention & Resilience / Community Safety & Safeguarding Manager		
SO1.6 Address the Cause of Concern and associated Recommendations raised by the HMICFRS in its 2021 inspection findings relating to the priority given to prevention activity and the identification of those most at risk from fire.	G	A comprehensive Prevention Improvement Plan is being progressed with 28 of the 60 actions designed to address the recommendations now complete, 16 further actions are on track, and 16 are on hold.	HMICFRS	Head of Prevention, Response & Resilience	Community Safety & Safeguarding Manager	✓	✓

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO2.5 Review and evaluate the process by which all areas of the Service identify new buildings and incorporate them into the existing Premises Risk Management system. Improve the timeliness with which these premises are inspected by Protection and assessed by Response where applicable by improving the exchange of information between departments when new buildings are identified.	A	A full list of proposed buildings (commercial and residential) within the Risk Based Inspection Programme (RBIP) has been created and is being implemented within the existing workload of the Protection team. There was a delay due to changes in the Premises Risk Management System at the beginning of this year. Exchange of information has increased between Protection and Response, has improved and will continue to as a full cycle of RBIP occurs.	HMICRS	Head of Protection & Assurance	Group Commander Community and Business Safety Policy	✓	✓
SO2.6 Provide training to Response staff in order to improve their Protection knowledge to allow their greater use in Protection activity and improve the effectiveness of inter-departmental communication. Improve the effectiveness with which Response and Protection communicate in identifying and resolving fire Safety concerns.	G	Training has been completed and a HEAT package is being prepared by the training provider by way of ongoing training to Response staff. Fire Safety complaints have significantly increased from the response crews and the quality of the information has improved leading to Protection actioning a number of Fire safety concerns quickly and effectively.	HMICFRS	Head of Protection & Assurance	Group Commander Community and Business Safety Policy	✓	

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO3.1 Evaluate impact of strategic infrastructure developments focusing on operational response capability (resources, equipment and training) and community risk.	G	Role of existing Strategic Infrastructure and Resilience Group revised to include wider environmental and technological risks and will inform the development of the 2025-30 Community Risk Management Plan (CRMP) (SO3.10).	Public Safety Plan	Head of Prevention, Response & Resilience	Group Commander Prevention & Resilience	✓	✓
SO3.4 Review Incident Command Support arrangements to ensure they meet the full range of foreseeable incidents and organisational capability.	G	A collaborative project with other Thames Valley Fire and Rescue Services to deliver improvements in efficiency and effectiveness in the delivery of incident Command Support (CS) has been commissioned by the Interoperability Group. Delivery of this project will: • Form part of the TV regional alignment to National Operational Guidance; • Meet many of the Grenfell Tower Inquiry (GTI) Phase 1 recommendations; • Ensure that there is a standardised and consistent approach to delivering a command support function at all incidents across the TV region; • Align the regions approach to command support training and assurance processes; • Provide greater compliance with JESIP principles. Work to deliver these objectives and improving the Incident Command Support provision across the TV region has started and benefits are expected to be realised by Q4 23/24.	Operational Assurance	Head of Protection & Assurance	Group Commander Technical	✓	

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO3.5 Evaluate / review our premises risk management system and processes when implemented, to drive improvement that ensures accurate and appropriate risk information can be effectively gathered and made available at point of need to improve understanding of risk in Service Delivery and the wider organisation.	A	Site Specific Risk Information module scheduled for go live in Q1 2023/24 Development/improvement work for Prevention module scheduled with supplier to achieve/restore better functionality. Development work for Protection module on hold until Prevention work is completed. Tender specification for new contract scheduled for 203/24 - will drive evaluation timeframe	Operational Assurance	Heads of Protection & Assurance / Prevention, Response & Resilience	Group Commanders for Protection, Prevention and Technical	✓	
SO3.6 Evaluate and implement the results of operational capability reviews, including the operational resourcing model, specialist equipment and skills requirements, incorporating the findings of ongoing evaluation activity.	A	Scope of work planned for 2023/24: • Wildfire capability / response to 2022 Summer Pressures being progressed. • Desktop evaluation of on-call service completed November 2022, findings to be fed into CRMP planning process. • Day-crewing employee proposition reviewed, and establishment increased across DC sites. • Review of flexi-firefighter role in progress. • Opportunity to test response and resilience arrangements across Chiltern district and improve on-call resilience (tiered response).	HMICFRS	Head of Prevention, Response & Resilience	Group Commanders Operational Training & Assurance / North & Resourcing	✓	✓

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO3.8 Develop and deliver collaboration opportunities across the Service, utilising partnerships.	G	Key projects delivered collaboratively include: - The same Breathing Apparatus across Thames Valley Fire Services delivered via joint procurement, training and communication. - Working with Thames Valley Police and Thames Valley Fire Control we have achieved 'soft state' for Thames Valley Forensic Fire Scene Investigation Unit. - Wide & local area network renewals delivered in partnership with Buckinghamshire Council.	Collaboration	Collective Senior Management Team	Head of Technology, Transformation & PMO	✓	✓
SO3.9 Mid-term review of 2020-25 Public Safety Plan	C	Gap analysis and review of progress in relation to original 2020-25 Public Safety Plan Strategy Proposals complete and approved at the 21 February 23 Strategic Management Board (SMB). Recommendations included in scope of this Plan or 2025-30 CRMP Project.	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager		
SO3.10 Prepare 2025 – 2030 Community Risk Management Plan (CRMP)	G	Scope & timeline for development of CRMP approved by Fire Authority on 7 December 2022. Project Plan approved by SMB on 21 February 2023. Social research agency procured to support public consultation process. First stage 'listening and engagement' consultation scheduled for June 2023.	National Framework	Chief Operating Officer (DCFO)	Corporate Planning Manager	✓	✓

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SO4.3 Funding: Identify and agree options for optimal use of additional Council Tax Precept funding; review services that we charge for.	G	Additional Council Tax funding was initially used to increase the number of Wholetime firefighters from 280 to 300, then maintain this increase in the face of inflationary pressures. A review of service charges will occur 23/24.	Public Safety Plan	Director Finance & Assets	Deputy Director Finance & Assets	✓	
SO4.4 Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced	G	In anticipation of the new legislation coming into effect from Autumn 2023 the Service is ensuring as much of the data gathering and calculations as possible are undertaken in advance to ensure a smooth transition to the new arrangements.	Employment Appeal Tribunal	Director Finance & Assets	Deputy Director Finance & Assets	✓	
SO4.5 Deliver actions that sit within the Environment and Climate Action Plan to optimise our response to climate change and take action to reduce our own carbon emissions, while encouraging our staff and communities to do the same.	G	Project ongoing. A number of initiatives relating to heating controls and lighting to reduce energy consumption were completed during 22/23, as well as establishing the scope 1 and 2 carbon emissions baseline for the Service.	Public Safety Plan	Director Finance & Assets	Director Finance & Assets	✓	✓
SO4.6 Address Causes of Concern and Areas for Improvement identified in future HMICFRS Inspections	G	Work continues on the 2 causes of concerns raised in 2021 – EDI and Prevention. Our round 3 inspection is taking place in Q1 of 23/24 and outcomes from this inspection will feed future plans.	HMICFRS	Head of Technology, Transformation & PMO	Head of Technology, Transformation & PMO	✓	✓
SO4.7 Be ready to react to new legislation, major inquiry findings / recommendations and new ways of working	G	Initial scope includes Grenfell Phase 2, Manchester Arena, Duty to reduce serious violence, Fire Standards, NFCC methodologies, UK procurement legislation.	Changes to legislative / regulatory environment	Head of Protection & Assurance	Group Commander Technical	✓	✓

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SE1.1 Supported by workforce planning, develop and roll-out of more flexible & innovative employment propositions, which are attractive and competitive and result in the best people being recruited.	G	Workforce planning group meet regularly to progress recruitment for Wholetime, On Call and Support Services employees. A range of employment propositions are in place, for example Apprenticeships and transferees. Community engagement is in place for example Armed Forces, Apprenticeships, visits to mosques and attendance at community events.	Public Safety Plan	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓
SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation.	G	Regular systematic and rigorous strategic workforce and succession planning processes are in place, outcomes from these processes are subsequently translated into timely interventions to ensure the The Authority continues to meet workforce capacity requirements and build capability. In addition, it provides opportunity to refresh the workforce through the identification of people; internally & where required externally to fill identified key positions.	HMICFRS	Head of Protection & Assurance	Organisational Development Manager	✓	✓

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SE1.5 Continue to explore ways of supporting and enhancing the health and wellbeing of staff as their life circumstances change, through ongoing engagement.	G	A range of support methods are I place to support our employees, e.g., Welfare Officer, Employee Assistance Programme, Occupational Health, Mental Wellbeing Support Officers, Employee relations team working closely with employees are managers. Procedures developed to support the diverse needs of employees.	Public Safety Plan / HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓
SE1.9 Address the Cause of Concern and associated Recommendations raised by the HMICFRS in its 2021 inspection findings regarding the insufficiency of progress since the last inspection to improve equality, diversity and inclusion.	G	Achievements against the HMICFRS Cause of Concern / recommendations (EDI objectives for 2022/2023) to be presented to June Fire Authority along with the draft 2023/2024 objectives and workforce data	HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources	✓	✓
SE1.10 Create the right culture, values and behaviours to make BFRS a great place to work and inclusive of all.	A	Exploring our Culture report presented to March Executive Committee and due to be presented to June Fire Authority HMICFRS Values and Culture in the FRS report to be presented at an Extraordinary Fire Authority on 28 April	HMICFRS	Chief Operating Officer (DCFO)	Head of Human Resources Head of Technology, Transformation & PMO	✓	✓

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

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SE2.1 Continue to improve resilience and security of information and communication technology across the Service.	G	WAN/LAN updated across entire estate in collaboration with Buckinghamshire Council. ESMCP on hold pending national re-procurement exercise. Priorities for 23/24 include Airwave radio refresh and migration of SQL and N: Drive to cloud.	Public Safety Plan	Head of Technology, Transformation & PMO	ICT Manager / Programme Manager	✓	✓
SE2.3 Deliver improvements in records management, to include the completion and maintenance of retention schedules, to facilitate development of file structures that enable and assure security, integrity and availability of Authority information and compliance with data protection legislation / regulations.	A	External provision secured for training, advice and support pending agreement project implementation to finalise scope.	General Data Protection Regulation (GDPR)	Director Legal & Governance	Director Legal & Governance	✓	
SE2.6 Refresh performance management arrangements.	G	75 measures are now reviewed quarterly broken into 4 quadrants: 1) Public Impact 2) Response 3) Great place to work 4) Public Value Over 23/24, we will work on the next level down of these measures and investigate real-time reporting.	Annual Governance Statement	Head of Technology, Transformation & PMO	Data Intelligence Team Manager	✓	

Initiative/Project/Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SE2.8 Review / enhance overall Service resilience / business continuity management structures and processes.	G	Internal Audit of Risk Management, Business Continuity Management and ICT Disaster Recovery complete. Management Action Plan in response to recommendations agreed and reported to the Overview and Audit Committee on 15 March 2023.	Corporate Risk	Director Legal & Governance / Head of Prevention, Response & Resilience	Station Commander Resilience & Business Continuity	✓	✓

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

Initiative / Project / Key Task	CRAG Status	Comments	What is the trigger?	SMT Sponsor	Tactical Lead	23/24	24/25
SE3.8 Review of estate requirements to accommodate improved flexible / hybrid working, potential rationalisation of the property estate and new strategic facilities as required.	G	2022/23 started with an agreed capital plan comprising 16 scheduled works programmes. Significant progress made against these including: • New heating and energy controls at eight on-call stations; • Replacement of hot water generators with immersion back up at seven whole time / day crewed stations to meet business continuity requirements; • Installation of new Power Generators for High Wycombe, Buckingham and Gerrards Cross to meet operational resilience requirements. • Staff Welfare – Introduction of new HVAC into High Wycombe Male and Female Dormitories. • Major emergency foul drainage infrastructure repairs at High Wycombe Forward Plan includes: • Completion of works to 4 drill towers by May 2023 • Balance of 12 drill towers to be completed during 23/24 • Completion of High Wycombe redecoration, fittings and replacement and flooring multiple areas. This will see expenditure at High Wycombe reach £100k when including the HVAC. • Buckingham - resurface of rear yard, service road and parts of front apron (also, additional drainage to be installed in service road). • Aylesbury – diesel tank facilities refurbishment; • Beaconsfield – various works including further yard repairs. • Planning and preparations for Unit 7 exit.	Continuous Improvement	Director Finance & Assets	Property Manager	✓	✓

9. Risk Management Plan

Risk	Management actions & controls
Costs of implementing plan exceed current funding allocations	▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan)
Staff competencies and / or capacity insufficient to deliver key tasks / projects.	▪ Strategic Training Review ▪ Workforce Plan ▪ Resourcing, Retention and Remuneration strategies
Competing resources for strategic enablers delay the delivery of critical processes for the security, integrity and availability of Authority information.	▪ Evaluate the risks associated with the delivery of each initiative / project / key task and weight the selection criteria.
Prolonged business continuity issue (e.g. pandemic, industrial action)	▪ Peer reviewed business continuity plan in place and tested ▪ Employee relations engagement strategy in place ▪ Development of resilience arrangements and contractual incentives for staff.
Unexpected financial pressures	▪ Budget Monitoring Process (officer and member scrutiny) ▪ Medium term financial planning process / Zero Base Budgeting ▪ Earmarked Authority Reserves (see Medium Term Financial Plan) ▪ Reserves Strategy
Dependencies on external parties	▪ Contract / Memorandum of Understanding (MoU) monitoring ▪ Business continuity plan
Further delay / failure of the national Emergency Services Mobile Communications Programme project (ESMCP).	▪ Resilience, maintenance and support of legacy systems
Breaks in continuity of membership on the Authority	▪ Member induction, familiarisation and workshops

10. Plan Governance and Monitoring

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

Regular Monitoring

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

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

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

Annual Monitoring

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

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 14 June 2023

Report title: Equality, Diversity, and Inclusion Objectives 2020–2025 – Year three update

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Mick Osborne, Chief Operating Officer (Deputy Chief Fire Officer)

Author and contact: Anne Stunell, Head of Human Resources

Action: Noting and Decision

Recommendations: It is recommended that:

1. the contents of the report, Introduction; Equality, Diversity, and Inclusion (EDI) 2020 – 2025 Appendix 1 the BMKFA Headlines in Appendix 2 and EDI workforce data in Appendix 3 be noted.
2. the revised EDI objectives in Appendix 4 be approved.

Executive summary:

The Authority's objective is to embed Equality and Diversity into everything it does, both internally and externally.

In late 2019, it was recognised that a refresh of the Equality, Diversity, and Inclusion (EDI) objectives was necessary; EDI group members from across the Service met to review progress and set tangible objectives, which aligned with the Public Safety Plan and would give the opportunity to developed EDI further.

Work was undertaken to review the overarching objectives. The June 2020 Fire Authority approved the EDI Objectives 2020 to 2025 which are set out against elements of the Authority's core values – Diversity, Service to the Community, Improvement and People.

The objectives were further broken down into six, twelve and eighteen month objectives. In 2021, and again in 2022 they were reviewed and revised, these were approved at the June 2021 and June 2022 Fire Authority meetings. In early 2023 the EDI group discussed and reviewed the EDI objectives and to continue the strong focused approach, they have revised them to align with the overarching EDI objectives. The 2023/2024 objectives can be seen in Appendix 4.

This report is to update on progress made on EDI and the EDI objectives. The themes for 2023 are set against our agreed objectives and have been amended to ensure the refreshed Corporate Plan priorities and the HMICFRS report recommendations and learning are aligned with it. In addition, we have cross referenced the

recommendations from both the Independent Culture Review of London Fire Brigade and more recently the HMICFRS Values and culture in Fire and Rescue Services. Separate reports have been presented to the Executive Committee and Fire Authority.

Appendix 1 introduces the statutory duties outlined by the prevailing legislation, the overarching objectives.

Appendix 2 shows a summary of the EDI headlines.

Appendix 3 illustrates EDI workforce data in the form of charts in comparison to the latest census data (2021) for the population of Buckinghamshire and Milton Keynes. The service has reviewed the way we collect and present our data; this has been refreshed and is captured in the latest data report.

Appendix 4 shows EDI objectives, noting the review themes for 2023.

Financial implications:

The EDI objectives for 2020 - 2025 will continue to be delivered from within existing budgets and will help to move the provision of equality and diversity to a more integrated provision within public safety work.

The Change 100 internship programme costs have been budgeted for and built into the 2023/24 budget.

The proposed continuation of EDI Group members and Watch Commanders and Support Services equivalent training incurs a cost, this has been approved by the Training Strategy Group.

The Authority's objective is to embed EDI into everything it does internally and externally, and to work in partnership to ensure a consistent approach to delivering equality and diversity - where possible reducing and sharing the cost of activities.

Risk management:

A significant identified risk is the Authority's ability to deliver a more diverse workforce within the funding and recruitment constraints against a background of changing demographics.

This report and the objectives contained within the appendices and proposed monitoring aim to mitigate these risks.

Discrimination in the workplace may give rise to a claim through the employment tribunal. In general, failure to comply with the statutory duties may give rise to a claim for compensation for injury to feelings and costs may be awarded on such a claim if it is successful. There is also a risk to reputational damage.

Any new or revised processes or procedures which deal with equality data or personally identifiable information are subject to an Equality Impact Assessment (EIA) and Data Protection Impact Assessment (DPIA).

The Authority's People Strategy and well-developed policies and procedures aim to mitigate these risks wherever possible.

Monitoring arrangements include updates to the Performance Monitoring Board, Health, Safety and Wellbeing Committee and Strategic Management Board. Annual reports are presented to the Fire Authority.

Legal implications:

The Authority is subject to the general and specific duties set out in the Equality Act 2010. The general duty requires the Authority, when carrying out its functions, to have due regard to the need to:

1) eliminate unlawful discrimination, harassment, and victimisation; and

2) advance equality of opportunity between different groups and foster good relations between different groups.

Specific duties are set out in regulations made under Equality Act 2010, which related to the following "protected characteristics": age, disability, gender, gender reassignment, pregnancy and maternity, race, religion, or belief, sex, and sexual orientation.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) requires the Authority to:

1) publish information to demonstrate compliance with the duty imposed by the Act, which must include information relating to persons who share a "protected characteristic" (see above) who are a) employees; and b) other persons affected by its policies and practices; and

2) to prepare and publish one or more specific and measurable equality objectives that should achieve any of the aims set out in the Act at least every four years. Guidance on how and what to publish, and how to comply with the general and the specific duties, is provided in the "The Essential Guide to the Public Sector Equality Duty" (Equality and Human Rights Commission (EHRC) 7 Jan 2014, updated March 2022).

Privacy and security implications:

All statistical data used to evaluate diverse groups are suitably pseudonymised to ensure individuals cannot be identified.

Following this Authority meeting, relevant EDI workforce data as outlined within this report will be published on the external website in line with the PSED.

Duty to collaborate:

The Policing and Crime Act 2017 requires the Authority to keep opportunities for collaboration with the police and ambulance services under review.

The three Thames Valley Fire Services are progressing common approaches to operational On Call Firefighter recruitment. Joint working to promote fire service careers and raise awareness across community groups with the aim of improving employee diversity.

Collaboration with Thames Valley Police (TVP) and South-Central Ambulance Service (SCAS) on recruitment and apprenticeships, promoting careers for all. Recently taking part in a tri-service recruitment morning at West Ashland Fire station, with over 200 interested candidates over the three services.

Members of the EDI group have been active participants of the five shires Addressing Inequalities collaboration which was originally set up following the Black Lives Matter movement. They have contributed to workshops and are lead members of working groups on sharing best practice.

The Head of Human Resources attends Asian Fire Service Association (AFSA) South East region events. A range of AFSA events are attended by the EDI group and learning, and resources are shared with across the service.

Health and safety implications: There are no implications with regard to health and safety.

Environmental implications: There are no environmental implications.

Equality, diversity, and inclusion implications:

Our vision and values align to the National Fire Chief Council's (NFCC) Code of Ethics which members of the EDI group contributed to during consultation. It was launched nationally and communicated through our internal channels. We have recently revised our Code of Conduct. The Authority's Code of Conduct provides employees with an understanding of the standards expected when performing duties as an employee and guides behaviour, placing an obligation on all employees to take responsibility for their own conduct. Our current vision and values are planned to be reviewed in late 2023/2024.

The Service has a statutory obligation under equality legislation to eliminate unlawful discrimination. The Authority's People Strategy, policies, and procedures aim to support it in meeting these requirements. Diversity is one of our core values. Employee engagement workshops have been undertaken across the Service by the Station Commander - HR Projects presented the reviewed People strategy to the Fire Authority 10 October 2022.

If we have greater representation of our diverse communities, then we will be able to find solutions to barriers in relation to employment and accessing services.

Staff are encouraged to disclose their protected characteristics, a project was established to look at the specific categories of characteristics. A consultation took place and new data set was agreed. All staff groups were encouraged to enter the self-service portal to update the data. The data will be used to inform our EDI strategies. The EDI workforce data in Appendix 3, is presented to ensure it is inclusive and can be viewed by individuals who find it hard to distinguish between different colours.

Recruitment Strategies are in place to improve the diversity of the workforce. The Authority continues to support the Apprenticeship Diversity Champions Network

(ADCN). This network is proving helpful in sourcing and sharing best practice to improve workforce diversity.

The Workforce Planning Group meet regularly to review progress on our recruitment strategy, community engagement and future plans.

