

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

To: Members of Buckinghamshire and Milton Keynes Fire Authority

3 June 2024

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 at **MILTON KEYNES CITY COUNCIL, SUITE 1.02, CIVIC OFFICES, 1 SAXON GATE EAST, CENTRAL MILTON KEYNES, MK9 3EJ** on **12 JUNE 2024** at **11AM** 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, Bailey, Banks, Carroll, Chapple OBE, Exon, Hall, Hussain, Khan, Lambert, McLean, O'Neill, Rouse, Stuchbury, Sullivan and Walsh



MAKING YOU SAFER



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/UCWmIXPWAscxl3vliv7bh1Q>

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 2024/25

2. Appointment of Vice-Chairman

To appoint a Vice-Chairman for 2024/25

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 meeting of the Fire Authority held on 14 February 2024. **(Pages 13 - 30)**

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 415,196 as of 1 December 2023 (An email received from the Buckinghamshire Council Electoral Services Manager, 5 February 2024, confirmed 'The Local Government electorate for Buckinghamshire Council at 1 December 2023 is 415,196.') 67.25%.

The electorate for Milton Keynes City Council is 202,170 as of 1 December 2023 (An email received from the Milton Keynes City Council Electoral Services Manager, 20 December 2023, confirmed 'The Local Government Electorate for Milton Keynes City Council as of 1 December 2023 is 202,170') 32.75%.

Total Number of Members:			17
Buckinghamshire	415,196	(67.25%)	11 Members
Milton Keynes	202,170	(32.75%)	6 Members

This equates to Authority Membership for Buckinghamshire Council 11 Members and Milton Keynes City Council 6 Members.

To note that the Constituent Authorities have appointed the following Members to serve on the Fire Authority for 2024/25:

Buckinghamshire Council (11)

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

Milton Keynes City Council (6)

Councillors Bailey, Banks, Exon, Khan, McLean and O'Neill

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:	9 seats	(52.94%)
Liberal Democrat Group:	3 seats	(17.65%)
Labour Group:	4 seats	(23.53%)
Ungrouped	1 seat	

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 Regulations are modified where any Members of the Authority are 'ungrouped'. The effect of the modification is that the political groups represented on the Authority's committees should be proportional to the Groups' membership of the Authority with the remainder of seats on committees to be filled by any ungrouped member(s).

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 - 4

Liberal Democrat – 2

Labour - 2

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 - 5

Liberal Democrat – 1

Labour – 2

Ungrouped -1

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

Background papers: None.

12. Calendar of Meetings

Fire Authority

Wednesday 9 October 2024 at 11.00am

Wednesday 4 December 2024 at 11.00am

Wednesday 12 February 2025 at 11.00am

Wednesday 11 June 2025 at 11.00am

Executive Committee

Wednesday 10 July 2024 at 10.00am

Wednesday 11 September 2024 at 10.00am

Wednesday 13 November 2024 at 10.00am

Wednesday 5 February 2025 at 10.00am

Wednesday 19 March 2025 at 10.00am

Overview & Audit Committee

Wednesday 17 July 2024 at 10.00am

Thursday 7 November 2024 at 10.00am

Wednesday 12 March 2025 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 4 Progress Review and Year 5 Update

To consider item 15 (Pages 31 - 64)

16. Community Risk Management Plan 2025-2030

To consider item 16 (Pages 65 - 272)

17. Positive Action Programme Review 2024 and Policy Statement

To consider item 17 (Pages 273 - 316)

18. Training Needs Analysis Overview and Transformation Bid

To consider item 18 (Pages 317 - 330)

19. Updated Code of Conduct (V5.0)

To consider item 19 (Pages 331 - 362)

20. Serious Violence Duty Update

To consider item 20 (Pages 363 - 378)

21. Safety Centre Impact Report

To consider item 21 (Pages 379 - 390)

22. Performance Management – Q4 2023/24

To consider item 22 (Pages 391 - 444)

23. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023-2025 Update

To consider item 23 (Pages 445 - 458)

24. Exclusion of Public and Press

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

25. Exempt Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Fire Authority held on 14 February 2024.

26. Director of People and Organisational Development

To consider item 26 (To Follow)

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



BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

ROLE DESCRIPTION

LEAD MEMBERS

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

(Approved 8 June 2007)

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Buckinghamshire & Milton Keynes Fire Authority

MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY HELD ON WEDNESDAY 14 FEBRUARY AT 11 AM.