The Authority's innovative Apprenticeship programme provides an excellent opportunity to improve the diversity make-up of the Authority.

Consultation and communication:

A comprehensive communication and consultation programme is in position to ensure the Authority is best placed to move the EDI agenda forward in a positive and co-ordinated way. For example, EDI is an agenda item at the Strategic Management Board, Joint Consultation Forum, Health, Safety and Wellbeing Committee and the Performance Monitoring Board.

The EDI Group is jointly chaired by the Head of Human Resources and Deputy Director of Finance and Assets, and attended by the Lead Member for People, Equality and Diversity and Assurance and Chief Fire Officer/Chief Executive. The group's terms of reference include supporting the Authority to strive for future improvements in EDI and developing networks to enable the sharing of best practice.

This report promotes Equality and Diversity and is intended to comply with the PSED.

This report fulfils the Authority's legislative requirements under the Equality Act (Specific Duties) Regulations 2017 and complements the Authority's strategic objectives.

This paper has been discussed at the 20 April 2023 Joint Consultation Forum and reviewed and approved at the monthly EDI Group meetings, at Performance Monitoring Board on 27 April 2023, and Strategic Management Board on 16 May 2023.

Background papers:

March 2023 Executive Committee – Gender Pay Gap Report

Gender Pay Gap Report

October 2022 Fire Authority - People Strategy

People Strategy October 2022

June 2022 Fire Authority – EDI objectives 2020 – 2025 – Year two update

BMKFA June 2022 EDI Objectives

June 2021 Fire Authority – EDI objectives 2020 – 2025 – Year one update

BMKFA June 2021 EDI Objectives

June 2020 Fire Authority – EDI Objectives 2020 – 2025

BMKFA, 10 June 2020 EDI Objectives

HMICFRS report December 2021

Buckinghamshire - HMICFRS (justiceinspectorates.gov.uk)

HMICFRS report 17 December 2019

https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/buckinghamshire/

The Equality Act 2010

The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017

http://www.legislation.gov.uk/uksi/2017/353/contents/made

The Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017

http://www.legislation.gov.uk/uksi/2017/172/contents/made

The Essential Guide to the Public Sector Equality Duty (EHRC 7 Jan 2014, updated March 2022:

The Essential Guide to the Public Sector Equality Duty

Independent Culture review of London Fire Brigade

Independent Culture Review of London Fire Brigade (london-fire.gov.uk)

HMICFRS Report on Values and Culture in the Fire and Rescue Service

HMICFRS Report on Values and Culture in the Fire and Rescue Service (firestandards.org)

Code of Conduct (V4.0)

Code Of Conduct

Appendix	Title	Protective Marking
1	Introduction; Equality, Diversity, and Inclusion (EDI) 2020 – 2025	
2	BMKFA Headlines	
3	EDI Workforce data	
4	EDI Objectives 2020 – 2025 – Year 4	

Introduction

Buckinghamshire and Milton Keynes Fire Authority (BMKFA) is fully committed to Equality and Diversity. The Authority recognises fairness and inclusion is fundamental to everything it does, to achieve its vision of making Buckinghamshire and Milton Keynes the safest areas in England in which to live work and travel.

The Authority believes a workforce that better reflects the diversity of the local working population will create a stronger, more enriched and well-informed organisation, able to meet the expectations of a modern Fire and Rescue Service. This is a key aspect of our People Strategy. The Authority's objective is to embed Equality and Diversity into everything it does internally and externally.

The Authority recognises having a diverse flexible workforce, which better reflects the community it serves, can enhance performance as well as improve its service to the community.

Under the Equality Act 2010, public sector organisations are expected to use this understanding to demonstrate 'due regard' to the Public Sector Equality Duty (PSED) to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by, or under, the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The aim of the PSED is to embed equality considerations into the day to day work of public authorities so they tackle discrimination and inequality, and contribute to making society fairer.

The Equality Duty covers the following protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The duty applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Appendix 1

Introduction: Equality Diversity, and Inclusion (EDI) 2020–2025

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 that came into effect in 2017 require public sector organisations employing over 250 staff to carry out gender pay gap reporting. In accordance with the Regulations, the Authority is required to annually publish six pieces of prescribed data about the pay and bonuses of male and female workers within the organisation:

1. Mean gender pay gap in hourly pay
2. Median gender pay gap in hourly pay
3. Mean bonus gender pay gap
4. Median bonus gender pay gap
5. Proportion of males and females receiving a bonus payment
6. Proportion of males and females in each pay quartile

This data must be published 'within the period of 12 months beginning with the snapshot date' (Regulation 2(2)). The snapshot date for public sector employers is 31 March each year.

Equality, Diversity and Inclusion (EDI) Objectives 2020 - 2025

The Authority's Equality, Diversity, `and Inclusion Objectives 2020 to 2025, which were approved at the June 2020 Fire Authority are set out against elements of the Authority's core values:

- **Diversity -** Our culture will engage and value diversity and difference to enhance our service offering to the public.
- **Service to the Community -** We will provide a more diverse range of services to better protect the communities we serve.
- **Improvement -** Our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the service.
- **People -** We aim to be an employer of choice, attracting, recruiting, retaining and developing staff from diverse backgrounds, to reflect the communities we serve.

Progress against objectives has been reported to the Fire Authority on an annual basis. For progress to date, and to explore the themes for 2023, please see the Appendices 2 and 4.

BMKFA Headlines

Please find below the achievements against the 2022 – 2023 objectives:

- **Change 100 Internship -** The programme is paid summer work placements and mentoring for disabled students and recent graduates undertaken. Talented university students and recent graduates with a disability or long-term condition are matched with employers. Change 100 allows access to a unique candidate not accessed before. We worked to secure an internship in 2022 however this fell through at source. We are working on an internship for Resource Management Team who will join us in Summer 2023.

- **EDI Champions training for EDI group -** In October 14 employees undertook face to face EDI training: EDI group members and colleagues from across the service.

- **Equality Impact Assessment (EIA) Review, consultation and implementation -** One of the HMICFRS recommendations was that *"The service should ensure it has robust processes in place to undertake equality impact assessments, implement and review any actions required".* The guidance and template for these have been reviewed and consulted on to ensure they reflect current best practice and embedding equalities throughout everything. These are now embedded and part of the business-as-usual governance process. Over twenty five EIA's have been completed to date.

- **Individual training toolkits for example Hidden Disabilities, Sign Language - HEAT eLearning** packages are continuing to evolve and develop for example the Equality impact assessment and Deaf awareness, Bullying v's Banter, Hidden Disabilities, Equality and Diversity in the workplace. Following review, our overall response to EDI packages was not where we would like it to be. The review demonstrated this was due to how the packages were set up on the system. Each package has been re-assigned to engage with the entire workforce.

- **Create interest groups -** Female Firefighters are able to raise their concerns around facilities, welfare, uniform, etc. Meetings took place in December, January, March and April and actions fed into the EDI group and officers to

progress as business as usual. A women's network meeting took place in February. Collaboration has taken place with Oxfordshire Fire and Rescue Service who have confirmed they are happy for us to join with them for LGBT and Women's networks. Work continues to develop and agree the format.

- **EDI Calendar -** A calendar is in place, and is reviewed annually, the EDI group write and support others from across the service to write articles for the "Valuing our Diversity" intranet site and for our social media platforms for example in the past year articles have been written on International Women's Day, Ramadan, International youth day, World humanitarian day, Adults with dyslexia, Diwali, International men's day, International day for the elimination of violence against women and girls, International migrants day, World religion day, Autism Sunday and Palm Sunday.

The service continues to grow our calendar and raise awareness across the service of the wider events recognised across the world stage.

- **Community engagement to increase the diversity of the service -** New ways of working include:
    - Attendance at the National Apprenticeship Show and careers fairs across the County.
    - Attendance at National Careers Transition Pathway event for armed forces service leavers
    - Welfare visits
    - Virtual and face to face school and uniformed group visits
    - Fire and Wellness visits to high-risk occupants
    - Virtual and face to face On-Call awareness evenings and interviews.
    - Several successful have a go events, for Wholetime and On-Call recruitment.
    - Recruitment and community engagement with our local Mosques both in High Wycombe and Aylesbury.
    - Community engagement through our open station drop-in sessions for armed forces veterans' groups.
    - Coffee mornings for retired Buckinghamshire Fire and Rescue employees.
    - Eid in the Park at High Wycombe.

  A toolkit for events was established which can be utilised in the future. Attendance was scheduled for the Milton Keynes Pride Event in September 2022 however, out of respect, following the tragic passing of our Monarch Officers did not attend the event.

As a result of our recruitment activities the applicant diversity has increased. From 2016 to 2023 female employees have increased by 4.6%, there have been more females starters, and fewer female leavers. By monitoring the recruitment stages, we have been able to identify areas to focus more support, for example reviewing our role related testing, has resulted in a slight improvement in success for candidates with protected characteristics. Work, analysis and engagement are ongoing to ensure further improvements and a more diverse workforce.

- **Employers Network for Equality and Inclusion (ENEI) Talent Inclusion and Diversity Evaluation (TIDE) -** In June 2022 the Survey was completed, and the Bronze Standard awarded to BFRS for the third year running. Meetings took place with stakeholders ahead of 2023 benchmarking where we hope to secure the Silver award for 2023 / 2024.

- **Addressing Inequalities Five Shires collaboration -** The collaboration Buckinghamshire continues to work collaboratively with the other four Fire Services - Royal Berkshire, Gloucestershire, Oxfordshire, and Warwickshire working together to demonstrate our commitment to drive the initiatives forward. The Chief Fire Officers from each service have a strong commitment to improve awareness and understanding of racial equality issues in each Fire and Rescue Service.

The aims of this project are that the services across all five counties:

  - are better educated in the issues regarding race inequality and injustice.
  - are safe spaces where people can have respectful and constructive dialogue about racism and all the other prejudices present in society.
  - will have action plans that support continuous and sustainable improvement that makes the service more diverse and inclusive.

The group meet regularly to share best practice.

- **Focus on ensuring our current employees have what they need to carry out their role effectively.**

  - The **People Strategy** which was approved at the October 2020 Fire Authority was refreshed to ensure it was fully reflective of the 2020 – 2025 Corporate Plan. The strategy details the Service's vision, values, aim and key areas. Equality, Diversity and Inclusion (EDI) is one of the five key areas and highlights our EDI objectives. Each year a review of the previous year is undertaken and presented to the authority with the

third-year report due in October 2023. The previous 2021 / 2022 reviews are noted and linked in the main cover paper.

The Service's People Strategy is intended to be flexible to address how the Service can most effectively respond to our current and future needs. The strategy features on both our internal intranet and external public facing website.

- **Service policies and procedures** are under regular review to ensure they reflect the community we serve and support employees for example – Pay Policy, Code of conduct, Whistleblowing, Supporting employees with mental or physical disabilities in the workplace, Supporting employees experiencing domestic abuse, Equality impact assessments, Job evaluation guidance, Recruitment and selection procedure.

- The service was awarded the **Armed Forces Covenant Gold Award** On 6 October 2022, the Chairman along with Acting Deputy Chief Fire Officer and Group Commander 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, which was followed by a sunset ceremony performed by the Band of The Royal Marines.

- Engagement continues with our youth initiative which commenced on 20 January 2022. It runs monthly with both the Army and Royal Air Force Cadets undertaking a programme of activities from Aylesbury Fire Station. Plans are progressing to expand over two other locations in High Wycombe and West Ashland, the desire is these will be live before December 2023.

- In the last 2022 EDI year two review, the **Replacement Breathing Apparatus (BA) project** that boasted seven more equal and inclusive enhancements to the current BA equipment has entered its final stages of distribution. Berkshire FRS is now live with Buckinghamshire going live in April, lastly followed by Oxfordshire predicted to be in June.

- The **gender pay gap** is based on data at the snapshot date of 31 March 2022. The mean gender pay gap in 2022 decreased by 0.4 percentage

points to 13.4 per cent (13.8 per cent in 2021), and 6.0 percentage points from the first year of reporting (19.4 per cent in 2017). This is positive and takes the Service 1.5 percentage points below the UK average gender pay gap of 14.9 per cent for 2022. The Service has identified a number of key areas of activity to lower the gender pay gap. The Service's action plan on addressing the gender pay gap is detailed in the Gender Pay Gap Report.

- The **EDI group membership** includes new employees from across the organisation. Members of the EDI group sit on the Senior Management Team, namely the Chief Fire Officer/Chief Executive, Deputy Director of Finance and Assets and the Head of Human Resources. The People, Equality and Diversity and Assurance Member attends regularly. An update on EDI workstreams is given at every monthly Senior Management Board meeting.

There is more confidence from group members, who are actively engaging and sharing with colleagues. Group members take ownership of the EDI objectives for example working on the following areas:

- Attendance at wide range of **collaboration events** for example National Fire Chief Council (NFCC) Culture conference enabling an inclusive fire and rescue service.

- Attendance at a range of **EDI virtual workshops and webinars** are attended by the EDI group and learning, and resources are shared with employees across the service.

- **Collection of EDI data**, the collection of equality data from our workforce is essential to help identify where to focus our resources. It allows us to assess the value of diversity strategies, measuring progress and maintaining transparency. A review was undertaken, benchmarking against what other organisation collect and best practice the data fields were consulted on, amendments made and agreed. The data is used to ensure a diverse and fair organisation, to understand our staff better. Reports are run and analysed on a monthly basis; they show 17% of the workforce have updated their data between February and April 2023; and this has resulted in an increase in the amount of completed data fields. Work is ongoing with employees on the importance of updating their information.

Appendix 2

BMKFA Headlines

- **DBS Update**, our procedure has been reviewed and updated to ensure appropriate and robust checks are being in place and maintained, this is currently undergoing governance. 339 DBS have been undertaken to date.

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

Notes about the dataset

Buckinghamshire Fire & Rescue Service (BFRS) Workforce data

The data provided in this report is set at 31 March 2023.

The majority of BFRS employee figures within this document include employees being counted once only, based on their primary role in the organisation. This, however, does not account for our entire On-Call population as some Wholetime and Support employees have secondary employment in On-Call roles at BFRS. To reflect the diversity of On-Call as an entire group, the On-Call figures include *all* employees with On-Call roles being counted once only. Please note employees with more than one role, e.g., Wholetime with an On-Call role, will be included in more than one group.

BFRS does not hold enough available information to report on all the protected characteristics within BFRS (specifically religion, sexual orientation, and disability). Therefore, these have not been included in this report.

Nomis population data

Population information is extracted from a range of data available on the Nomis website, based on the 2021 Census to provide a comparison with our local communities (Milton Keynes and Buckinghamshire).

Please note that for the purpose of this report, figures have been rounded to one decimal place which may affect some of the totals shown.

**The "Wholetime" group in this report includes all ranks across BFRS, Apprentice firefighters, flexi firefighters, day-crewed firefighters and secondees.
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

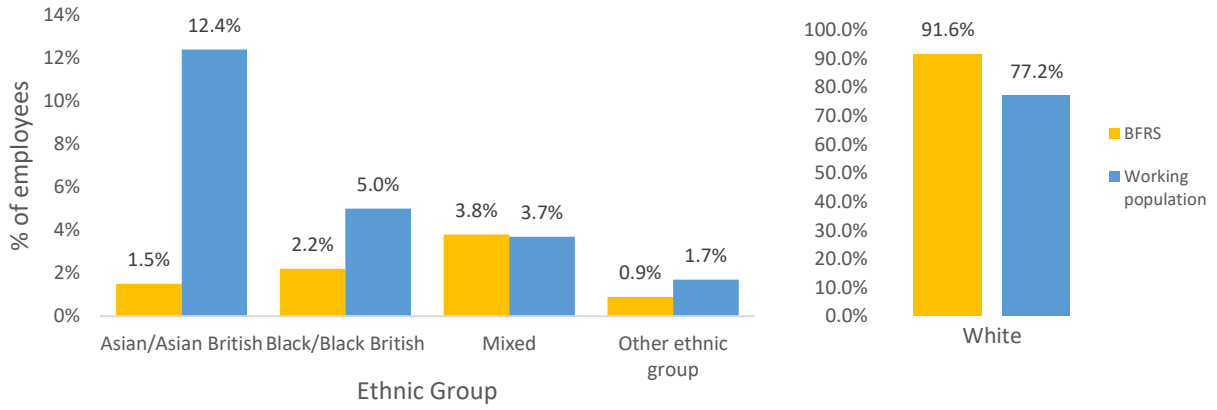
1. BFRS vs. Public (working population)

The following charts examine how well diversity within BFRS reflects that of our local communities (Milton Keynes and Buckinghamshire) according to the 2021 Census.

1.1 Ethnicity

The following chart depicts the ethnicity breakdown of employees as a percentage of the all staff. It compares BFRS against the working age population (Age 16 to 74).

Please note percentages in the below chart are calculated on the number of employees at BFRS for whom we hold data. 10.8 per cent of employees have not declared their ethnicity and are excluded from these figures.



The largest group of minority ethnic origin in our working age population is Asian or Asian British. At BFRS, mixed ethnic origin employees are the largest group after white with the percentage closely matching that of the working age population.

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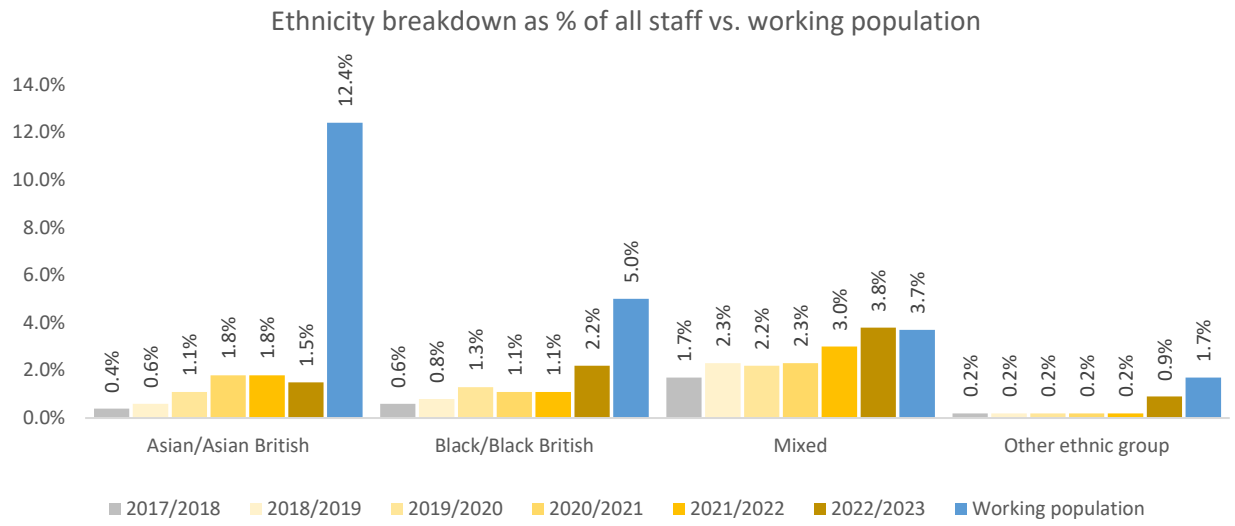
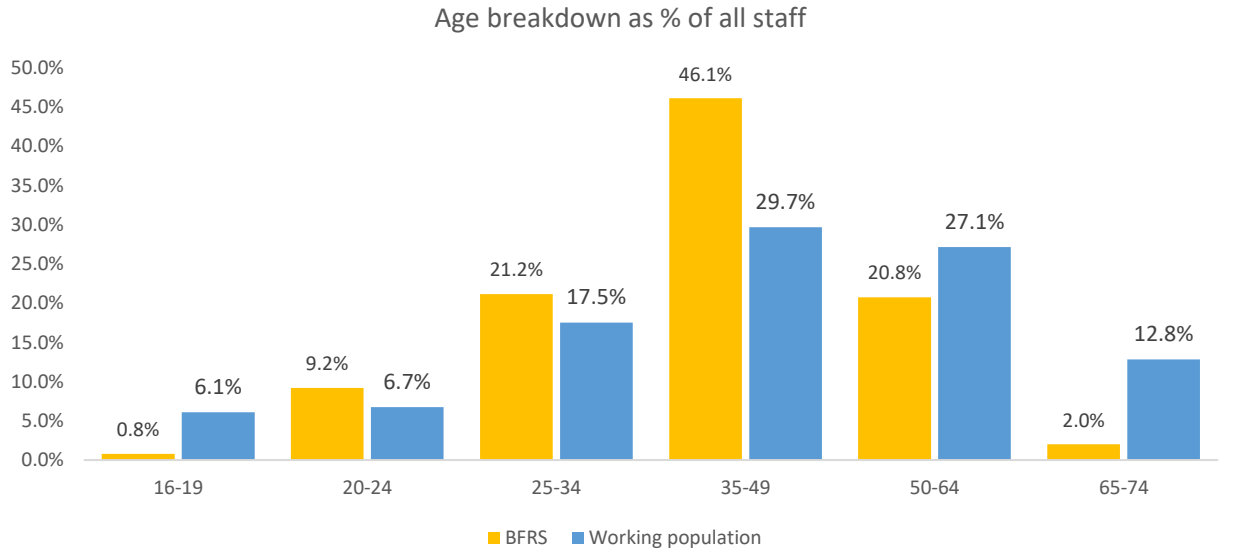
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data



1.2 Age

The largest proportion of staff at BFRS fall within the 35-49 age bracket. This is also the highest age group of the working population of Buckinghamshire and Milton Keynes.



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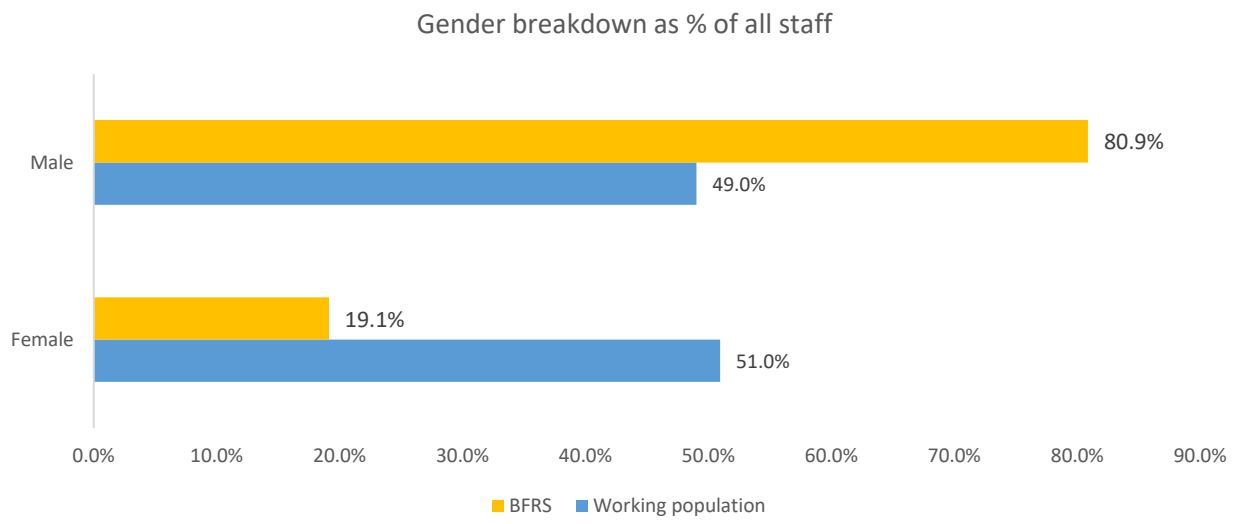
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

1.3 Gender

At BFRS, the number of male employees outweighs that of female employees, with the current male population making up approximately 80 per cent of the organisation. In contrast, although fairly evenly split, fractionally more females make up the working age population (51 per cent).



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Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

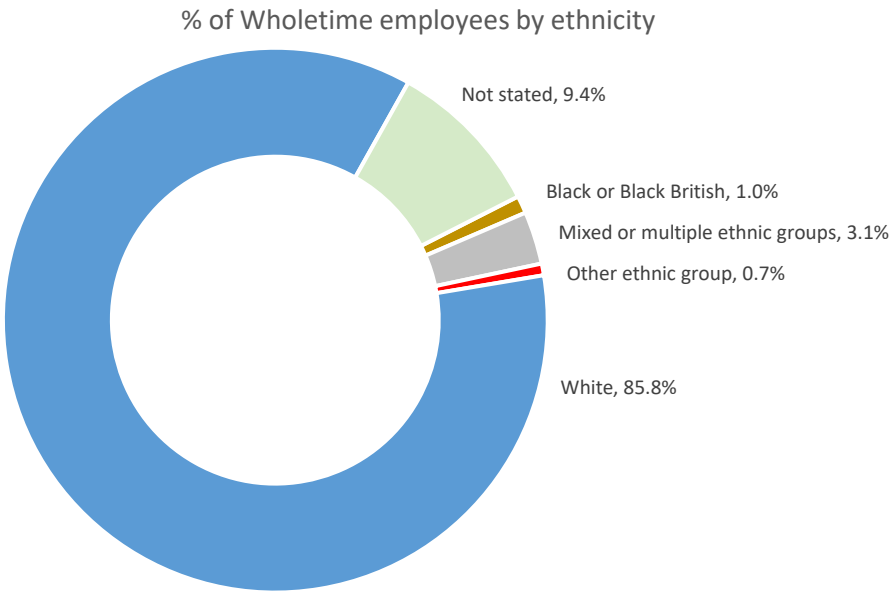
2. Diversity of BFRS workforce

The remaining charts in this report focus entirely on the diversity of BFRS employees within each of the core employee groups: - Wholetime (including Apprentices), On-Call (all employees with On-Call roles) and Support staff.

Employees with more than one role have been counted once within each of the relevant groups. For instance, a Wholetime employee with an additional On-Call role is counted in both the Wholetime and On-Call groups.

2.1 Wholetime employees

2.1.1 Ethnicity



The above chart provides a breakdown of ethnicity for Wholetime employees in 2022/2023. The total number of employees in minority ethnic groups make up 4.9 per cent of the group, an increase of 1.4 percent from 2021/2022.

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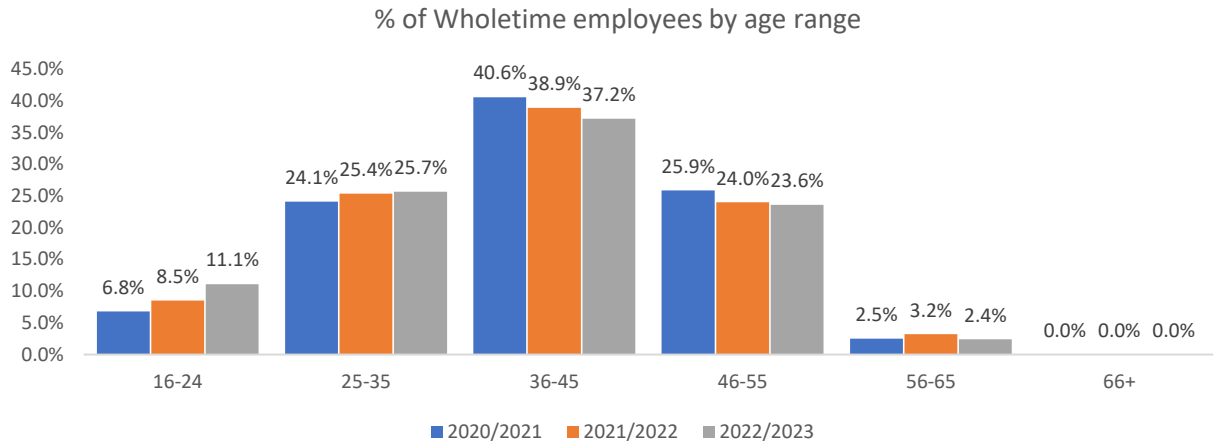
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

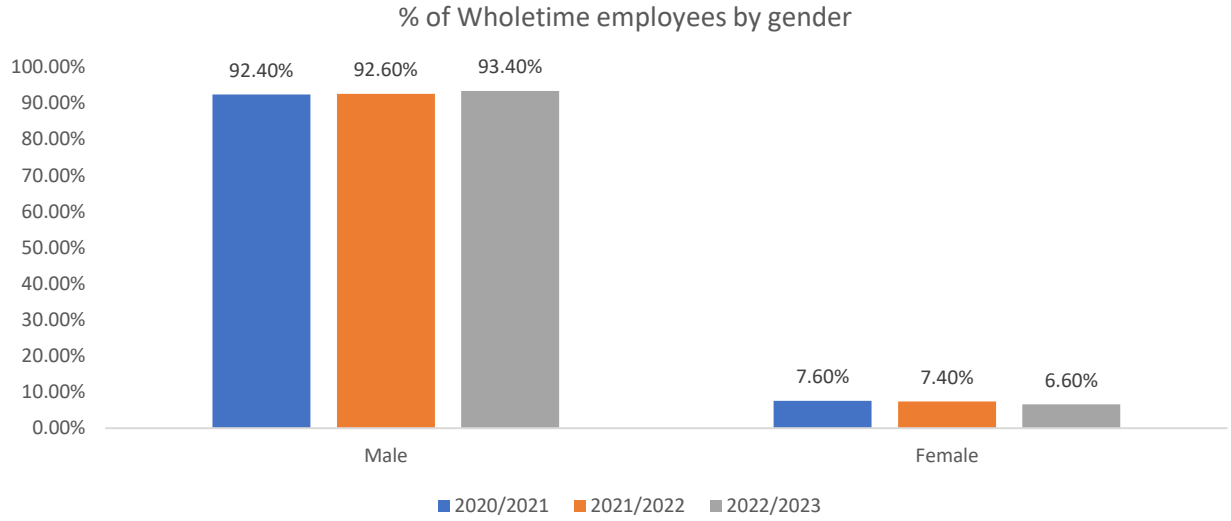
Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

2.1.2 Age



The majority of Wholetime firefighters fall within the 36 to 45 year age bracket, with the average age of a BFRS Wholetime firefighter standing at 39 at the end of March 2023 (rounded up). The number of employees in the younger age ranges have been slowly increasing over the past three years since 2020/2021.

2.1.3 Gender



The percentage of female Wholetime employees fell for the second consecutive year in 2022/2023, by 0.8% compared to 2021/2022.

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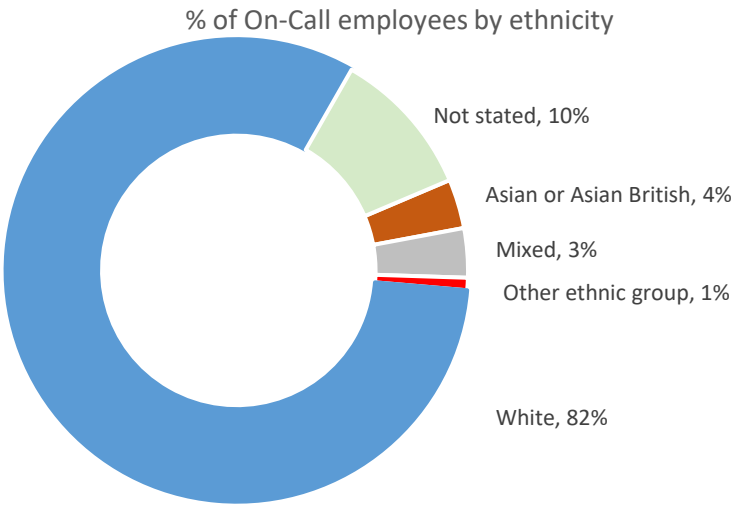
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service Equality, Diversity & Inclusion Workforce Data

Female Wholetime firefighters make up just 3.8 per cent of the total organisation, down from 4.4% in 2021/2022. Male Wholetime firefighters have seen little change in numbers since 2021 and make up 54 per cent of the organisation.

2.2 On-Call employees

2.2.1 Ethnicity



Numbers of On-Call employees within the minority ethnic groupings are low, making up just 7.8 per cent of the group, an increase of 2.6 per cent from 2021/2022.

2.2.2 Age

In 2022, the age breakdown of On-Call employees places the highest percentage in the 36 to 45 age range. This is partly because the On-Call group includes employees whose primary role is within Wholetime, and who have secondary On-Call roles.

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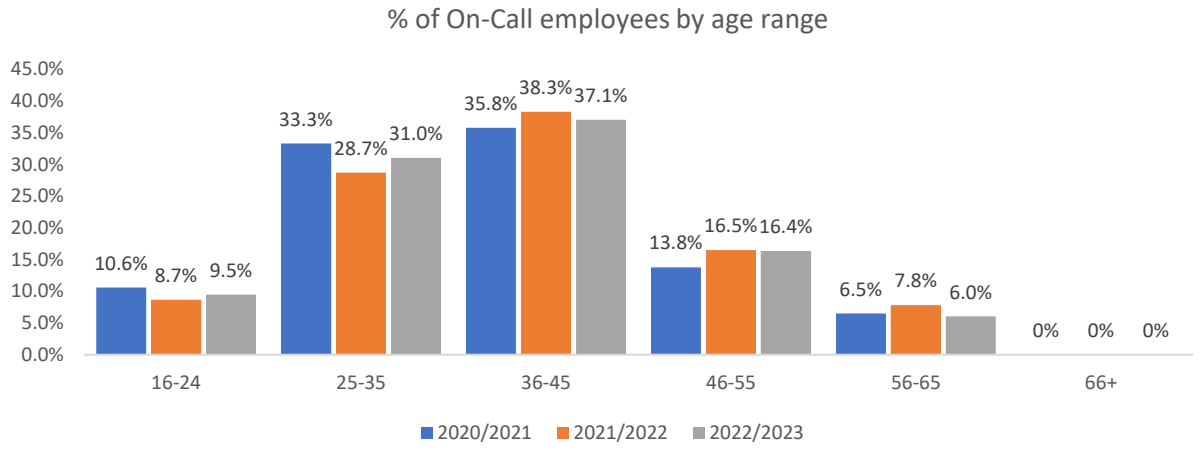
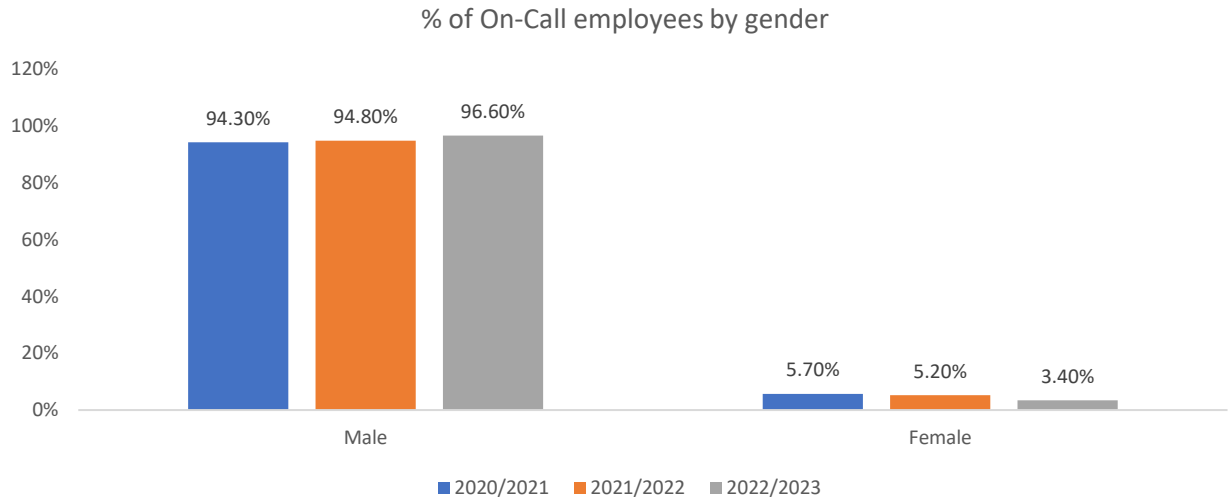
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data



2.2.3 Gender

The number of female On-Call employees has diminished during the three-year period from 2020/2021. Similarly, to the Wholetime group, On-Call employees are predominantly male, representing 96.6 per cent of all On-Call employees in 2022/2023, an increase of 1.8 per cent since 2021/2022. It is worth noting that On-Call diversity is constantly changing due to turnover.



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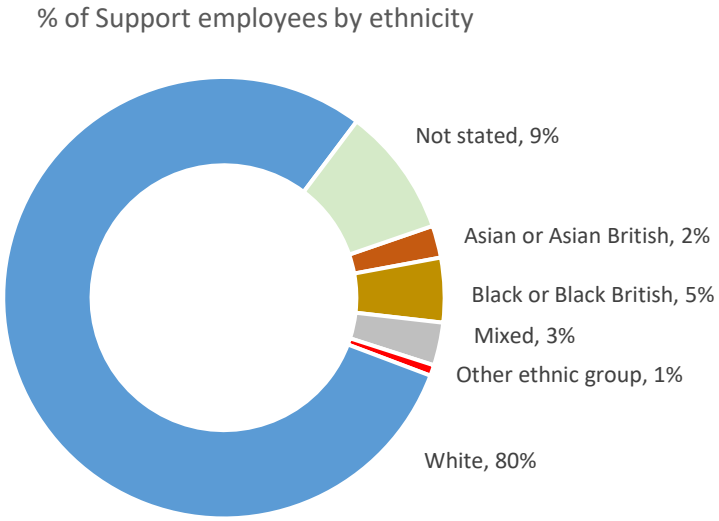
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

2.3 Support employees

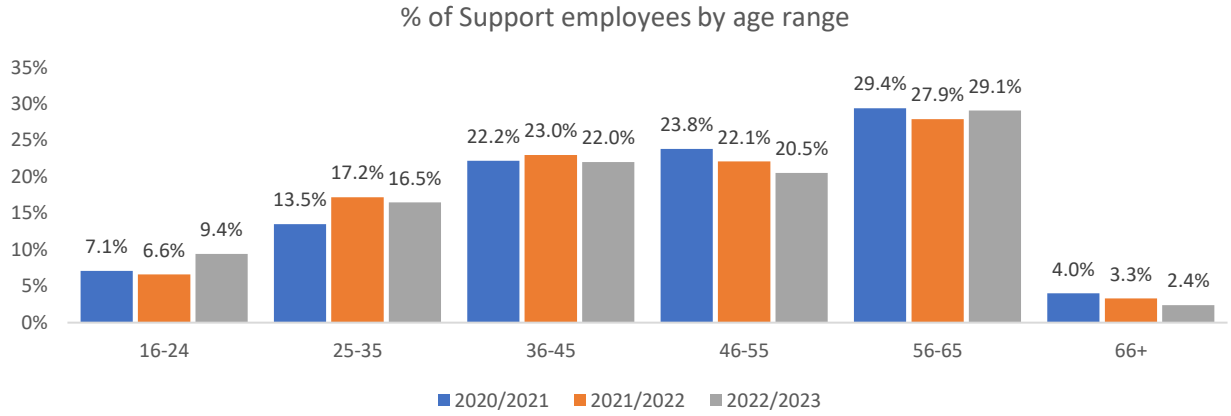
2.3.1 Ethnicity

In 2022, Support is the most diverse of the core groups with representation in each of the ethnic groupings. Minority ethnic groups make up 11 per cent of all Support employees.



2.3.2 Age

Most of the Support employees' range between ages 36 and 65, with the highest number of employees in the 56 to 65 age range, as shown below.



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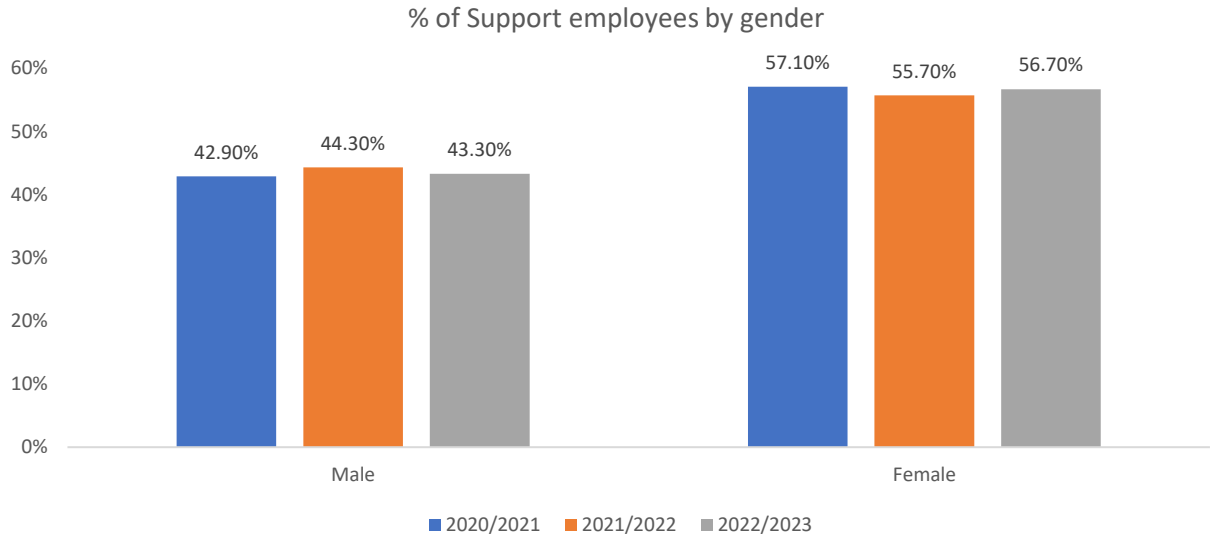
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Buckinghamshire Fire & Rescue Service
Equality, Diversity & Inclusion Workforce Data

2.3.3 Gender

Support is currently the only core group within BFRS containing more females than males, accounting for 56.7 per cent of the group in 2022/2023, a one per cent increase from 2021/2022.



**The "Wholetime" group in this report includes all ranks across BFRS, Apprentice firefighters, flexi firefighters, day-crewed firefighters and secondees.
Data Source: iTrent for BFRS employee data; Nomis population data taken from the 2021 Census.

Appendix 4 EDI Objectives 2020–2025 – Year 4

Buckinghamshire Fire and Rescue Service – Equality, Diversity, and Inclusion (EDI) Strategic Summary 2023-2024

The Service will continue to build a representative workforce with the appropriate skills, experience, and leadership qualities to deliver a range of services to our communities, that embraces change and delivers activities to reduce harm and make those communities safe and healthier.

Objective 1 - Diversity - our culture will engage and value diversity and difference, to enhance our service to the public.

Objective 2 - Service to the community – we will provide a more diverse range of services to better protect the communities we serve.

Objective 3 - Improvement - our employment offer will be inclusive and embrace flexibility to support improved diversity representation across the Service.

Objective 4 - People - we aim to be an employer of choice, attracting, recruiting, retaining, and developing employees from diverse backgrounds, to reflect the communities we serve.