Present: Councillors Adoh, Carroll, Chapple OBE, Christensen, Darlington (part), Exon, Fuller (part), Hussain, McLean, Rouse (Chairman), Stuchbury and Waite.

Officers: L Harrison (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), A Carter (Head of Technology, Transformation and PMO), D Buchanan (Head of Protection, Assurance and Development), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), P Scanes (Head of Prevention and CRMP), A Stunell (Head of Human Resources), M Hussey (Principal Accountant), F Mansfield (HR Advisory and Development Manager) and K Nellist (Democratic Services Officer)

Apologies: Councillors Bagge, Carr, Hall, Lambert and Walsh

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

<https://www.youtube.com/channel/UCWmIXPWAscxpL3vIiv7bh1Q>

FA53 MINUTES

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 6 December 2023, be approved, and signed by the Chairman as a correct record.

FA54 MATTERS ARISING FROM THE PREVIOUS MINUTES

FA41 – Chairman's Announcements – In answer to a question from a Member about the costs to the Authority of supporting the White Ribbon campaign the Chairman advised that the costs were approved by the Executive Committee; and that a copy of the approved bid submission would be provided to the Member. The Director of Finance and Assets advised that the cost was £2,000 over a three-year period, as

noted in Section 3 (In-Year Growth Bids) of the Budget Monitoring reports presented to the Executive Committee.

FA42 – Firefighters Manifesto Presentation - the Chairman thanked the FBU Brigade Secretary for his presentation, and advised he would respond back on each point at a future meeting of the Authority and make it a regular part of Authority meetings to track progress on the Improvement Agenda and an invitation to the FBU Brigade Secretary to attend a future meeting – The Chief Fire Officer advised that there would be an annual invitation to the FBU Brigade Secretary. A progress report would be brought to the next meeting.

The Chairman advised that there would be a quick response on the Station issues so they could be addressed – The Director of Finance and Assets advised that work to address the issues highlighted at Newport Pagnell would be completed by the end of the financial year.

(Councillor Fuller joined the meeting)

FA44 Health, Safety and Wellbeing Annual Report 2022-23 - Members agreed to the suggestion from the Deputy Chief Fire Officer that the Authority receive a presentation from the Welfare Officer at a future meeting on the support that was in place and the referral process – the Deputy Chief Fire Officer advised that a future date would be arranged.

FA46 – Operational Learning and Assurance: Progress Against Grenfell and Manchester Arena Inquiry Recommendations - The Chairman advised that he and the Chief Fire Officer were due to meet with all the local MP's over the next few weeks, and asked if officers could provide a briefing paper of what was needed – The Head of Protection, Assurance and Development advised that this had been done.

FA48 – HMICFRS – BFRS 2023 Action Plan - The Chairman felt it would be helpful for Members to have a station by station assessment of what the actions were – the Director of Finance and Assets advised that an “audit” of station facilities was being undertaken as part of the wider EDI staff engagement exercise during February to April and a summary of the assessment and gap analysis will be presented to Members as soon as possible in 2024-25.

FA49 – White Ribbon Presentation - In answer to a request from Members it was advised that the video made by officers would be uploaded to the Authority's YouTube Channel – the

Democratic Services Officer advised that the video had been uploaded to the Fire Authority Members Teams Group and this has been sent to all Members.

FA55 DISCLOSURES OF INTERESTS

None.