Theme	Activity	Objective Assigned				Objective Assigned
Leadership Continue to recognise and promote equalities, diversity, and inclusion across the Service at all levels to support the delivery of the four objectives, and to develop a strong, inclusive workplace culture.	***Demonstrate that the Service is developing a reputation for delivering EDI outcomes and that EDI priorities influence strategic decisions by:*** • Measuring data being fed back from our systems and employees. • Meeting the set objectives Our EDI Objectives will be shared in an accessible format available to all	**1**	**2**	**3**	**4**	• All employees take personal responsibility for promoting and supporting EDI and holding one another to account when appropriate. • All members of the Service can demonstrate that they are committed to reducing inequality and challenging discrimination. • EDI priorities are considered when developing the CRMP. • Opportunities to promote EDI activities are taken, promoting the Service as an equal opportunity's employer. • EDI is embedded and visible in everyday activity
	Utilise all opportunities to promote the work of the EDI Group by: • Providing further EDI training for employees • Setting clear goals, objectives and messages. • Develop the use of the Message of the Month' initiative. • Building a process for trained personnel to feedback to the EDI group • Creating an annual People Award category for EDI.		**2**	**3**	**4**	• Positive working culture that is inclusive, has the trust and confidence of its people and its community. • Membership of the EDI network increases. • Message of the month consistently seen by at least 60% of the service. • At least three nominations received for the EDI award.

Appendix 4 EDI Objectives 2020–2025 – Year 4

Theme	Activity	Objective Assigned				What does success look like?
Leadership (Cont.)	***Consider the positive impact that inclusive language and terminology can have in the workplace by:*** • Researching other organisations and develop appropriate guidance and promote its use. • Producing a terminology and language guidance note	**1**	**2**	**3**	**4**	• All employees are aware of the impact of language and terminology and promote inclusivity therefore developing and reinforcing an inclusive culture across the Service. • Reduction in grievances and disciplines due to inappropriate language is observed as a result
Community Engagement Continue to work with all the communities we serve to build greater understanding and trust, leading to fully inclusive and enhanced targeted services. We will create equal opportunities for all, foster good relations and celebrate difference. This will, in turn, lead to a workforce that is representative of our communities.	***Community Engagement to build relationships and develop trust, help us increase our understanding of different community groups and share the work of the Fire Service by:*** • Undertaking to attend at least 4 significant community events throughout the year. ***South Asian Community Work*** • We will continue the work to engage with the South Asian communities within Bucks. and Milton Keynes (MK) • Attendance at South Asian community events • Attendance at mosques to engage with community elders and to speak about potential recruitment.	**1**	**2**	**3**	**4**	• We see an increase in the number of People within in Bucks and MK engaging with our services and information. • Improved relationships with targeted communities - increased dialogue • Other communities approaching the Service to invite our attendance. • Improved community safety and engagement in these areas • Enhanced trust and positive relationships with these communities • Enhanced engagement from the South Asian community with Prevention and Protection teams as a result of improved dialogue and trust • A significant number of our employees and Members become White Ribbon Ambassadors and Champions

Appendix 4 EDI Objectives 2020–2025 – Year 4

Theme	Activity	Objective Assigned				What does success look like?
Community Engagement (Cont.)	***Armed Forces*** • Expand the Cadet programme. ***White Ribbon*** • Gained White Ribbon accreditation and develop a 6-month plan. ***Disability Confident Employer Scheme*** • Achievement of the 'Level 2' DCES accreditation - Disability Confident Employer Scheme • Increase understanding of disability through training and education • Removal of any barriers that might prevent people with a disability or long-term health conditions from accessing employment with the Service. ***Change 100 Internship*** • Secure personnel to take part in the 2023 intake. • A developed process and plan for continuing with internships. ***Work Experience*** • Secure personnel to take part in the 2023 intake. • A developed process and plan for continuing with Work Experience ***Marketing*** • Increased number of events highlighted throughout the year using the digital tools available both internally and externally to the Service	**1**	**2**	**3**	**4**	• Recruitment and retention of people with disability We are able to draw from the widest possible pool of talent, securing high-quality employees who are skilled, loyal, and hard working. • Improved employee morale and commitment by demonstrating fair treatment. • Enhanced workforce as the result of employing people with disability • Provision of opportunities for participants to develop skills in a workplace environment. • Improved understanding of the positive impact internships and work experience can bring to the workplace. • Increase in the number of applicants for Internships and work experience

Appendix 4 EDI Objectives 2020–2025 – Year 4

Theme	Activity	Objective Assigned				What does success look like?
Neurodiversity - ensure that our policies procedures and information systems are accessible by all and that our work force has an awareness of neurodiverse conditions and means of support.	***Neurodiversity*** • Develop a procedure note to support employees who are neurodiverse or have learning differences. • Ensure all Service 'People' policies and procedures are up to date and are supported by an EIA; and are also available in accessible formats and are dyslexia and neuro-diverse friendly. • Work to develop improved accessibility to our systems and information sources	**1**	**2**	**3**	**4**	• Suite of 'People' related documents that are current and accessible to all employees. • All managers will know how to support employees with neurodiversity. • Awareness of neurodiversity increased throughout the Service. • Key support materials / information sources that all employees can access. • All employees have equality of access to the support necessary or required to be able to achieve their full potential
Recruitment. We aim to be an organisation that is well regarded for being inclusive. We want to attract, recruit and retain the very best talent to all roles.	***Engage with diverse communities.*** • Clarity regarding specific barriers that some communities may face to seek employment with the Service. • Deliver at least 4 positive action events. • Review all selection processes to ensure they provide targeted support and adjustments to individuals who need it	**1**	**2**	**3**	**4**	• Information gained is used to inform our engagement and recruitment approach. • Increased number of candidates from different backgrounds thus increasing workforce diversity • Greater understanding of what working for the Fire Service means.

Appendix 4 EDI Objectives 2020–2025 – Year 4

Theme	Activity	Objective Assigned				What does success look like?
Facilities and Welfare Provision - Focus on ensuring our current employees have the correct workplace arrangements they need to carry out their role effectively.	• Continue to engage with employees to identify needs with regard to uniform, facilities, and welfare provisions. • Work with the Property department to develop station standards. • Design and adapt our buildings, as we continue our capital development programme. • An EDI group member will be part of the Uniform project team to influence the development of the new specification.		**2**	**3**	**4**	• Employee concerns and ideas are captured, feedback is provided, and ideas are developed where appropriate. • Create accessible, inclusive workplaces and community facilities befitting of a modern fire and rescue service. • EDI influence is captured within the development of the replacement uniform specification.
Training - ensure that our employees understand EDI and the benefits of having a diverse workforce by providing training and development opportunities	***Provide a comprehensive and relevant education programme that enables all employees to better understand a range of EDI issues.*** • Review and update the EDI training packages currently available. • Develop training packages to meet current and future needs. • Attendance at relevant conferences and seminars, both online and in person (e.g., Asian Fire Service Association) • Continue to promote understanding using the EDI Calendar to inform our employees of different group and religious events. • We will ensure EDI is within our leadership development programmes	**1**	**2**	**3**	**4**	• Employees have the right knowledge and the confidence to address prejudice and discrimination. • Develops an inclusive and accessible culture that respects all members of our workforce. • Our employees are more aware of the needs of our communities. • Mandatory EDI eLearning will achieve a completion rate of at least 90% • The capability of managers to proactively embed EDI in everything they do will be enhanced

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 14 June 2023

Report title: Exploring our Culture

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Jason Thelwell, Chief Fire Officer/Chief Executive

Author and contact: Anne Stunell, Head of Human Resources, astunell@bucksfire.gov.uk

Action: Noting

Recommendations: That the work carried out to date and the planned work in respect of Exploring our Culture be noted.

Executive summary:

Following the Independent Culture Review of London Fire Brigade Culture by Nazir Afzal OBE in November 2022 and subsequent news articles into allegations at South Wales and Dorset and Wiltshire Fire and Rescue Services, the service has reviewed what is in place for employees and what actions need to be taken.

A report was presented to March Executive Committee which showed our work to date and planned. A presentation was given on the proposed "Speak Up" campaign. This report is an update on the work to date.

In March 2023 the HMICFRS published the "Values and culture in fire and rescue services" report. An Extraordinary Fire Authority meeting was held on 28 April 2023 where the HMICFRS recommendations were approved. Please see Appendix 4.

Our People Strategy comprises of key areas that support cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to:

1) Equality, Diversity and Inclusion
2) Employee Engagement
3) Organisational Development and Resourcing
4) Training, Learning and Development
5) Employee Health and Wellbeing

The objective is to ensure the Culture experienced by all Buckinghamshire Fire & Rescue Service staff and the public they come in to contact with, is in line with Our Values/Code of Conduct, supported by:

- All employees are aware of the expected behaviours.
- Ensuring all employees are aware of the procedures, process and support in place for them and feel able to come forward with any discrimination or inappropriate behaviour concerns they have experienced or have witnessed.
- All employees are assured that they will be listened to, and action taken as a result. Allegations are dealt with robustly.

The following inputs have helped us Explore our Culture:

- Culture Survey results 2022
- Other Fire and Rescue Service reports
- Staff Group Feedback
- Individual Feedback
- Grievances and Disciplinaries
- Leadership Team Feedback

Actions have been captured and work started, these can be found in Appendix 1: Exploring our Culture - work to date and planned.

Our current area of focus is to ensure our staff know how to raise an issue including the Whistleblowing process.

We continue to engage with HMICFRS including providing them with our historic Grievance/disciplinary information and our work carried out on Disclosure and Barring Service (DBS) (Appendix 2).

We plan to combine the action plans from the two reports and base them on the Draft NFCC Culture action plan. Updates on progress will be presented in due course.

Financial implications:

Any costs associated with this will come from established budgets. Any continuous training will be taken through the Training Strategy Group who review any training needs identified and growth bids will be submitted for work that is not covered from existing budgets.

Risk management:

The risk of not Exploring our Culture, the HMICFRS Values and culture report and the actions associated with this has been added to the Human Resources Risk Register and the Corporate risk register.

If the Service does not review the measures in place, employee wellbeing is impacted, tribunal claims could increase and the reputation of the service will be impacted, affecting recruitment, employee morale, retention and future improvements to working practices.

The following measures form part of our Quarterly Performance reports presented to members:

- Percentage of Staff turnover
- Percentage of Absence
- Welfare and Support
- Employee engagement
- Grievance and disciplines processed.
- Employee Assistance Programme contact.
- Appraisal completion

Legal implications:

Legal inputs are sought and provided as and when required in respect of all the strands within the attached Exploring our Culture report.

Privacy and security implications:

Previous employee relation cases have been reviewed, the details of these are limited to the Hearing Manager, Investigator and the Employee Relations team. Any future cases will be dealt with sensitively and confidentially. Any learning from investigations, informal and formal management interventions and case hearings will be fed into procedures and guidance notes and communicated to all employees; Neither individual cases or employees will be identified.

The HMICFRS letter on previous cases included case numbers, but no information that was identifiable.

Freedom of Information requests are processed adhering to confidentiality and data protection guidelines.

Duty to collaborate:

South East Employers were contacted to review the Code of Conduct and Whistleblowing Procedure, their feedback was incorporated. They agreed to support the Employee Relations team with any cases.

The Addressing Inequalities Group made up of five Fire and Rescue Services were sent the Code of Conduct and Whistleblowing Procedures for feedback. Each service's approach to the management of allegations and actions undertaken are discussed at the quarterly meetings, so that learning is shared.

Two members of the Service attended the National Fire Chiefs Council Culture event on 27 and 28 March, learns from the event have been brought back to the service and shared, so they can be incorporated into our processes. The Draft NFCC Culture action plan is being reviewed to ensure all the areas are covered.

Health and safety implications:

Employee Health and Wellbeing is a key area of the People Strategy. The Human Resources Team support managers and employees across the service – for example Employee Assistance Procedure, Welfare Officer, Occupational Health, Mental Wellbeing Champions, a range of procedures on attendance management, code of conduct, whistleblowing, grievances, conduct and capability.

Environmental implications:

There are no Environmental impacts.

Equality, diversity, and inclusion implications:

The Equality, Diversity and Inclusion (EDI) Group meet every month, they discuss issues of concern with stakeholders from across the service. BFRS Culture is a standing agenda item.

The EDI group continue to work on the EDI objectives, the progress on these can be found in the People Strategy – year 2 update and in the EDI objectives 2020 – 2025 Year 3 update.

An equality impact assessment has been written and reviewed, please see Appendix 3.

Consultation and communication:

The Exploring our Culture report and work to date has been discussed with the following groups:

- Extraordinary Fire Authority Meeting, 28 April 2023
- Executive Committee, 22 March 2023
- Senior Management Team meetings in December 2022, January, February and March, April and May 2023
- Leadership Group meetings on 9 December 2022, 26 January and 10 March 2023
- Joint Consultation Forum 8 December, 1 March and 28 April 2023
- Equality Diversity and Inclusion Group, 6 December 2022, 10 January, 7 February, 7 March, 4 April, 2 May and 6 June 2023
- Meetings with employees about welfare at incidents, uniform concerns, facilities – 16 January, 2 March and 11 April 2023.
- Business Transformation Board – 4 May 2023
- Meetings with female Firefighters to address any concerns they may have.

The Whistleblowing procedure and contact information has been publicised.

Background papers:

Independent Culture Review of London Fire Brigade
Independent Culture Review of London Fire Brigade (london-fire.gov.uk)

Cultural Review – South Wales Fire and Rescue Service
Cultural Review Appointment Panel - South Wales Fire and Rescue Service (southwales-fire.gov.uk)

Dorset and Wiltshire Fire and Rescue Service
Dorset and Wiltshire Fire Service has 'taken steps to improve culture' - BBC News

Buckinghamshire Fire and Rescue Service People Strategy 2020-2025 – Year 2 update
https://bucksfire.gov.uk/documents/2022/09/fa-item-14-121022.pdf/

HMICFRS Buckinghamshire Fire and Rescue Service report 2020/21☐Effectiveness, efficiency and people 2021/22 – BFRS - HMICFRS

HMICFRS Buckinghamshire Fire and Rescue Service: Cause of concern revisit letter
BFRS Cause of concern revisit letter

HMICFRS Values and culture in fire and rescue services
Values and culture in fire and rescue services (justiceinspectorates.gov.uk)

HMICFRS Extraordinary Meeting report 28 April 2023
Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 28/04/2023

Performance Management – Q3 2022/23

Executive Committee-22 March-2023 Performance-management-Q3-2022 2023

Appendix	Title	Protective Marking
Appendix 1	Exploring our Culture – work to date and planned	
Appendix 2	DBS letter to HMICFRS	
Appendix 3	Equality Impact Assessment	
Appendix 4	HMICFRS Values and culture in fire and rescue services recommendations and update	

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	Appendix 1 Exploring or Culture work to date and planned.					
No.	**Actions**	**Outcomes**	**Work to date and planned**	**Owner**	**Status (BAU/R/A/G)**	**Due Date**
1	Review of LFB Culture report. Collation of leadership group "top areas" NFCC Equality, Diversity and Inclusion (EDI) maturity models reviewed.	Most important areas for the Service are focused upon.	Review of the LFB Culture report undertaken by Leadership Group, areas of focus identified, and captured throughout this work plan. NFCC EDI maturity models reviewed at leadership group. Other Maturity Models - Meeting of stakeholders held, will continue to be mindful of them in procedures, and ensure best practice benchmarking incorporated into our business as usual.	Leadership Team Head of Human Resources (HR) Senior Management Team (SMT)	Complete	March 2023
2	Draft communication to employees reminding them of Whistleblowing line. Deliver an overarching 'speak-up' campaign.	All employees understand what whistleblowing is. They are aware of our whistleblowing procedure, what it covers and how to report issues or concerns. All employees understand the grievance policy, how to report issues or concerns.	Whistleblowing information published. Marketing Brief to SMT delivered to demonstrate how a consistent, cohesive standard campaign approach is best way forward all work related to raising concerns. “Speak-Up” campaign pitched and approved.	Human Resources MarComms	In Progress	Quarter 1 2023

		Employees trust in the procedure and process. Managers know what to do when someone raises a concern. The independent phone number for whistleblowing and raising concerns is visible and accessible to all employees. Employees feel safe and are positively encouraged to use the confidential help line. Employees understand what we stand for, what is expected of them and that we all have a responsibility to speak up against unacceptable behaviour.	Scoping of campaign aims and objectives with key stakeholders identified; EDI, HR, MarComms, Response completed. Meeting undertaken with current EAP provider; branding discussed. Testing of system to be undertaken Campaign and communications plan to be designed with secondary stakeholder engagement (IT, OD, Finance, Facilities). Plan signed off. Delivery of plan			
3	Code of Conduct and Whistleblowing review and consultation completed. External scrutiny sought.	Code of Conduct and Whistleblowing have external scrutiny, presented for approval to March Overview and Audit and (Code to Executive Committee) for approval	Documents been through governance process. - Approved at Overview and Audit on 15 March 2023 - Final sign off at Executive Committee 22 March 2023 Documents sent to Fire and Rescue Services and South East Employers (SEE). SEE feedback incorporated into document	Human Resources	Complete	March 2023

4	Disclosure and Barring Service (DBS) procedure review and checks	All relevant employees have an up-to-date enhanced DB. DBS procedure reviewed, consulted upon and communicated.	Weekly reports run on DBS status; 90% of checks complete to date, on a rolling programme. HR review the posts that need a DBS on a regular basis. Response to DBS question from HMICFRS submitted 3 March 2023, see Appendix 2 for details. DBS procedure in review and undergoing consultation, before going through governance (presentation to June Business Transformation Board for approval). Once finalised it will be communicated to employees.	Human Resources	In Progress	Rolling programme Procedure expected to be finalised Quarter 1
5	Exploring our Culture added as standing agenda item on Equality, Diversity and Inclusion (EDI) group.	EDI group are aware of and part of work and communications, no areas are missed.	Added as a standing agenda item. February, March, April and May 2023 EDI group discussed report and concerns.	Head of HR Deputy Director of Finance and Assets	Complete Now part of BAU	January 2023
6	Chief Fire Officer Vlog	All employees are aware of support, and our approach to allegations	Chief Fire Officer Vlog December 2022, makes clear our stance on inappropriate behaviour and the support in place	Chief Fire Officer	Complete	December 2022
7	Review of previous allegations, grievances, conduct and outcomes. HMICFRS response	Scrutiny of previous cases and actions as appropriate	9 February meeting to review cases undertaken, now forms part of BAU. Response to HMICFRS on cases submitted February 2023	Chief Operating Officer Human Resources	Complete Now part of BAU	March - May 2023

8	Contact SEE for investigation support, as appropriate	Support in place for investigations as appropriate	SEE confirmed support would be given as requested	Head of HR	Complete	February 2023
9	Trade Union engagement and support	Trade Unions support our Culture.	Regular meetings take place with Trade Union Officials Joint Consultation Forum takes place every 6 weeks with minutes shared on the Intranet.	Chief Operating Officer Head of HR Head of Prevention, Response and Resilience	Complete Now part of BAU	January 2023
10	Review of exit interviews for themes, concerns raised.	Scrutiny of exit interviews for themes and actions	Draft report produced; refinements underway. Analysis for themes to be undertaken.	Human Resources Data Intelligence	In progress	May / June 2023
11	Manage influx of Freedom of Information (FOI) requests relating to concerns arising from the LFB review and allegations at other FRS	FOI requests are responded to in a timely manner while maintaining compliance with the Authority's data protection obligations	FOI's are responded to as they come in, by the deadline, Director of Legal and Governance consulted on any areas of concern.	Human Resources	Complete Now part of BAU	February 2023
12	Reminder to employees of support in place - Welfare Officer, Mental Health Support Officers, Firefighters Charity, Employee Assistance Programme, procedures etc.	Employees are aware of all support in place and how they can access it.	Reminders sent out regularly and given to employees who approach manager, Mental Wellbeing Support Officers and Employee Relations team for support.	Human Resources	Complete Now part of BAU	April 2023 and ongoing

13	SMT visibility at Stations and across the Service	Show endorsement from top management and foster a speak-up culture. Increase visibility of SMT across the Service allowing employees to discuss and share their views. Ensure key messages are delivered and employee views are listened to. Promote an open, transparent and safe working environment where employees are **positively** encouraged to immediately flag anything of concern. Employees understand what is expected of them, their responsibility and how this links with the services vision and values.	A plan to be built that shows the themes and when they will be delivered. Book in dates - looking at how we capture all employee groups i.e., station based, on-call, support staff based away from HQ. Continue informal SMT visits to stations, calendar updated to end of 2023, now part of BAU.	SMT Members	In Progress	Quarter 1/2
14	Women's network	Employees are able to talk to those with the same protected characteristics/likeminded individuals on areas of concern and support. Employees can empathise with the types of barriers and	OXFRS confirmed they are happy for us to join up with them for LGBT and Women's network. Consider formal/informal, minutes and actions of what discussed. Most recent meeting took place 7	Head of Technology, Transformation and PMO	In Progress	Quarter 1 2023

		needs of minority groups and can champion solutions when driving the service forward.	February 2023; work continues to develop and agree the format.			
15	EDI facilities and welfare meetings	Female Firefighters are able to raise their concerns around facilities, welfare, uniform, etc.	Meetings December 2022, January, March, April 2023, minutes taken and shared to others who they may impact. Actions fed into EDI group and Officers to progress, now BAU	Head of HR Various across the Service	Complete, Now part of BAU	January 2023 and ongoing
16	Review of Vision and Values to include Code of Ethics	Refreshed Vision and Values, engagement with employees, embed what we stand for	On the 2023/2024 workplan, working group to be established to work on	Various	Not started	Quarter 2 / 3
17	Attend NFCC Culture Conference	Learning from other Fire and Rescue Services ensures we have everything in place to support employees.	2 places booked at the conference, 27 and 28 March 2023 Feedback to be given to Senior Management team on actions and learns, as appropriate.	Head of HR Head of Technology, Transformation and PMO	Complete	March 2023
18	Regular updates to Members	Members are updated on the work being undertaken and planned.	Head of Human Resources briefs Councillor EDI and Assurance at monthly meetings Verbal updates given at Executive Committee and Fire Authority Report to March Executive Committee and June Fire Authority	Head of HR EDI and Assurance Councillor	Complete, Now part of BAU	January 2023 and ongoing
19	Fire Service Standards review.	Review Leading the Service and Leading and Developing People Fire Standard	Leading the Service and Leading and Developing People Fire Standards reviewed, actions to be implemented.	Officers across the Service	In Progress	Quarter 1

20	Review Anti-bullying and Harassment Procedure and consultation. External scrutiny sought.	Anti- bullying and Harassment Procedure have external scrutiny and are presented for approval to Business Transformation Board.	Anti- bullying and Harassment Procedure consultation underway, presented to Joint Consultation Forum (JCF) on 31 May 2023. Consultation closes at 19 July JCF, before presentation to Business Transformation Board.	Human Resources	In Progress	Quarter 1/2
21	Review training/education that is provided to employees at all levels.	All employees at all levels understand their roles in relation to Culture, Equality and Equity. What actions can be done to support inclusion across the organisation.	eLearning packages for range of EDI subjects EDI Group training undertaken in October 2022 Face to Face EDI training for EDI Group and Watch Commander/equivalent Support management level training approved. Hearing Manager training for SMT and Employee Relations (ER) Team Meetings in place with provider to discuss content of both courses (EDI and Hearing Manager). Dates to be confirmed	Leadership Group EDI group SMT and ER team MarComms	In Progress	Quarter 1/2 and ongoing

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Appendix 2

Buckinghamshire FIRE & RESCUE SERVICE *we save lives*

Private & Confidential
Roy Wilsher OBE QFSM
23 Stephenson Street
Birmingham
B2 4BH

Sent via email
Roy.Wilsher@HMICFRS.gov.uk

Our Ref:	HMICFRS Vetting Standards
Enquiries To:	HR – Anne Stunell
Direct Line:	01296 744621
Date:	3 March 2023
E-Mail:	astunell@bucksfire.gov.uk

Dear Roy,

Re: Request for Information – Vetting Standards

1. **Does your service undertake background checks on staff (not DBS)? If yes, what are they and who are they for?**

BFRS collect the following information:

a. Right to work in the UK
   i. This includes Passport/Birth Certificate for all staff and visas where applicable
b. References
   i. Two references are requested for all staff, one of which must be from their current or most recent employer
   ii. For those who are self-employed or have gaps in employment a personal/character reference from a professional person is requested
c. Training Records/Certificates/Qualifications
   i. Training records are requested from other Fire Services to confirm the individuals' competencies for those staff in operational roles
   ii. Relevant qualifications are also requested for their job role such as an LGV licence, CIPD or a degree. Requests are made for all staff where it is relevant to their role
d. Full Driving Licence that is valid in the UK
   i. Driving licences are checked for staff whose role requires them to drive a Service vehicle, as well as anyone using their personal car for business use
   ii. An external service carries out driving licence checks
e. Some roles require external agencies to carry out further security clearance checks
   i. For example, NILO, Prevent panel, CTLP Liaison, National Security Vetting

2. Does your service undertake DBS checks on staff?

Yes, Enhanced plus Adult and Children Barred lists.

The DBS procedure has been reviewed and is currently being consulted upon before undergoing the governance process.

Further information on the DBS including risk assessing positive content is being ratified by the NFCC on 3 March 2023.

We have 330 staff who have a current, in date DBS check, which is 93% of all staff who require a DBS check.

We recommend all Fire and Rescue Services adopt our approach to DBS checks.

3. If yes, what is the requirement and renewal for DBS checks?

We undertake Enhanced plus adult and children's barred list DBS checks. These checks are completed for staff who hold any position that requires a DBS check, which includes the following roles:

a. Firefighter (including On-Call)
b. Crew Commander (including On-Call)
c. Watch Commander (including On-Call)
d. Station Commander
e. Group Commander
f. Area Commander
g. Deputy Chief Fire Officer
h. Chief Fire Officer
i. Flexi Firefighter
j. Flexi Crew Commander
k. Flexi Watch Commander
l. Area Trainer
m. On-Call Support Manager
n. Community Safety Advisor
o. Community Safety Officer
p. Community Safety Coordinator
q. Community Safety Team Leader
r. Community Safety and Safeguarding Manager
s. Business Fire Safety Advisor
t. Business Fire Safety Inspector
u. Firesetter Intervention/Youth Inclusion
v. Firesetter Advisors
w. Data Intelligence team

x. Principal Accountant
y. Employee Development Officer

We submit the initial DBS check using three forms of identification through Buckinghamshire Council. Once the results are received, we address any concerns with a risk assessment and meeting with the member of staff. They are then entered onto the Update Service if all is cleared, with a renewal required on an annual basis.

A Status Check is carried out each year when the Update Service is renewed to confirm if there is new content or not. If there is new content, a brand-new DBS check is completed, and a risk assessment is carried out following confirmation. The member of staff must be put on the Update Service again if the risk assessment confirms they are still suitable for the role.

Weekly reports are run to check all DBS checks are currently in date. Any issues are highlighted/escalated.

4. Does your service undertake any other vetting processes? If so, what are they?

As part of the recruitment processes staff are required to undergo different stages including:

a. Medicals/Medical Questionnaires
   i. Full medicals where fitness, eyesight, hearing, medical history, drug and alcohol etc. is tested
   ii. Medical questionnaire, which looks at medical history to confirm if the staff member requires adjustments
b. Role Related Tests including Bleep Test
   i. A series of tests that ascertain suitability for the role, such as ladder climb, haul aloft and lower, ladder lift, equipment carry, confined space test etc. and a bleep test
c. Behaviour Workshop
   i. A workshop where we observe suitable behaviours such as teamwork, courage to challenge and confidence etc.
d. Interviews
   i. A formal interview with set questions and competencies to assess and score candidates against. All interviewers are trained
e. SHL/Written Tests
   i. A set of questions in written tests that staff complete such as English and Maths which are carried out alongside interviews to assess suitability for the role
f. Role specific tests
   i. The tests are role dependant, for example, asking the applicant to prioritise emails or create a rota based on specific information

g. Presentations
   i. In some interviews applicants are asked to present on a specific topic, these are assessed against predetermined criteria such as confidence and how the presentation looks visually etc.

5. Is your vetting requirement role specific? Please explain in more detail

Yes, as below:

a. Medicals/Medical Questionnaires
   i. Full medicals are given to operational staff as their job requires them to be medically fit etc.
   ii. A thorough medical similar to those given to operational staff is given to workshop staff to ensure they are safe from exposure to any chemicals in their job role
   iii. Medical questionnaires are given to support services staff, which are assessed for whether any adjustments need to be made to support them carry out their role. They do not require full medicals unless the member of staff states something in the questionnaire that requires further information
   iv. Medical assessments are completed for operational staff when they come into contact with hazardous chemicals, such as Asbestos, to ensure they are fit to continue their role and monitor their exposure
b. Role Related Tests including bleep test
   i. These are carried out for operational staff as there are specific areas we need to test them for, such as working at height, claustrophobia, fitness
c. The Behaviour workshop
   i. This test is given to operational staff as specific behaviours are sought, such as courage to challenge etc. due to their role in the community
   ii. Support Services staff behaviours are tested during interview, such as teamwork
d. Formal Interviews
   i. Each recruitment process requires an interview. Competency and skills-based interviews are used in specific roles. The type of interview and the questions asked depend on the type of role and what skills and experience are required
e. SHL/Written tests
   i. Written tests are not required but are dependent upon the role the member of staff is applying for. For example, someone working in Finance would need to be tested to ensure they are competent in

maths. Someone working in administration might need to be assessed for their accuracy of data input etc. Specific tests can be picked for specific roles to be carried out alongside interviews to assess their suitability for the role

f. Role specific tests
    i. These tests are role specific and based upon what skills and experience the role requires. For example, someone in Resource Management Team might undertake a test where they have to design a rota based on specific information about the team, this would be a task they would have to undertake in the role

g. Presentations
    i. Similar to role specific tests, presentations are completed for any role, but the topic of the presentation would be specific to the role such as Equality, Diversity and Inclusion

If you have any further questions, please do not hesitate to contact me on the email address or telephone number above.

Yours sincerely,

Anne Stunell
Head of Human Resources

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Appendix 3

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

1: Overview information	
Name of activity / change / policy / procedure/project:	Exploring our Culture
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Anne Stunell, Head of Human Resources
Date of commencement of assessment:	8 March 2023 – original version

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

Following the Independent Culture Review of London Fire Brigade Culture by Nazir Afzal OBE in November 2022 and subsequent news articles into allegations at South Wales and Dorset and Wiltshire Fire and Rescue Services, the service has reviewed what is in place for employees and what actions need to be taken.

Our People Strategy comprises of key areas that support cultural changes which will help the Service to better deliver its vision and strategic priorities, while ensuring behaviours, values and standards are adhered to:

1) Equality, Diversity and Inclusion
2) Employee Engagement
3) Organisational Development and Resourcing
4) Training, Learning and Development
5) Employee Health and Wellbeing

The objective of the work is to ensure the Culture experienced by all Buckinghamshire Fire & Rescue Service employees and the public they come in to contact with, is in line with Our Values/Code of Conduct, supported by

- All employees are aware of the expected behaviours.
- Ensuring all employees are aware of the procedures, process and support in place for them and feel able to come forward with any discrimination or inappropriate behaviour concerns they have experienced or have witnessed.
- All employees are assured that they will be listened to, and action taken as a result. Allegations are dealt with robustly.

The following inputs have helped form part of the work:

- Culture Survey results 2022
- Other Fire and Rescue Service reports

Service Document Standard Form: **Equality Impact Assessment (EIA)** *Linked documents: Equality Impact Assessment Guidance note*	Buckinghamshire FIRE & RESCUE SERVICE *we save lives*

- Employee Group Feedback
- Individual Feedback
- Grievances and Disciplinaries
- Leadership Team Feedback

Actions have been captured and work started. Exploring our Culture - work to date and planned was presented to Executive Committee on 22 March 2023 and is to be presented to the 14 June 2023 Fire Authority.

Our current area of focus is to ensure the Whistleblowing process is clear.

An Extraordinary Fire Authority was held on 28 April 2023, where the HMICFRS Values and Culture in the Fire and Rescue services where the three recommendations were approved. There is cross over in some of the work and recommendations – for example background checks, raising concerns, training. The plan is to combine the two action plans using the Draft NFCC Culture action plan.

Executive Committee, 22 March 2023

Executive-committee-22-March-2023-item-9-exploring-our-culture-report.pdf/

HMICFRS Extraordinary Meeting report – 28 April 2023

Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 28/04/2023

3: Who will be affected by the activity / change / policy / procedure / project, and how? Consider members of the public, employees, partner organisations etc.
All employees and ex-employees who have concerns not previously raised.

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?

Service Document Standard Form: **Equality Impact Assessment (EIA)** *Linked documents: Equality Impact Assessment Guidance note*	

Case management information
DBS (Disclosure and Barring Service) information and procedures
Code of Conduct and Whistleblowing procedures
Support Mechanisms in place for example Mental Wellbeing Support Champions, Employee Assistance Programme, Whistleblowing line, Employee relations team,
Equality, Diversity and Inclusion Group, Leadership Group, SMB, PMB, BTB, JCF
Performance Measures
Feedback from employee groups
Performance Management reports
See – 22 March,28 April and 14 June Executive Committee and Fire Authority reports for further information.

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 *(use action plan in section 14 for negative impacts)*
Individuals of different ages	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Disabled individuals	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals transitioning from one gender to another	✓			All employees are aware of the support in place, know how to access it and feel able

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

				to come forward with any concerns, knowing they will be dealt with.
Individuals who are married or in civil partnerships	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Pregnancy, maternity and new parents	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals of different race	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals of different religions or beliefs	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individual's gender identity	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individual's sexual orientation	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

				concerns, knowing they will be dealt with.
Individuals living in different family circumstances	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Individuals in different social circumstances	✓			All employees are aware of the support in place, know how to access it and feel able to come forward with any concerns, knowing they will be dealt with.
Different employee groups	✓			Ex Employees feel able to come forward with concerns, knowing they will be dealt with
Other, please specify				

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?
Station and Support Services visits and meetings Procedure consultation, feedback and governance Consultation on the work to date and this report has taken place with the following groups: • Extraordinary Fire Authority Meeting, 28 April 2023 • Executive Committee, 22 March 2023 • Fire Authority, 14 June 2023 • Senior Management Team meetings in December 2022, January, February, March, April and May 2023 • Leadership Group meetings on 9 December 2022, 26 January and 10 March 2023 • Joint Consultation Forum 8 December, 1 March and 28 April 2023 • Equality Diversity and Inclusion Group, 6 December 2022, 10 January, 7 February, 7 March, 4 April, 2 May, 6 June 2023

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

- Meetings with employees about welfare at incidents, uniform concerns, facilities – 16 January, 2 March and 11 April 2023.
- Business Transformation Board – 4 May 2023
- Meetings with female Firefighters to address any concerns they may have.

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?

All employees will be supported regardless of their protected characteristics. The Exploring our Culture work objective (see above) will be clear to all employee groups.

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?

If we do not carry out this work, employees and the Service could be impacted negatively – morale, recruitment, retention, reputation, absence, ET claims.

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

Workstreams will be reviewed on an ongoing basis to ensure improvements are made

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

Ensuring that all employees are aware of support in place and the process for reporting concerns is vital. Mechanisms are in place; this work will ensure that they are effectively communicated to all employees.

Service Document Standard Form: **Equality Impact Assessment (EIA)** *Linked documents: Equality Impact Assessment Guidance note*	Buckinghamshire FIRE & RESCUE SERVICE *we save lives*

11: How can you ensure that any positive or neutral impact is maintained?
All employees need to play part in the Exploring our Culture work, consistent communications and signposting are key.

12: How will you monitor and review the impact of the activity/change/policy/procedure/project once it has been implemented?
A report was presented to the March Executive Committee, at an April Extraordinary Fire Authority and at the June Fire Authority and will be presented to future meetings to show progress on actions.

13: Sign off	
Name of department head / project lead	Anne Stunell, Head of Human Resources
Date of EIA sign off:	8 March 2023 25 April 2023 15 May 2023
Date(s) of review of assessment:	Ongoing as part of the Exploring our Culture work. Review 25 April 2023, 4 and 15 May 2023

Appendix 3

Service Document Standard Form: **Equality Impact Assessment (EIA)** *Linked documents: Equality Impact Assessment Guidance note*	Buckinghamshire FIRE & RESCUE SERVICE *we save lives*

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

Appendix 4

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
Raising concerns					
1	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	BFRS	01-Oct-23	In Progress - On track	We have had a Whistleblowing line in place for a number of years, which is run by an external organisation. However, we recognise we need to do more to give staff the confidence to speak up. We are now working with several service providers to introduce a dedicated confidential reporting line. This will be supported by a strong marketing 'Speak up' campaign to highlight this to BFRS staff. Our current confidential Whistleblowing line will be rebranded and promoted through the 'Speak up' campaign, to ensure a single number for staff to report concerns.
2	By 1 October 2023, National Employers, the Local Government Association and the National Fire Chiefs Council should review any current independent arrangements whereby staff can raise concerns outside their FRS. They should then ensure that all FRS staff have access to an independent reporting line that can be used as a confidential way to raise concerns outside their own FRS.	National Employers, LGA, NFCC	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
3	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	BFRS	01-Jun-23	Complete	We have a range of support in place for those that raise concerns inc - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation We will continue to review what our staff and public have available to them, ensuring it works for them. Our processes will document the support available.
4	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	BFRS	~~01-Jun-23~~ 01-Jan-24	Off Track	The Service has in place processes that ensure updates are provided to those that have raised concerns, inc face to face meetings/different locations or in writing. We are reviewing different options of how a professional standards function could work at BFRS including. Options include collaboration with other Services or external suppliers. All grievances and disciplines are reviewed the Deputy Chief Fire officer on a fortnightly basis to ensure they are conducted in a fair and transparent way.
5	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	BFRS	01-Jun-23	Complete	We have a whistleblowing procedure in place and are working on a campaign to encourage staff to speak up. We will review our procedure to ensure they are written in an accessible way, easy for staff and public to understand. The public can raise concerns via a number of channels all documented on our website. We have a complaints procedure in place. Both compliments and complaints are part of our performance measures that are reported on quarterly. These actions will support recommendation 31

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
Background checks					
6	By 1 January 2024, the Home Office, working with the Ministry of Justice, should make sure that the Government incorporates fire and rescue authority employees within the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 so that they are eligible for the appropriate DBS checks.	Home Office	01-Jan-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
7	By 1 May 2024, the Home Office, working with the fire and rescue sector, should make sure that the Police Act 1997 (Criminal Records) Regulations 2002, or a similar appropriate legislatively enabled solution, makes detailed provisions for fire and rescue services.	Home Office	01-May-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
8	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and underpinning guidance. It should: • clearly state the requirements for background checks undertaken by services; • clarify the minimum requirements (including levels of DBS checks) for all roles, particularly roles where staff have access to vulnerable members of the public; • define the standards required to embed a culture across fire and rescue services that empowers all members of staff and local communities to report concerns; and • be subject to review following any legislative change	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
9	By 1 January 2024, chief fire officers should: • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	BFRS	01-Jan-24	Complete	Since 2016 we have completed DBS checks on all relevant staff including all frontline staff. In 2019 we increased our vetting and moved to the annual 'Enhanced with barred list' DBS. We believe this is leading practice in the way Fire & Rescue Services should vet their staff, and have lobbied the Home Office to make it mandatory for Fire and Rescue services. We welcome the focus on this from HMICFRS. We also carry out other background and vetting checks including a. Right to work in the UK b. References Some roles require external agencies to carry out further security clearance checks. For example, NILO, Prevent panel, CTLP Liaison, National Security Vetting
10	By 1 September 2023, chief constables should make sure they are appropriately using their Common Law Police Disclosure powers in circumstances involving employees of fire and rescue services.	Police	01-Sep-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
Misconduct handling					
11	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle staff disclosures, complaints and grievances	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	BFRS	01-Mar-24	Not started	
13	By 1 December 2023, the Fire Standards Board, in liaison with the National Fire Chiefs Council, should review the existing relevant standard(s) and supporting guidance to clearly state how services should handle misconduct and safeguarding-related allegations and outcomes. These should include requirements to: • conduct and complete investigations, whether or not the staff member under investigation leaves; • consider whether the incident requires immediate dismissal; • provide training for staff who are carrying out investigations; and • ensure the diversity/neutrality of the investigation panel/person.	Fire Standards Board	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	BFRS	01-Mar-24	In Progress - On track	Awaiting standard to be released, but continue to provide investigation training to staff and have invested in Case management refresher training for 23/24.
15	By 1 October 2023, the Home Office should work with the National Fire Chiefs Council and fire and rescue service employers to make sure there is a process to handle misconduct allegations against chief fire officers. The Home Office should immediately notify HMICFRS of any allegations and outcomes that it is aware of	Home Office	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
16	By 1 October 2023, the National Fire Chiefs Council should develop and manage a national barred list that holds details of staff who have been dismissed for gross misconduct (including staff who have already left services). It should ensure that this list is referred to in all appointment processes to prevent those who are barred from rejoining another service. After the College of Fire and Rescue has been established (see recommendation 25), it should take responsibility for managing the list.	NFCC	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: • involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades.	BFRS	Immediate	Complete	We will comply with this requirement with immediate effect in providing disclosures in line with the non-identifiable case histories provided previously to HMICFRS. We are seeking clarification from HMICFRS on any more detailed reporting it requires, to enable us to ensure that we are also compliant with our GDPR obligations

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	BFRS	01-Aug-23	In Progress - On track	We have a range of support in place for those that raise concerns inc - Welfare Officer - Occupational Health - Allocating a point of contact that's not part of the investigation But we will continue to review what our staff have available to them and if it works for them and ensure our processes document the support available. Our processes will be shared with HMICFRS in our round 3 inspection
19	By 1 July 2023, the Home Office should examine whether any appeal processes for fire and rescue misconduct cases are appropriate.	Home Office	01-Jul-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
Leadership					
20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard.	BFRS	~~01-Jun-23~~ 01-Sep-23	Off Track	The 2 standards were released at the end of Jan '23. An initial gap analysis for leading the Service has been completed and the leading & developing people standard is underway. We plan to utilise the standards to feed into our BFRS staff development pathway project, this is at project mandate phase with a plan being built
21	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	BFRS	~~01-Jun-23~~ 01-Jan-24	Off Track	We have started to investigate our current solutions to see if they would be suitable. During Q2/3 NFCC will be publishing options available and best practice tools relating to 360-degree feedback.
22	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports	BFRS	~~01-Sept-23~~ 01-Jan-24	Not started	
23	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	BFRS	01-Jun-23	Complete	We have completed Bi-Annual staff surveys since 2017 with response rates of over 65% allowing staff to raise their feedback on a broad range of topics anonymously. BMKFA provided funding for this survey to move to annually from 2023/24
24	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	BFRS	01-Oct-23	In Progress - On track	This is linked to recommendation 23. Alongside moving to annual staff survey, the following measures form part of our Quarterly Performance reports presented to members: - % Staff turnover - % Absence - Welfare and Support - Employee engagement - Grievance and disciplines processed - Employee Assistance Programme contact - Appraisal completion - Mandatory training