FA56 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced that:

Officers are working through the Wholetime (WT) (Cohort 12) campaign. Below are the numbers for each stage of the current campaign so far –

- Applications received = 176
- Applications shortlisted and sent the SHL (psychometric tests) link = 118
- Invited to the Behaviour workshop = 84
- Invite to Role Related Testing (RRT) = 71

An attraction and recruitment campaign focussed at under-represented groups started on Friday 12 January. This involved the Service inviting candidates from under-represented groups within the current recruitment campaign to a non-assessed RRT. This will allow us to identify barriers and create a programme of physical training activities and consolidation events aimed at minimising disadvantage, with the aim to increase representation. Further work is scheduled in following RRT to offer workshops on Interview and Presentation techniques.

We are in the position to offer employment to 6 candidates who will commence on 9 September 2024. We will also be able to create a pool of candidates should any of the 6 leave the course unexpectedly. All these recruitment activities are continuing to show the increase of numbers on our establishment and the Workforce Planning Group ensure that we're keeping above the global target of 300 (WT).

Alongside the Wholetime recruitment, we have 13 new On Call starters who commenced on 5 February 2024 at different stations across the Service. In addition, there is another On Call intake planned to commence in August 2024.

FA57 RECOMMENDATIONS FROM COMMITTEES

EXECUTIVE COMMITTEE – 8 FEBRUARY 2024

(a) THE MEDIUM TERM FINANCIAL PLAN (MTFP) 2024/25 – 2028/29

The Deputy Director of Finance and Assets advised Members the funding figures in the existing report were based on the provisional settlement when this report was produced. Since then, the final settlement figures and NNDR had been received and the revised tables in Appendix 1 and 2 had been updated.

The key changes were the expenditure budget had increased from £38.194m to £39.391m, due to the increase in employer pension contribution costs in the Firefighters' Pension Scheme. To mitigate these additional costs, the Service had been provided with a Fire Pensions Grant of £1.107m. For future years a reduction in this grant, similar to the pressure seen with previous pension grant allocations, had been forecast.

The Settlement Funding Assessment (SFA) for 2024/25 had been revised downwards from £10.500m to £10.061m following receipt of updated NNDR figures. For 2024/25 this reduction was offset with a one-off grant of £598k received as part of the minimum funding guarantee. Future years' SFA forecasts had been updated to reflect this reduction in NNDR funding. Previous figures used were an estimate and more accurate figures were provided when billing authorities confirmed them, usually after the 31 January.

The previous pension grant line of £1.208m had been merged into the SFA line on a flat cash basis as this grant going forward would be included as part of the SFA funding streams. This brought the total SFA figure for 2024/25 to £11.269m. The Council Tax surplus figure from 2023/24 had been revised upwards from £94k to £101k as the billing authorities had revised their projections. The Services Grant allocation had also improved slightly by £3k when the final settlement figures were published.

Taking into account all these changes, the Revenue Contribution to Capital budget in Appendix 1(a) and 1(b) for 2024/25 to 2028/29 had been revised in order to balance the budget. Total usable reserves at the end of 2028/29 were

now forecast to be £7.877m, a reduction of £2.008m from the figures in the original paper.

(Councillor Darlington joined the meeting)

A Member asked if consideration had been given to the Fire Brigades Union (FBU) Brigade Secretary's request at the December meeting for cancer screening and mental health. Was there scope in the budget to build those in this year?

The Director of Finance and Assets advised that given how late they were raised, they had not been built into this year's budget. However, they would be considered in the upcoming budget, depending on how future decisions around grant funding for USAR and pensions. There were workshops coming up imminently with the FBU to discuss priority areas where they would like to see funding increased.

The Chairman asked for clarification regarding the Urban Search and Rescue capabilities, and where it mentions funding will end in March 2025, this related to all USAR teams not just Buckinghamshire.

The Deputy Chief Fire Officer advised that as part of the New Dimensions review, there would be a bid submitted as part of the Comprehensive Spending Review, which does not just look at USAR, but included high volume pumps, detection, identification and monitoring vehicles and also enhanced logistical support across the country.

RESOLVED -

(a) the report and Statement of the Chief Finance Officer (see section 8 of Annex A) be noted.

(b) a Council Tax precept of £79.46 for a band D equivalent property (equal to an increase of approximately 4p per week) and the revenue budget as set out in Appendix 1 be approved.