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
Management and leadership training and development					
25	By 1 January 2025, the Government should establish a College of Fire and Rescue, as proposed by the White Paper Reforming our Fire and Rescue Service. There should be no further delay to its implementation.	Government	01-Jan-25	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
26	By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.	NFCC	01-Oct-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
27	By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit.	BFRS	01-Jun-23	Complete	A thorough review of the existing Equality Impact Assessments took place in 2022 which led to the update of the template and supporting guidance. A e-learning package was created and face to face support available across the service. This remains a key focus when items are presented at our governance meetings.
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	BFRS	01-Jun-23	Complete	While we've always been able to capture equality and diversity data in our systems, we acknowledged that the level of data in our HR system was low. We have completed a campaign to increase awareness of the importance of completing the information and encouraging our staff to update their protected characteristics. We report on our Workforce EDI data annually to the FA. This work will support recommendation 29
29	By 1 December 2023, the Home Office should publish greater detail on the protected characteristic data it collects about FRS staff, including joiners and leavers, by rank and role.	Home Office	01-Dec-23	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
30	By 30 December 2024, the Home Office should align the data it collects on protected characteristics with the Office for National Statistics harmonised standard and publish this data.	Home Office	30-Dec-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation
31	By 1 December 2024, the Home Office should collect and publish experimental statistics on public complaints and conduct matters in relation to FRS staff, similar to that which it currently publishes on police forces in England and Wales.	Home Office	01-Dec-24	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

HMICFRS Values and Culture in Fire & Rescue Services

No.	Recommendation	Owner	Due Date	Status	May '23 Update
Improving diversity					
32	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	BFRS	~~01-Jun-23~~ 01-Nov-23	Off Track	A succession plan options paper is being produced, relating to the CFO and DCFO for review and approval at the September 2023 Executive and October 2023 Fire Authority The next level succession plan will also be presented at this Executive.
33	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity	BFRS	01-Aug-23	In Progress - On track	We have developed a Leadership and Management development programme, based on the NFCC leadership framework, that has been delivered via face-to-face training to all managers across the service, Supervisory or above. The next phase of this is the BFRS Staff development pathway project that will cover all staff. In 20/21 we restructured SMT to meet the needs of the service and broaden the views at the table. The NFCC Executive Leadership Programme is open to all Senior managers, two SMT members have recently completed the programme and one has just started.
The Core Code of Ethics					
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	BFRS	Immediate	Complete	Our Values have been in place since 2011 and are embedded in our Service. The NFCC Core Code of Ethics was released in 2021 The final document complements and supports our own vision and values, which forms part of everything we do. In March 2023, we reviewed our Code of conduct and chose to add in the Code of Ethics alongside our values.
The Fire and Rescue National Framework for England					
35	By the end of this Parliament, the Government should consider the findings and recommendations in this report when refreshing the Fire and Rescue National Framework for England	Government	End of this parliament	Not owned by BFRS	BMKFA and BFRS will fully engage and support the delivery of this recommendation

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 14 June 2023

Report title: Summer Pressures Recommendations

Lead Member: Councillor Simon Rouse

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

Author and contact: GC Barrie Ackerlay - backerlay@bucksfire.gov.uk

Action: Noting

Recommendations: That the content and recommendations detailed within this report are noted.

Executive Summary:

An initial Summer Pressures paper was presented to the Fire Authority on 12 October 2022, which informed on the pressures experienced by BFRS between the months of July (16 - 19) and August (9 - 15) 2022, which brought record high temperatures and dry weather that presented many challenges for Fire and Rescue Services (FRSs) and other emergency responders across the country. This included the 19 July 2022 when the UK recorded its highest ever temperature of 40.3°C (104.5°F).

The purpose of this report is to provide a further update on the assurance, debriefing and review activities we have carried out in relation to the Summer Pressures and to highlight areas for consideration which have been derived from a Service wide Extreme / Adverse Weather Survey. It will also serve to inform on the multiple operational reports from the incidents attended by Buckinghamshire Fire & Rescue Service (BFRS) during that period.

Major incidents were declared by fifteen FRSs across the country including neighbouring FRSs in London, Bedfordshire and Hertfordshire, as a result of the devastating outbreak of fires.

Thames Valley Fire Control Service (TVFCS) received and BFRS attended an unprecedented number of calls, including many fires in the open / wildfires. Due to the professionalism, aptitude, commitment, skills and hard work of our staff, they were able to service the needs of these incidents whilst maintaining operational fire cover, and this has been recognised.

Following the initial Summer Pressures paper, an action was accepted to produce this additional report, which aims to breakdown the data harvested and develop

areas for consideration (Appendix 1), which will be used, but not limited to informing our next Community Risk Management Plan (CRMP) and Corporate Plan.

Financial Implications:

Once all the recommendations have been considered, there will be some additional financial costs related to improvements, for example - purchasing additional vehicles, equipment, securing enhanced welfare supplies and potential additional resilience costs.

Any additional expenditure of this nature would need to be approved as part of the budget setting process.

Risk management:

Delivery of the recommendations following this report attributed to the summer pressures will contribute towards ensuring the Service's operational and organisational activities are continuously improved and developed, and are efficient, effective, and responsive to significant changes in the external or internal environments.

Failure to deliver these recommendations could expose:

- the Service, its personnel, and the public to operational, health, safety, and welfare risks.
- the Service to reputational and / or financial risks.

Legal implications:

There are no legal implications arising from the recommendations within this report. Legal assurance will be obtained in advance of, or during, the implementation of any actions arising from this report.

Privacy and security implications:

This summer pressures recommendation report will not raise any privacy or security issues.

Duty to collaborate:

Although the Authority has committed to a default position of collaboration, not just with FRSs in the Thames Valley, the reports generated are specific to the Service's operational and organisational activity. However, any opportunity to collaborate will be explored, as will the sharing of any identified operational learning through existing groups, including TVFCS who was also invited to feedback through the Extreme / Adverse Weather Survey.

Health and safety implications:

There are no negative implications on health and safety associated with this report. The recommendations and actions that have been created will continue to promote and enhance the existing health and safety culture within the Service with all associated costs being considered and governed through relevant boards.

Environmental implications:

Delivery of any recommendations or actions from this report will enhance the Service's ability to identify and manage potential environmental hazards in both the internal and external surroundings.

Equality, diversity, and inclusion implications:

There are no negative impacts reference EDI from the publication of this report.

Once areas to consider have been prioritised and action owners assigned, each individual action may require an Equality Impact Assessment (EIA).

Consultation and communication:

Learning from operational activity or recommendations are routinely published and communicated to all staff, utilising either the Intranet, HEAT* or the Operational Assurance newsletter. This approach is intended to ensure there is a clear understanding and appreciation of the collective responsibility toward continuous improvement in respect to operational performance.

From a monitoring and reporting perspective, the Head of Protection, Assurance and Development leads on the improvement plan recommendations and publication of any Learning Review of Command (LRC) report and chair the Operational Assurance Group (OAG).

The Head of Operational Training and Assurance has responsibility for delivering the Operational Assurance Improvement Plan (OAIP) recommendations and production of LRC reports in conjunction with the Operational Assurance Team (OAT).

* HEAT: internal electronic training record management system

Background papers:

Fire Authority, 12 October 2022, Summer Pressures, Item 10

FA - Summer Pressures - October 2022

Appendix	Title	Protective Marking
1	Analytical Data	None

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Appendix 1

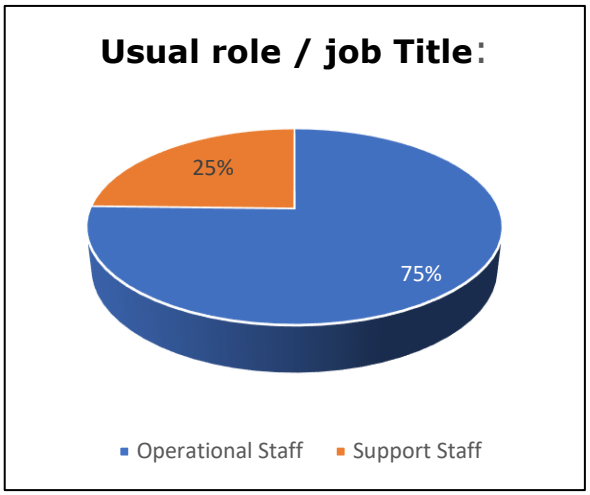
Analytical Data:

The themes and the areas to consider found within this report are derived from the following data sources:

1 - BFRS Extreme / Adverse Weather Survey Report

This survey was aimed at capturing the views and thoughts of all staff groups that were involved in these periods of extreme weather.

The responses were collated and reviewed by the Operational Assurance Team (OAT) with the aim to understand the challenges and to highlight learnings.



The diagram to the right illustrates from the **65** survey responses, **49** (75%) were from operational staff and **16** (25%) was from support staff.

The following survey headlines were chosen due to their perceived significance of what the Service wanted to establish from the results.

Nine Survey Headlines

- Preparedness
- Response
- Information available and Training provided
- Equipment and Procedures
- Communications (internal / external
- Health Safety and Welfare
- Significant Challenges
- Support
- Understanding the strains / pressures encountered elsewhere

2 - OAT Incident Reports

- Incident Report Hedgerley Lane + M40 (Wildfire)
- Incident Report Kiddi Caru Nursery (Wildfire)
- Incident Report Wooburn Moor (Wildfire)

The OAT collated information on each of these incidents via incident and monitoring feedback forms through embedded active systems which are available to all BFRS staff following all operational incidents and exercises, during the process of collating information each of these major incidents also received a Learning Review of Command (LRC) with the aim to further establish additional details of the incident.

Invited to each LRC were operational commanders from across BFRS with invites also being sent to cross border services to ensure collaboration with our neighbours. These invites are also extended to partner agencies who were either involved or would have an interest in the learns from each incident.

These reports, along with any recommendations contained within, are presented to the Operational Assurance Group (OAG) for consideration. Recommendations accepted by the OAG are added to the Operational Assurance Improvement Plan (OAIP) which are reported on annually to the Fire Authority (FA).

The resulting actions taken are intended to improve operational effectiveness within BFRS and if appropriate, the lessons learnt are submitted to National Operational Learning (NOL) and / or Joint Organisational Learning (JOL), to ensure learning is shared throughout the UK FRS and with partner agencies.

Each of these Major Incidents occurred during the months that fall within the scope of this report on Summer Pressures that were encountered by BFRS.

Each report contains specific recommendations which have already been assigned action owners. Through the OAG, each owner will provide updates via the OAIP on an 8-weekly basis.

Data Analysis:

Staff engagement throughout BFRS was extensive in both the operational and support departments, the main objective was to gather first-hand information to build on the experiences from individuals who worked during the summer pressures.

The response to the extreme / adverse weather survey report was good and from all areas of the Service across all nine of the survey headlines. It became apparent that each response could be attributed to a specific theme, this helped to shape how the data was to be presented.

All completed areas to consider related to summer pressures will improve how BFRS deals with the risk that may be encountered in the future.

The themes with their areas to consider below do not include the recommendations found within the three incident reports as these have already been assigned and accepted by the individual action owners through the recognised governance

process, however it's important to highlight these reports and their recommendations as most of the areas for consideration below will be mirrored within these reports.

Areas to Consider:

Areas to consider have been created following analysis of the BFRS Extreme / Adverse Weather Survey responses and it focuses on the first six Survey headlines:

- Preparedness
- Response
- Information available and Training provided
- Equipment and Procedures
- Communications (internal / external)
- Health Safety and Welfare

These areas to consider have been categorised into broader themes and reflect all the recommendations from the 65 staff that responded to the BFRS Extreme / Adverse Weather Survey.

Please find below a table containing all the themes complete with examples of the areas to consider, the progress column highlights the ongoing work streams which will ensure the recommendations are delivered.

Theme	Area to Consider	Progress
Welfare	Refreshments / rehydration for people attending incidents. This includes how drinks and food is made available to crews.	Cool boxes have been purchased for every appliance and rehydration tablets are now part of the standard inventory in the welfare boxes. A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support incident welfare. Further progress against this action will rely on securing the funding
	Dedicated welfare unit.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support

		incident welfare. Further progress against this action will rely on securing the funding
	Toilet facilities and feminine hygiene products to be made available as standard.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support incident welfare. Further progress against this action will rely on securing the funding
	Designated rest breaks whilst at spate* conditions. *Spate – when receiving large numbers of calls in quick succession i.e. wildfire / flooding	OIN-TV-207 Managing Welfare and Reliefs at Incidents - BFRS Intranet (interactgo.com) will be reviewed and put out for consultation to see if further guidance is required to address the feedback received
Theme	**Area to Consider**	**Progress**
Extreme Heat Response	Introduce Wildfire Tactical Advisor in BFRS.	2 Station Commanders identified and initial level training delivered. (Awaiting national course dates)
	Introduce additional Operational Communications Tactical Advisors (currently 1 in BFRS).	Additional Tac Advisors approved by TSG 2023/2024
	Review Incident Command Support – ICU	Following the recruitment of a FF in the Technical Team. The FF and WC technical will look to positively crew the ICU to increase availability and resilience whilst

	availability and resourcing.	delivering the Incident Command Support collaborative review.
Theme	**Area to Consider**	**Progress**
Wildfire Equipment, **PPE and Vehicles**	4 x 4 Vehicles – to include procuring additional specialist appliances, training, and use of and utilisation of an existing appliance.	2 x Outdoor firefighting units are being built by Angloco to enhance the capability of the Nissan Navara 4 x 4 vehicles we have in service. This includes firefighting capability, tyre and suspension upgrades to increase the payload of the vehicle and make it more suitable for driving off road
	Review wildfire equipment availability – this could include seasonal stowage options.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support seasonal risk, introducing enhanced wildfire capability. Further progress against this action will rely on securing the funding
	All new appliances to have air conditioning as standard.	This has been actioned through the TV collaborative Appliance contract. 3 vehicles have already been introduced to our fleet with aircon and a further 3 are in production which should begin to be introduced in October 23.
	Review drone capability – thermal image capability.	A drone review is planned for Q3 23/24 which will include a review of BFRS capability and consider the introduction of a more formal collaborative agreement with TVP and voluntary organisations like BSAR
	Uniform Review (PPE) – this is in relation to summer pressures, to include shorts	This recommendation will be factored into the service wide uniform review which will commence in June 23.

	under structural firefighting PPE, collared t-shirts and leggings that seal at the bottom.	
Theme	**Area to Consider**	**Progress**
Extreme Heat Training	Review relevant electronic training materials on HEAT.	Station Commander Training Assurance is currently reviewing the Maintenance of Operational Competencies (MOC) to include all wildfire E-learning.
	Review Relevant Maintenance of Operational Competencies (MOC) on HEAT.	Station Commander Training Assurance is currently reviewing the Maintenance of Operational Competencies (MOC) to include all wildfire E-learning.
Theme	**Area to Consider**	**Progress**
Operational Assurance	Assurance Exercises – to include tabletops.	Work In Progress to deliver multiple desktop exercises to every operational watch within BFRS.
Theme	**Area to Consider**	**Progress**
Wildfire Risk Information	Proactive use of the OSR	This factors into the current OSR review.
Theme	**Area to Consider**	**Progress**
Wildfire Strategy	Review how other services assess, review, resource, and their guidance	Info gathered: Berkshire report. Peer review from Surrey.

	regarding summer pressures / wildfires.	2 Station Commanders identified to become BFRS Wildfire Tactical Advisors and initial level training delivered.
	Media / Communications support outside of normal business hours.	This is part of ongoing work to look at the Service's incident comms response. This includes out of hours.

Not every recommendation from staff has formed an action, prioritisation has been afforded to the themes that reoccurred often.

This is not an exhausted list of actions that would potentially improve how BFRS copes with the summer pressures in the future, however each of the themes highlighted should be considered in conjunction with the other competing priorities.

Conclusions and Next Steps

Summer pressures has the potential to form part of BFRS core business, and due to the nature of these pressures they will provide several challenges moving forward.

BFRS staff were able to service the needs of these summer pressure incidents whilst maintaining operational fire cover, and this has been recognised, however there are multiple areas for improvement as can be viewed in the themes.

Some of the areas to consider may be addressed relatively rapidly and simply, however, most themes and areas highlighted will require further work, thought and financial support over a longer period and current capacity of departments must not be overlooked.

All the major incident recommendations have been added to the OAIP and action owners will update through the OAG.

This report documents credible evidence gathered from multiple reliable sources to provide recommendations to the relevant boards, the next steps will be to discuss how, and which recommendations will be accepted, considering risk, financial implications, priorities, and capacity.

Action owners have been assigned to each area at the appropriate level and time scales discussed, resulting in regular updates through one of our recognised governance pathways.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 14 June 23

Report title: Performance Management – Q4 2022/23

Lead Member: Councillor Simon Rouse

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

Author and contact: Craig Newman, Data Intelligence Team Manager, cnewman@bucksfire.gov.uk

Action: Noting

Recommendation: It is recommended that the Performance Management – Q4 2022/23 be noted.

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

This report comprises of the Service performance against these measures for Q4 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 Q4(YTD), 59 measures reported with a Blue, Green, Amber or Red status and 11 are for information.

BRAG	Number		Total	%
	Target	Monitor		
B	9	1	10	14
G	22	3	24	36
A	12	3	15	21
R	16	4	20	29

There are 5 measures that are work in progress and will be developed ready for 2023/2024.

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	27 April 2023	Approved to go to SMB
Strategic Management Board	16 May 2023	Approved to go to Fire Authority

Next steps -

- The performance measures will be reported quarterly
- Indicators and targets will be reviewed annually

Background papers:

Executive Committee, 22 March 2023: Performance Management – Q3 2022/23

https://bucksfire.gov.uk/documents/2023/03/executive-committee-22-march-2023-item-8-performance-management-q3-2022-23.pdf/

Fire Authority, 7 December 2022: Performance Management – Q2 2022/23

https://bucksfire.gov.uk/documents/2022/11/item-14-fire-authority-meeting-7-december-2022-performance-management-q2-2022-23.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)

Overview and Audit Committee, 10 November 2021: 2020-21 Annual Performance Monitoring2020/2021 Performance Report

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

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

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BFRS - KEY PERFORMANCE MEASURES 2022-2023

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.

	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
For monitoring purposes	-	-

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

Reporting Month: **April**
Reporting Quarter: **Q4**
Last Updated: 17th May **2023**

Q3 Highlighted Measures - Review

Great Place to Work: Actual vs Establishment - Wholetime

Q1	A
Q2	R
Q3	R
Q4	G

At the end of quarter three we highlighted this measure to reassure staff and members that recruitment was still the Service's number one priority. We also highlighted some of the challenges in achieving our target and what actions and plans were in place to mitigate these.

Quarter four saw the number of wholetime firefighters reach its initial target of > 95% (290 actual vs 300 establishment), the highest number of wholetime firefighters since March 2015.

Despite the improvement in numbers, the workforce planning group is still heavily focused on recruitment during 2023/2024 to ensure BFRS is fully established. The group is also focused on the challenges presented to a workforce that has a high number of new employees.

Q4 Highlighted Measure - New

Public Impact: Fire & Wellness visits

Q1	R
Q2	R
Q3	R
Q4	B

The Prevention Delivery Team underwent recruitment and onboarding for the first nine months of the year. The benefits of this are now being realised in the co-ordination and delivery of the number of visits. More pleasingly is the sustained level of visits to people defined as having one or more vulnerabilities.

Q3 & Q4 combined saw the highest number of visits completed since the introduction of our premises risk management system back in 2018.

It's worth highlighting the great work carried out by the crews at Buckingham and Broughton, which heavily supported the numbers achieved this year.

The department's focus for 2023/2024 is now maintaining the increased level of visit delivery, with localised targets set for stations and prevention team members.

BFRS are due to receive updated data from the NHS which will help us with targeting those vulnerable to fire with a greater degree of accuracy.

Public Impact

Home	PI.1.01	Accidental Dwelling Fires (ADFs)	G	B
	PI.1.02	Serious ADFs	G	G
	PI.1.03	Fire related fatalities in ADFs	G	A
	PI.1.04	Serious fire related injuries in ADFs	A	A
	PI.1.05	False alarms	A	A

Home	PI.1.06	Deliberate fires to dwelling (not own)	B	B
	PI.1.07	Deliberate secondary fires (own)	B	B
	PI.1.08	Dwelling fires with unknown cause	G	G
	PI.1.09	Fire & Wellness visits	B	R
	PI.1.10	% Fire & Wellness visits to vulnerable	B	B

Work	PI.2.01	Primary fires in non-doms	G	R
	PI.2.02	Serious fires in non-doms	G	R
	PI.2.03	Fire related fatalities - non-doms	G	G
	PI.2.04	Serious fire related injuries - non-doms	G	G

Work	PI.2.05	Deliberate fires to non-dom (not own)	G	R
	PI.2.06	Non-dom fires with unknown cause	G	G
	PI.2.07	Non-domestic property false alarms	R	G
	PI.2.08	Fire safety Audits completed	A	G

Travel	PI.3.01	Number of RTCs attended	B	G
	PI.3.02	RTC fatalities	B	B
	PI.3.03	RTC Injuries - serious	G	A
	PI.3.04	RTC Injuries - slight	G	B

Communities	PI.3.05	Deliberate secondary fires (others)	B	R
	PI.3.06	Deliberate primary fires (others)	B	R

NOTES:

PI.1.03: There were three **Fire related fatalities** recorded across two accidental dwelling fires during 2022-2023.

PI.1.09 & PI.1.10: The number of **Fire & Wellness** visits, completed in January, Feburary & March were all above the target of 300, with March seeing 465 visits completed. As well as the high number of visits, the percentage of visits which involved a vulnerable person remained above 94% (70% target).

PI.2.01, PI.2.02, PI2.05 & PI.3.06: Primary **fires in non-domestic buildings** saw an increase of 26% when compared with the average of the previous five years. It was identified that this increase could be attributed to fires in prisons. BFRS and Prison staff are engaged to develop plans to reduce the number of these incidents.

PI.3.05: **Deliberate secondary fires** saw an increase of 23% when compared with the average number of the previous five years. However, nearly all of this increase can be attributed to the summer pressures in July and August. Exluding these two months saw a decrease in incidents across the year.

Response

Incidents	R.1.01	Total Incidents (Exc Co-res)	B	A
	R.1.02	Co-responder incidents	B	B
	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	B	R

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

Ops Res	R.3.01	Maintenance of competencies	R	-
	R.3.02	Hydrants	?	?
	R3.03	High Risk Site Information	G	-

NOTES:

R.1.01: 2022/2023 saw an increase of 7.7% in the **total number of incidents** attended by crews in Buckinghamshire & Milton Keynes. Most of this can be attributed to the summer pressures, however, outside of July and August, there was still an increase of 2.6%.

R.1.04: The **average attendance time to all incidents** continues to be above the average of the previous five years. Analysis of attendance times will be carried out to help identify the main impacts on attendance times.

R.2.01 & R.2.02: The number of staff and staff with the required skills had an impact of the **availability of pumping appliances** during 2022/2023. BFRS' number one priority has been to address these challenges and expect to see improvements during 2023/2024.

Great Place to Work

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

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

NOTES:

GP.1.01: The **number of wholetime firefighters** reached the target of being above 95% of its establishment for the first time since the increase of establishment in June 2022.

GP.1.08 & GP.1.09: The completion of appraisals and mandatory e-learning packages fell short of its target by year end. Actions are now in place to ensure 2023/2024 figures are much improved. BFRS will also look at how it measures its appraisal completion.

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	R	R
	PV.1.05	Fraud	-	G
	PV.1.06	Capital Investments	-	A

Compliance	PV.2.01	Data breaches	-	G
	PV.2.02	Subject Access Requests	-	G
	PV.2.03	FOIs	-	G
	PV.2.04	Compliance with Standing orders	-	G

Engagement	PV.3.01	Customer satisfaction	-	G
	PV.3.02	Compliments & Complaints	-	R
	PV.3.03	Social Media	?	B

PMO	PV.5.01	Internal Audits	-	A
	PV.5.02	Projects in progress	-	G
	PV.5.03	Projects off track	-	G

ICT	PV.4.01	Service Desk	G	G
	PV.4.02	Network uptime	?	?

Environ	PV.6.01	Carbon emissions	?	?
	PV.6.02	Recycling	?	?

NOTES:
No commentary provided.

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	24	29	25	18	23	23	25	25	29	27	28	19
	2022	**19**	**23**	**22**	**21**	**22**	**29**	**22**	**22**	**23**	**18**	**24**	**18**
	Status	**B**	**B**	**B**	**R**	**G**	**R**	**B**	**B**	**B**	**B**	**B**	**G**
Cumulative	Prev 5 year	24	53	77	96	119	142	167	192	221	248	276	295
	2022	**19**	**42**	**64**	**85**	**107**	**136**	**158**	**180**	**203**	**221**	**245**	**263**
	Status	**B**	**B**	**B**	**B**	**G**	**G**	**G**	**G**	**G**	**B**	**B**	**B**

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	8.0	8.8	7.8	6.4	7.2	6.6	7.4	8.2	8.0	9.2	8.2	8.0
	2022	**6**	**4**	**10**	**9**	**7**	**17**	**6**	**9**	**7**	**5**	**7**	**8**
	Status	**B**	**B**	**R**	**R**	**G**	**R**	**G**	**G**	**G**	**B**	**G**	**G**
Cumulative	Prev 5 year	8	17	25	31	38	45	52	60	68	78	86	94
	2022	**6**	**10**	**20**	**29**	**36**	**53**	**59**	**68**	**75**	**80**	**87**	**95**
	Status	**B**	**B**	**G**	**G**	**G**	**G**	**G**	**G**	**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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**0**	**2**	**0**	**0**	**0**	**0**
	Status	**G**	**G**	**G**	**G**	**A**	**G**	**G**	**A**	**G**	**G**	**G**	**G**
Cumula	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**	**1**	**3**	**3**	**3**	**3**	**3**
	Status	**G**	**G**	**G**	**G**	**A**	**A**	**A**	**A**	**A**	**A**	**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**

PI.1.04 - ADFs - Serious Fire Related Injuries

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0.0	0.0	0.4	0.2	0.6	0.2	0	0	0.6	0.6	0	0.2
	2022	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**1**
	Status	G	G	G	A	G	G	G	G	A	A	G	A
Cumulative	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**	**1**	**1**	**2**	**3**	**3**	**4**
	Status	G	G	G	G	G	G	G	G	G	A	A	A

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**117**	**92**	**142**	**118**	**94**	**87**
	Status	R	G	G	G	G	R	G	B	R	R	A	A
Cumulative	Prev 5 year	88	186	282	394	514	624	741	844	938	1020	1108	1190
	2022	**100**	**200**	**299**	**413**	**530**	**653**	**770**	**862**	**1004**	**1122**	**1216**	**1303**
	Status	R	A	A	G	G	G	G	G	A	A	A	A

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

What is good
Less is better

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

PI.1.06 - Deliberate dwelling fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	2.2	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**	**6**	**3**	**0**	**0**	**1**	**1**
	Status	B	B	B	B	B	B	R	A	B	B	B	B
Cumulative	Prev 5 year	2.2	2.8	4.2	7.2	9.2	9.6	11.6	13.2	14.4	15.8	17.2	18.0
	2022	**1**	**2**	**3**	**4**	**5**	**5**	**11**	**14**	**14**	**14**	**15**	**16**
	Status	B	B	B	B	B	B	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**

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**	**25**	**16**	**13**	**19**	**19**	**7**
	Status	**B**	**B**	**B**	**G**	**R**	**B**	**G**	**B**	**B**	**B**	**B**	**B**
Cumulative	Prev 5 year	52	92	138	195	240	276	302	342	361	383	406	440
	2022	**26**	**45**	**62**	**119**	**187**	**218**	**243**	**259**	**272**	**291**	**310**	**317**
	Status	**B**	**B**	**B**	**B**	**B**	**B**	**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**	**4**	**0**	**1**	**1**	**0**	**2**
	Status	**B**	**G**	**G**	**G**	**G**	**G**	**R**	**G**	**G**	**G**	**B**	**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**	**11**	**11**	**12**	**13**	**13**	**15**
	Status	**B**	**B**	**G**	**G**	**G**	**G**	**G**	**G**	**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	**119**	**119**	**88**	**129**	**166**	**165**	**164**	**139**	**192**	**317**	**340**	**465**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**G**	**B**	**B**
Cumulative	Target	300	600	900	1200	1500	1800	2100	2400	2700	3000	3300	3600
	2022	**119**	**238**	**326**	**455**	**621**	**786**	**950**	**1089**	**1281**	**1598**	**1938**	**2403**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	**87%**	**96%**	**93%**	**95%**	**100%**	**96%**	**99%**	**99%**	**86%**	**93%**	**95%**	**97%**
	Status	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**
Cumulative	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	2022	**87%**	**92%**	**92%**	**93%**	**95%**	**95%**	**96%**	**96%**	**95%**	**94%**	**94%**	**95%**
	Status	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**B**	**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**	**17**	**21**	**19**	**20**	**24**	**15**
Status	**B**	**R**	**B**	**R**	**R**	**B**	**G**	**R**	**R**	**R**	**R**	**G**
Cumulative												
Prev 5 year	18	36	53	70	86	102	120	134	147	163	175	190
2022	**16**	**40**	**54**	**92**	**115**	**124**	**141**	**162**	**181**	**201**	**225**	**240**
Status	**B**	**A**	**G**	**R**	**R**	**R**	**R**	**R**	**R**	**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**	**5**	**4**	**10**	**8**	**13**	**7**
Status	**B**	**G**	**B**	**R**	**R**	**G**	**B**	**B**	**R**	**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**	**68**	**72**	**82**	**90**	**103**	**110**
Status	**B**	**B**	**B**	**R**	**R**	**R**	**A**	**A**	**A**	**A**	**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	0	0	0	0	0	0	0	0	0	0	0	0
2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Status	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**
Cumulative												
Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	0
2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Status	**G**	**G**	**G**	**G**	**G**	**G**	**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**

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0.0	0.2	0.0	0.2	0.0	0.0	0.2	0.0	0.0	0.2	0.0	0.0
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Status	G	G	G	G	G	G	G	G	G	G	G	G
Cumulative	Prev 5 year	0.0	0.2	0.2	0.4	0.4	0.4	0.6	0.6	0.6	0.8	0.8	0.8
	2022	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Status	G	G	G	G	G	G	G	G	G	G	G	G

B	
G	0
A	1
R	>1

What is good
Less is better

Description	Serious fire related injuries recorded at non-domestic property fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual - Low numbers
Reference	**PI.2.04**

PI.2.05 - Non-domestic Primary Fires - Deliberate

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	3.0	2.8	2.8	4	3.8	2	3.8	1.6	3.6	2.8	2.2	3
	2022	**6**	**6**	**5**	**12**	**13**	**4**	**5**	**8**	**4**	**6**	**7**	**3**
	Status	R	R	R	R	R	R	R	R	A	R	R	G
Cumulative	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
	2022	**6**	**12**	**17**	**29**	**42**	**46**	**51**	**59**	**63**	**69**	**76**	**79**
	Status	R	R	R	R	R	R	R	R	R	R	R	R

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

What is good
Less is better

Description	Non domestic building fires started deliberately by someone other than owner/occupant
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**PI.2.05**

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.4	1.2	1.8	1	0.6	1.8	1	0.4	0	1	0.6	1.2
	2022	**3**	**1**	**0**	**5**	**2**	**1**	**1**	**1**	**0**	**0**	**0**	**2**
	Status	A	G	G	R	G	G	G	G	G	G	G	G
Cumulative	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
	2022	**3**	**4**	**4**	**9**	**11**	**12**	**13**	**14**	**14**	**14**	**14**	**16**
	Status	A	G	G	G	G	G	G	G	G	G	G	G

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

What is good
Less is better

Description	Non domestic building fires where the cause recorded as not known
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Actual - Low numbers
Reference	**PI.2.06**

PI.2.07 - Non-domestic property false alarms

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	112	128	125	149	142	152	155	147	137	138	121	117
	2022	**111**	**125**	**113**	**133**	**136**	**140**	**146**	**114**	**163**	**140**	**101**	**149**
	Status	G	G	G	B	G	G	G	B	A	G	B	R
Cumulative	Prev 5 year	111.6	240	365	513	655	807	962	1109	1245	1383	1504	1621
	2022	**111**	**236**	**349**	**482**	**618**	**758**	**904**	**1018**	**1181**	**1321**	**1422**	**1571**
	Status	G	G	G	G	G	G	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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	20	20	20	20	20	20	20	20	20	20	20	20
	2022	**10**	**32**	**27**	**29**	**23**	**32**	**19**	**28**	**23**	**27**	**13**	**13**
	Status	R	B	G	G	G	B	A	G	G	G	A	A
Cumulative	Target	20	40	60	80	100	120	140	160	180	200	220	240
	2022	**10**	**42**	**69**	**98**	**121**	**153**	**172**	**200**	**223**	**250**	**263**	**276**
	Status	R	G	G	G	G	G	G	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**

PI.3.01 - Road Traffic Collisions (RTC)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**55**	**48**	**64**	**59**	**60**	**34**	**28**
	Status	**G**	**B**	**B**	**A**	**G**	**A**	**G**	**R**	**R**	**R**	**B**	**B**
Cumulative	Prev 5 year	38	82	130	175	220	266	316	368	417	463	502	543
	2022	**34**	**68**	**109**	**161**	**209**	**264**	**312**	**376**	**435**	**495**	**529**	**557**
	Status	**G**	**B**	**B**	**G**	**G**	**G**	**G**	**G**	**G**	**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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**2**	**2**	**0**	**2**	**0**	**0**
	Status	**G**	**B**	**B**	**B**	**G**	**G**	**A**	**A**	**B**	**A**	**B**	**B**
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**	**5**	**7**	**7**	**9**	**9**	**9**
	Status	**G**	**B**	**B**	**B**	**B**	**B**	**B**	**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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**6**	**5**	**8**	**8**	**5**	**5**
	Status	**G**	**A**	**R**	**R**	**R**	**A**	**B**	**B**	**R**	**B**	**B**	**G**
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**	**64**	**69**	**77**	**85**	**90**	**95**
	Status	**G**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**A**	**A**

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**21**	**8**	**21**	**14**	**27**	**11**	**15**
	Status	**B**	**B**	**B**	**B**	**B**	**G**	**B**	**B**	**B**	**R**	**B**	**G**
Cumulative	Prev 5 year	19	45	68	91	113	134	157	180	199	219	239	255
	2022	**9**	**20**	**32**	**49**	**63**	**84**	**92**	**113**	**127**	**154**	**165**	**180**
	Status	**B**	**B**	**B**	**B**	**B**	**B**	**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**

PI.3.05 - Deliberate Secondary Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**27**	**33**	**19**	**15**	**13**	**28**	**19**
	Status	**B**	**A**	**B**	**R**	**R**	**B**	**R**	**G**	**G**	**G**	**R**	**B**
Cumulative	Prev 5 year	44	80	122	172	217	258	283	304	318	332	349	371
	2022	**39**	**80**	**116**	**198**	**294**	**321**	**354**	**373**	**388**	**401**	**429**	**448**
	Status	**B**	**G**	**G**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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**	**16**	**21**	**7**	**10**	**14**	**11**
	Status	**G**	**R**	**B**	**R**	**R**	**B**	**G**	**R**	**B**	**B**	**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**	**153**	**174**	**181**	**191**	**205**	**216**
	Status	**G**	**R**	**G**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**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**

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**	**626**	**623**	**546**	**703**	**604**	**486**	**501**
	Status	G	G	B	R	R	G	A	B	R	R	G	B
Cumulative	Prev 5 year	581	1180	1801	2496	3153	3780	4370	4947	5488	6000	6499	7028
	2022	**568**	**1167**	**1735**	**2599**	**3479**	**4105**	**4728**	**5274**	**5977**	**6581**	**7067**	**7568**
	Status	G	G	B	A	R	A	A	A	A	A	A	A

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

What is good
For monitoring only

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

R.1.02 - Co-Responder Incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	53.6	55.0	53.4	64.6	62.4	73.8	58	61.8	76.2	70	59.6	60.2
	2022	**67**	**63**	**66**	**61**	**64**	**35**	**56**	**43**	**42**	**25**	**29**	**45**
	Status	A	G	A	G	G	B	G	B	B	B	B	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**	**412**	**455**	**497**	**522**	**551**	**596**
	Status	A	G	A	G	G	G	G	G	G	G	G	B

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

What is good
For monitoring only

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

R.1.03 - Effecting Entry/exit incidents attended

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	15.6	15.4	13.4	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**	**24**	**25**	**26**	**26**	**25**	**25**
	Status	R	R	R	B	R	R	R	R	R	R	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**	**136**	**161**	**187**	**213**	**238**	**263**
	Status	R	R	R	R	R	R	R	R	R	R	R	R

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

What is good
For monitoring only

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

R.01.04 - Average attendance time to all incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	08:20	08:22	09:04	08:33	08:32	08:33	08:36	08:36	08:33	08:20	08:15	08:31
	2022	**08:40**	**08:33**	**08:47**	**09:47**	**09:39**	**09:13**	**09:02**	**09:05**	**09:18**	**08:37**	**08:34**	**09:04**
	Status	**A**	**G**	**B**	**R**	**R**	**R**	**A**	**A**	**R**	**R**	**R**	**R**
Cumulative	Prev 5 year	08:20	08:22	08:36	08:36	08:35	08:35	08:35	08:35	08:35	08:34	08:32	08:32
	2022	**08:40**	**08:36**	**08:39**	**09:02**	**09:11**	**09:12**	**09:10**	**09:10**	**09:11**	**09:08**	**09:05**	**09:05**
	Status	**A**	**A**	**G**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

B	<10 Sec
G	Within 10 sec
A	>10 Sec
R	>30 seconds

What is good
Quicker is better

Description	Average attendance time to incidents attended (excluding co-res)
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.04**

R.01.05 - Average attendance time to Accidental Dwelling Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	07:33	07:52	07:55	08:11	07:45	07:46	08:26	08:24	07:36	08:39	08:00	08:09
	2022	**09:51**	**07:49**	**07:09**	**09:16**	**09:13**	**10:14**	**08:34**	**07:53**	**07:26**	**07:09**	**07:44**	**07:31**
	Status	**R**	**G**	**B**	**R**	**R**	**R**	**G**	**B**	**G**	**B**	**B**	**B**
Cumulative	Prev 5 year	07:33	07:43	07:47	07:52	07:50	07:49	07:55	07:59	07:56	08:00	08:00	08:01
	2022	**09:51**	**08:44**	**08:11**	**08:27**	**08:37**	**08:58**	**08:54**	**08:43**	**08:35**	**08:30**	**08:26**	**08:22**
	Status	**R**	**R**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

B	<10 Sec
G	Within 10 Sec
A	>10 Sec
R	>30 seconds

What is good
Quicker is better

Description	Average attendance time to Accidental Dwelling Fires
Owner	Response
Data source	BFRS IRS
Pattern	Monthly
Comparison	Previous five year average
Reference	**R.1.05**

R.2.01 - Availability - Wholetime

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**91.2%**	**94.4%**	**91.8%**	**89.3%**	**84.7%**	**87.2%**	**85.8%**	**89.4%**	**82.5%**	**95.6%**	**95.2%**	**92.7%**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**
Cumulative	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**91.2%**	**92.8%**	**92.5%**	**91.7%**	**90.3%**	**89.8%**	**89.2%**	**89.2%**	**88.5%**	**89.2%**	**89.7%**	**90.0%**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

B	99% - 99.9%
G	98% - 98.9%
A	96% - 97.9%
R	<96%

What is good
Higher is better

Description	Availability of wholetime appliances (impacted by both crew and appliances)
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.01**

R.2.02 - Availability - On-Call

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**5.4%**	**10.1%**	**7.9%**	**9.1%**	**5.8%**	**6.7%**	**6.9%**	**6.5%**	**2.4%**	**7.2%**	**6.4%**	**9.0%**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**
Cumulative	Target	-	-	-	-	-	-	-	-	-	-	-	-
	2022	**5.4%**	**7.8%**	**7.8%**	**8.1%**	**7.7%**	**7.5%**	**7.4%**	**7.3%**	**6.8%**	**6.8%**	**6.8%**	**6.9%**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

B	>59%
G	>29%
A	> 16%
R	< 17%

What is good
Higher is better

Description	Availability of On-Call appliances (impacted by both crew and appliances)
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.02**

R.2.03 - Wholetime (WT) - response model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2022	**10.8**	**11.09**	**10.8**	**10.35**	**9.8**	**10.03**	**9.74**	**10.43**	**9.58**	**11.48**	**11.32**	**11.06**
	Status	**A**	**G**	**A**	**A**	**R**	**A**	**R**	**A**	**R**	**G**	**G**	**G**
Night	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2022	**11.69**	**11.38**	**11.33**	**11.26**	**10.65**	**11.1**	**10.87**	**11.23**	**10.42**	**11.94**	**11.79**	**11.61**
	Status	**G**	**G**	**G**	**G**	**A**	**G**	**A**	**G**	**A**	**G**	**G**	**G**

B	
G	>11
A	>10
R	<10

What is good
Higher is better

Description	The average number of WT pumps available at the beginning of the shift, per month.
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.03**

R.2.04 - On-Call - response model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	3
	2022	**0.2**	**0.35**	**0.2**	**0.55**	**0.16**	**0.3**	**0.23**	**0.23**	**0.32**	**0.48**	**0.43**	**0.9**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**
Night	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	3
	2022	**1.07**	**1.9**	**1.47**	**1.55**	**0.74**	**1.06**	**1.06**	**0.8**	**0.13**	**1**	**0.75**	**1.03**
	Status	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

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

What is good
Higher is better

Description	The average number of on-call pumps available at the beginning of the shift, per month.
Owner	Response
Data source	Fire Service Rota
Pattern	Monthly
Comparison	Target Figures
Reference	**R.2.04**

R.2.05 - Over the border mobilisation into BFRS

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	115	124	136	161	137	129	125	120	110	102	92	107
	2022	**130**	**163**	**118**	**436**	**358**	**194**	**198**	**157**	**223**	**141**	**111**	**97**
	Status	**A**	**R**	**B**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**G**
Cumulative	Prev 5 year	115	239	375	536	673	802	928	1048	1158	1260	1352	1459
	2022	**130**	**293**	**411**	**847**	**1205**	**1399**	**1597**	**1754**	**1977**	**2118**	**2229**	**2326**
	Status	**A**	**R**	**G**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

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

What is good
For monitoring only

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

R.2.06 - Over the border mobilisation out of BFRS

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	43	47	47	61	59	43	49	32	52	42	36	39
	2022	**51**	**58**	**48**	**97**	**77**	**37**	**52**	**29**	**39**	**37**	**34**	**43**
	Status	**B**	**G**	**G**	**B**	**B**	**A**	**G**	**G**	**R**	**A**	**G**	**B**
Cumulative	Prev 5 year	43.2	90	137	198	256	299	349	381	433	475	511	549
	2022	**51**	**109**	**157**	**254**	**331**	**368**	**420**	**449**	**488**	**525**	**559**	**602**
	Status	**B**	**G**	**B**	**B**	**B**	**B**	**B**	**B**	**G**	**B**	**G**	**G**

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

What is good
For monitoring only

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

R.3.01 - % Maintenance of competencies completed

Quarterly

	Q1	Q2	Q3	Q4
Target	95%	96%	97%	98%
Actual	**65%**	**52%**	**61%**	**34**
Status	**R**	**R**	**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 / Cumulative

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

Lvl 4

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total	28	27	29	29	29	29	29	29	29	29	28	27
Overdue	**8**	**5**	**5**	**6**	**6**	**6**	**4**	**3**	**3**	**4**	**4**	**2**
Status	**R**	**A**	**A**	**R**	**R**	**R**	**A**	**A**	**A**	**A**	**A**	**G**

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**

GP.1.01 - Actual v's Establishment - Wholetime

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	280	280	300	300	300	300	300	300	300	300	300	300
	2022	**278**	**275**	**272**	**262**	**255**	**256**	**254**	**268**	**268**	**271**	**276**	**290**
	Status	G	G	A	R	R	R	R	R	R	A	A	G
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**99.3%**	**98.8%**	**95.9%**	**93.7%**	**91.9%**	**90.8%**	**89.9%**	**89.8%**	**89.8%**	**89.8%**	**90.0%**	**90.6%**
	Status	G	G	G	A	A	A	R	R	R	R	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**

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target (FTE)	96	96	96	96	96	96	96	96	96	96.0	96.0	96.0
	2022 (FTE)	**65.3**	**63.9**	**62.5**	**62.4**	**62.0**	**62.4**	**64.3**	**64.3**	**64.2**	**64.2**	**62.5**	**64.8**
	Status	R	R	R	R	R	R	R	R	R	R	R	R
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**68%**	**67%**	**67%**	**66%**	**66%**	**66%**	**66%**	**66%**	**66%**	**66%**	**66%**	**66%**
	Status	R	R	R	R	R	R	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**

GP.1.03 - Actual v's Establishment - Support

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	133	133	133	133	133	133	133	133	133	133	133	133
	2022	**121**	**120**	**119**	**119**	**123**	**121**	**124**	**123**	**124**	**122**	**123**	**127**
	Status	A	A	R	R	A	A	A	A	A	A	A	A
Cumulative	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	2022	**91%**	**91%**	**90%**	**90%**	**91%**	**91%**	**91%**	**91%**	**91%**	**91%**	**92%**	**92%**
	Status	A	A	A	A	A	A	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**

GP.1.04 - % Staff turnover

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	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%**	**1.3%**	**0.7%**	**1.1%**	**0.9%**	**0.7%**	**1.0%**
	Status	**A**	**A**	**R**	**A**	**G**	**R**	**A**	**G**	**A**	**G**	**G**	**A**
YTD Averag	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%**	**1.5%**	**1.4%**	**1.4%**	**1.3%**	**1.3%**	**1.3%**
	Status	**A**	**A**	**A**	**A**	**A**	**A**	**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 - Due Apr 2023)

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

B	
G	
A	
R	

What is good
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 - EAP Calls

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Calls	Prev 3 years	2.7	13.0	18.0	19.3	19.7	24.7	31.3	37.3	45.3	48.7	52.3	56.3
	2022/2023	**4**	**8**	**13**	**15**	**25**	**36**	**44**	**46**	**49**	**51**	**51**	**59**
	Status	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**
Online	Prev 3 years	11.3	17.7	24.0	32.0	42.0	75.0	98.3	117.3	130.3	145.7	156.0	160.0
	2022/2023	**17**	**51**	**57**	**57**	**70**	**112**	**126**	**149**	**149**	**175**	**187**	**190**
	Status	**G**	**A**	**A**	**A**	**A**	**G**	**G**	**G**	**G**	**G**	**G**	**G**

B	
G	Within 50%
A	
R	

What is good
Monitor

Description	Number of calls/online hits received by the Employee Assistance Programme (EAP)
Owner	HR
Data source	Health Assured
Pattern	Cumulative
Comparison	Previous 3 Years (average)
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	22/23
Target	95%	95%	95%	95%	95%	95%
2022	**65%**	**46%**	**52%**	**59%**	**61%**	**44%**
Status	A	R	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

	Q1	Q2	Q3	Q4
Target	95%	95%	95%	95%
2022/2023	**27%**	**43%**	**37%**	**70%**
Status	R	R	R	A

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
In progress	2021/2022	1	4	0	3	1	1	0	3	2	1	2	1
	2022/2023	**1**	**1**	**0**	**3**	**1**	**5**	**5**	**3**	**4**	**6**	**4**	**3**
	Status	**G**	**G**	**G**	**R**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**R**
Completed	2021/2022	0	0	1	1	0	1	5	3	2	1	2	1
	2022/2023	**1**	**1**	**0**	**0**	**3**	**1**	**2**	**2**	**4**	**2**	**1**	**2**
	Status	**G**	**G**	**G**	**R**	**R**	**R**	**A**	**A**	**R**	**A**	**G**	**A**

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**

GP.2.01 - Injury Rate per 1,000

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	22.4	21.0	19.5	23.8
	2022	**17.6**	**11.4**	**26.2**	**27.4**
	Status	**G**	**G**	**A**	**A**

B	< 15
G	< 23
A	> 22
R	> 30

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

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	11	10	9	11
	2022	**8**	**5**	**12**	**13**
	Status	**G**	**G**	**A**	**A**
Cumulative	Prev 3 year	11	21	30	41
	2022	**8**	**13**	**25**	**38**
	Status	**G**	**G**	**G**	**G**

B	< 5 per qtr
G	< 11 per qtr
A	> 10 per qtr
R	> 15 per qtr

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

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	12	10	6	9
	2022	**13**	**13**	**10**	**9**
	Status	**A**	**A**	**G**	**G**
Cumulative	Prev 3 year	12	22	28	37
	2022	**13**	**26**	**36**	**45**
	Status	**A**	**A**	**A**	**A**

B	< 5 per qtr
G	< 11 per qtr
A	> 10 per qtr
R	> 15 per qtr

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**

GP.2.04 - Number of vehicle accident reports

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	11	11	11	11
	2022	**9**	**8**	**9**	**12**
	Status	**G**	**G**	**G**	**G**
Cumulative	Prev 3 year	11	22	33	44
	2022	**9**	**17**	**26**	**38**
	Status	**G**	**G**	**G**	**G**

B	< 7 per qtr
G	< 13 per qtr
A	> 12 per qtr
R	> 15 per qtr

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

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	1	0	1	3
	2022	**4**	**2**	**0**	**3**
	Status	**R**	**A**	**G**	**A**
Cumulative	Prev 3 year	1	1	2	5
	2022	**4**	**6**	**6**	**9**
	Status	**R**	**A**	**A**	**A**

B	
G	< 1 per qtr
A	=> 1 per qtr
R	=> 3 per qtr

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

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

B	0
G	< 1 per qtr
A	=> 1 per qtr
R	> 2 per qtr

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

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	13	9	10	13
	2022	**14**	**18**	**8**	**15**
	Status	**A**	**A**	**G**	**A**
Cumulative	Prev 3 year	13	22	32	45
	2022	**14**	**32**	**40**	**55**
	Status	**G**	**A**	**G**	**G**

B	< 5 per qtr
G	< 15 per qtr
A	> 14 per qtr
R	> 20 per qtr

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**

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 (£)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 3 year	106k	102k	107k	107k	112k	110k	118k	108k	96k	47k	41k	73k
	2022	**111k**	**101k**	**116k**	**113k**	**140k**	**136k**	**153k**	**137k**	**127k**	**93k**	**194k**	**102k**
	Status	**A**	**G**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**R**	**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**	**581k**	**717k**	**870k**	**1,006k**	**1,133k**	**1,227k**	**1,421k**	**1,522k**
	Status	**A**	**A**	**A**	**A**	**A**	**R**	**R**	**R**	**R**	**R**	**R**	**R**

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

What is good
Less is better

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

Pattern	Monthly
Comparison	Previous 3 year average
Reference	**PV.1.04**

PV.1.05 - Fraud

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

Annual

B	
G	0
A	
R	>0

What is good
Zero fraud

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

Pattern	Annually
Comparison	Against targets
Reference	**PV.1.05**

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

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

Annual

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

What is good
Monitor

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

Pattern	Annually
Comparison	Monitor
Reference	**PV.1.06**

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 withing the statutory timescales

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%**	**100%**	**100%**	**100%**	**100**	**100**	**100**
Status	G	G	G	G	G	G	G	G	G	G	G	G

B	
G	100%
A	
R	< 100%

What is good

Description	Subject access requests responded to withing 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%**	**100%**	**100%**	**100%**	**100%**	**100%**	**82%**
Status	G	G	G	G	A	A	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%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Status	**G**	**G**	**G**	**G**	**G**	**G**	**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**

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

		17/18	18/19	19/20	20/21	21/22
Domestic	Target	99%	99%	99%	99%	99%
	Actual	**95%**	**98%**	**99%**	**98%**	**97%**
	Status	G	G	G	G	G
Non-Dom	Target	99%	99%	99%	99%	99%
	Actual	**99%**	**100%**	**100%**	**99%**	**99%**
	Status	G	B	G	G	G

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

What is good
Higher is better

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

PV.3.02 - Compliments & Complaints

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Compliments	Prev 5 year												
	2022	**2**	**0**	**1**	**0**	**1**	**1**	**0**	**1**	**0**	**3**	**0**	**4**
	Status	-	-	-	-	-	-	-	-	-	-	-	-
Complaints	Prev 5 year												
	2022	**4**	**2**	**2**	**0**	**2**	**4**	**0**	**3**	**0**	**0**	**0**	**3**
	Status	R	A	A	G	A	R	G	R	G	G	G	R

B	
G	<1
A	<3
R	>2

What is good
Monitor

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

PV.3.03 - Social Media (number of followers)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Instagram	2021/2022												
	2022/2023												
	Status												
Facebook	2021/2022	4492	4644	4800	4989	5099	5127	5275	5299	5346	5374	5485	5544
	2022/2023	**5625**	**5719**	**5772**	**5897**	**6758**	**6994**	**7133**	**7182**	**7214**	**7278**	**7387**	**7465**
	Status	B	B	B	B	B	B	B	B	B	B	B	B

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

What is good
Higher is better

Description	Number of followers
Owner	Marketing & Comms
Data source	BFRS Social Media
Pattern	Monthly
Comparison	Previous year
Reference	**PV.3.03**

PV.4.01 - Service Desk Response

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2022	**98.1%**	**96.4%**	**95.3%**	**95.8%**	**92.7%**	**97.6%**	**97.1%**	**96.3%**	**97.2%**	**98.7%**	**99.0%**	**97.6%**
	Status	**B**	**G**	**G**	**G**	**R**	**G**	**G**	**A**	**G**	**B**	**B**	**G**
Cumulative	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2022	**98.1%**	**97.2%**	**96.5%**	**96.3%**	**95.6%**	**96.0%**	**96.1%**	**96.2%**	**96.3%**	**96.5%**	**96.7%**	**96.8%**
	Status	**B**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**	**G**

B	> 98%
G	> 94.9%
A	> 92.9%
R	< 93%

What is good
Higher is better

Description	The % of ICT Helpdesk tickets responded to with SLA.
Owner	ICT
Data source	Vivantio
Pattern	Monthly
Comparison	Target
Reference	**PV.4.01**

PV.4.02 - Network Uptime (work in progress)

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

B	
G	
A	
R	

What is good

Description	
Owner	ICT
Data source	
Pattern	
Comparison	
Reference	**PV.4.02**

PV.5.01 - Internal Audit - Overdue actions

		Feb-21	Jun-21	Oct-21	Feb-21	Jun-22	Sep-22	Feb-23
Number	Target	!	!	!	!	!	!	!
	Actual	**5**	**4**	**18**	**12**	**21**	**29**	**12**
	Status	-	-	-	-	-	-	-
%	Target	15%	15%	15%	15%	15%	15%	15%
	Actual	**14%**	**7%**	**29%**	**19%**	**22%**	**30%**	**13%**
	Status	**A**	**G**	**R**	**A**	**R**	**R**	**A**

B	<5%
G	5%-9.9%
A	10%-20%
R	>20%

What is good
Less is better

Description	Number of overdue audits following an internal audit
Owner	PMO
Data source	Audit Providers - (BC)

Pattern	3 times a year
Comparison	Target
Reference	**PV.5.01**

PV.5.02 - Projects in progress

		Q1	Q2	Q3	Q4
Quarterly		-	-	-	-
	2022	**15**	**15**	**13**	**15**
	Status	**G**	**G**	**G**	**G**

B	
G	
A	
R	

What is good
Monitor

Description	The number of projects the Service has in progress (Excluding Property projects)
Owner	PMO
Data source	

Pattern	Quarterly
Comparison	Monitor
Reference	**PV.5.02**

PV.5.02 - Projects off track

		Q1	Q2	Q3	Q4
Quarterly	Target	5%	5%	5%	5%
	2022	**0**	**0**	**0**	**0**
	Status	**G**	**G**	**G**	**G**

B	
G	
A	
R	

What is good
Less is better

Description	The number of projects the Service have deemed to be a red status (Excluding Property projects)
Owner	PMO
Data source	

Pattern	Quarterly
Comparison	Target
Reference	**PV.5.03**

PV.6.01 - Carbon emissions - (Work in progress)

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

B	
G	
A	
R	

What is good

Description	
Owner	
Data source	
Pattern	
Comparison	
Reference	**PV.6.01**

PV.6.02 - Recycling - (Work in progress)

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

B	
G	
A	
R	

What is good

Description	
Owner	
Data source	
Pattern	
Comparison	
Reference	**PV.6.02**

Protection Department

Recent Changes to Fire Safety/Building Safety Legislation and Regulations

New Legislation and Regulations

The Fire Safety Act 2021	The Fire Safety (England) Regulations 2022	The Building Safety Act 2022
2021	2022	2022

The Fire Safety Act 2021

The Fire Safety Act 2021 amends the existing Regulatory Reform (Fire Safety) Order 2005 (The Fire Safety Order).

It provides additional areas which the responsible person/duty-holder for multi-occupied residential buildings must consider when managing and reducing risk of fire within their premises.

These are:

- The structure and external walls of the building including anything attached to it (e.g. cladding, balconies, windows etc)
- Entrance doors from the common areas of the building into individual flats

The Fire Safety Act 2021

BFRS therefore has made changes to the Fire Safety audit methodology to take into account these changes.

We have informed/will inform:

- Duty Officers/Group Commanders/Principal Officers so they understand the legislative changes and therefore offer suitable advice if required
- Prevention staff who are visiting multi-occupied residential buildings so they can advise appropriately
- Members of the Fire Authority to make them aware of legislative Fire Safety changes

The Fire Safety (England) Regulations 2022

The Regulations have been introduced following on from the recommendations of the Phase 1 Grenfell Tower Inquiry. These came into full force on 23 January 2023.

The Regulations impose additional measures on the responsible person of multi-occupied residential buildings and they must now be prepared to work on the new regulations so they can meet the requirements.

These requirements depend upon the height of the buildings.

The Fire Safety (England) Regulations 2022

The requirements are as follows:

All multi-occupied residential buildings:

- Fire Safety instructions
- Fire Door Information

Residential Buildings above 11 metres

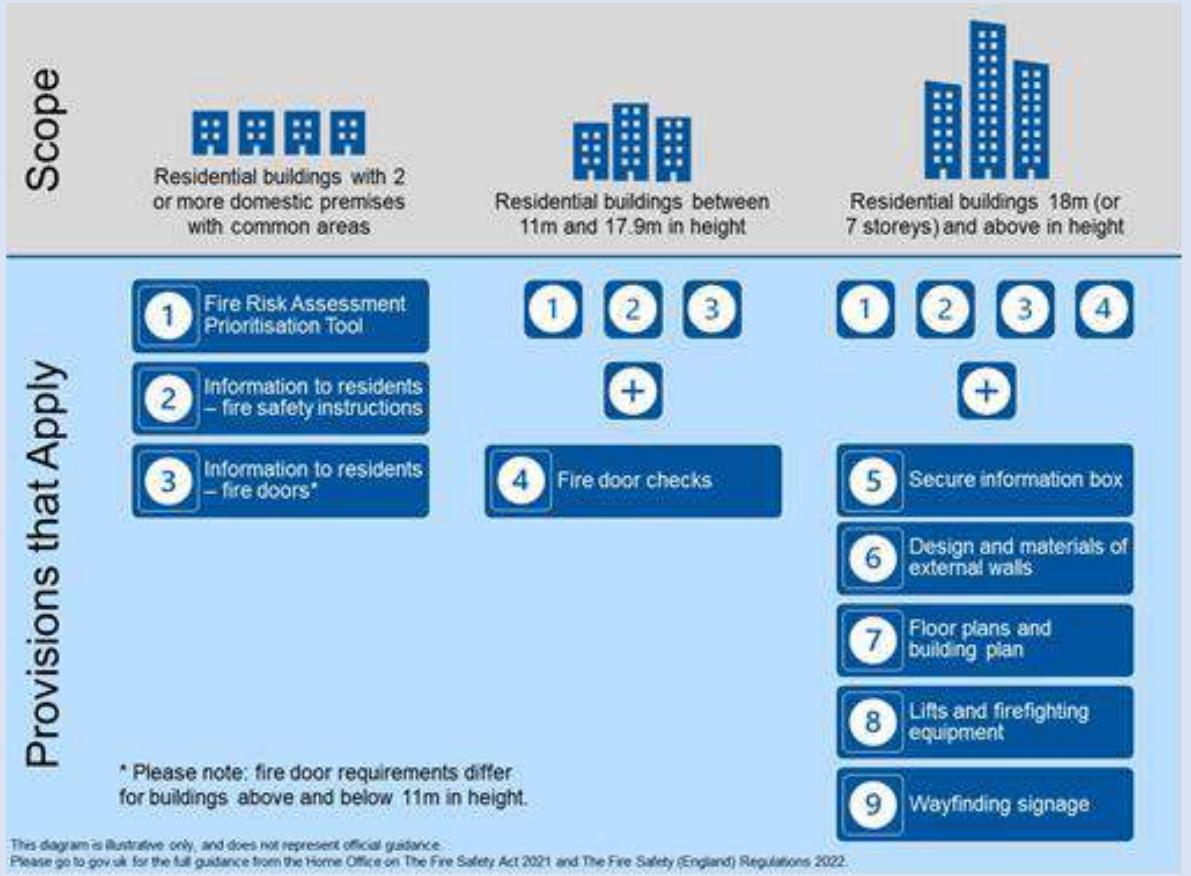
- Those requirements above
- Fire Doors

The Fire Safety (England) Regulations 2022

High-rise residential buildings above 18 m or 7 storeys:

- All of the recommendations from the previous slide
- Building Plans
- External Wall Systems
- Lifts and other key Fire-fighting Equipment
- Secure Information Boxes
- Wayfinding Signage

The Fire Safety (England) Regulations 2022



This is an illustrative diagram supplied by the Protection Policy and Reform Unit

The Fire Safety (England) Regulations 2022

BFRS therefore needs to consider the next steps to assist RPs meet the requirements of the new Regulations:(floor plans, defective fire-fighting equipment) to meet the regulations:

- BFRS website has electronic forms for RPs to complete and send to the Protection Teams (floor plans, defective fire-fighting equipment, external wall systems information)
- Prevention staff informed to offer the correct advice and information to residents they visit
- Duty Officer/Group commander/Principal officer instructed on correct advice and actions to undertake with information coming from responsible persons
- Other departments and managers for information to reflect changes in legislation

The Building Safety Act 2022

The Act provide 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
- Improve the standards of buildings
- Assuring the safety of higher-risk buildings
- Improving competence of those involved
- Ensuring clearer standards and guidance

The Building Safety Act 2022

The Act applies to new and existing buildings above 18m with at least two residents (including care homes and hospitals above this height)

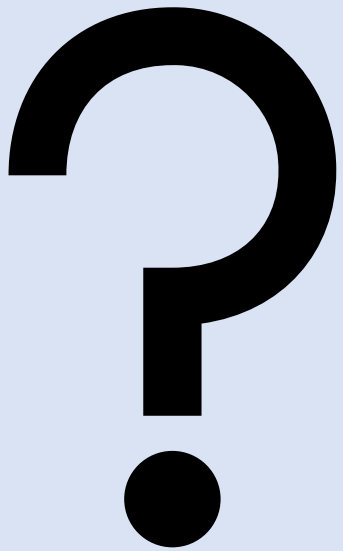
Creates a universal change in responsibility and culture within the building industry

Puts residents at the heart of the Building Safety

Clarifies who is responsible for Fire and Building Safety throughout the life cycle of these buildings

There will also be an additional approvals process for higher-risk buildings.

Changes to liability in relation to construction of new buildings such that there will be a general and direct right of action brought in to force.



Questions