(c) the capital programme as set out in Appendix 2 be approved.

Details of the recorded vote for resolutions 1-3 above are set out below:

	For	Against	Abstained
Adoh	✓		
Carroll	✓		

Chapple OBE	✓		
Christensen	✓		
Darlington	✓		
Exon	✓		
Fuller	✓		
Hussain	✓		
McLean	✓		
Rouse	✓		
Stuchbury	✓		
Waite	✓		

(b) THE PRUDENTIAL CODE, PRUDENTIAL INDICATORS AND MINIMUM REVENUE PROVISION (MRP)

The Principal Accountant advised Members that the Prudential Code was established to ensure the capital investment plans were affordable, prudent and sustainable, and that treasury management decisions were taken in accordance with good professional practice. The Prudential Indicators presented here demonstrated that the current plans for capital investment met those criteria and presented an acceptable level of risk to the Authority.

Minimum Revenue Provision was a statutory charge to the General Fund (revenue budget), which ensured that the Authority had sufficient cash balances to repay borrowing upon maturity, reducing the refinancing risk. Since 2015/16, there had been sufficient funds set aside to cover the repayment of the long-term borrowing, this could be seen in the background paper. Historically, due to prohibitive penalties, the early repayment of this borrowing had not been an option. However, due to the recent rises in interest rates during 2023/24, the Authority took the opportunity to make early repayment on a loan totalling £627k, achieving a discount of £46k.

According to the MTFP, there were no plans for additional borrowing.

The Chairman asked for an explanation of the finance lease at Gerrards Cross.

The Director of Finance and Assets advised that the Gerrards Cross finance lease, related to the day crewed housing which use to be owned by the Authority, but was managed by a sale and lease back in 2003/4 and had to be accounted for in the Minimum Revenue Provision.

The Chairman asked if officers felt that against the context of the transformation needed, was there sufficient financial support to do what was needed this year.

The Director of Finance and Assets advised that as the Responsible Officer, he had given his statement in the previous report that he felt reserves were adequate to do what was needed to be done.

RESOLVED –

1. That the prudential indicators for 2024/25 be approved.
2. That the Minimum Revenue Provision policy statement be approved.

(c) HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESUCE SERVICES (HMICFRS) – BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE (BFRS) 2023 UPDATE

The Chairman advised Members that he, the Chief Fire Officer and the Deputy Chief Fire Officer had attended their first Fire Performance Oversight Group meeting. The Chairman felt that the Chief Fire Officer and Deputy Chief Fire Officer had done an excellent job in setting out the action and progress. It had been a very good supportive session. The Service had received support from the National Fire Chiefs Council (NFCC), the Home Office and the Local Government Association. HMI noted the good progress that had been made and recognised the transformation reserve the Authority had put in place, and welcomed both the reaction of the Service and Authority to the report.

The Chief Fire Officer advised Members that the Inspectorate were very positive about the progress so far, they noted the good progress and acknowledged the huge amount of work to get to the position the Service was now in. The Inspectorate wanted to see sustained progress and that was what officers were working towards.

The Head of Technology, Transformation and PMO advised Members that in October 2023, the Service received its 2023-2025 Round 3 HMICFRS Inspection report. An HMICFRS Action Plan was developed and submitted to HMICFRS on 15 November and presented to the Authority on the 6 December.

This report showed high level progress against the Action Plan. Four actions were completed as at the end of December 2023. A more detailed update would be presented to the Overview and Audit Committee on the 13 March 2024. Actions shown as not started, were due to their start date being after the report's submission. As at the end of January 2024, the number of actions not started had reduced to one for Protection and five for Equality, Diversity and Inclusion.

In November 2023, HMICFRS informed the Service that it would be entering the supportive engage process. The focus of the engage process was to assist the Service in finding ways to improve and resolve the identified causes of concern and provide a better service to the public.

To ensure focus on the HMICFRS action plan and to support the engage process, the Service had set up an HMICFRS Improvement Board chaired by the Chief Fire Officer. The terms of reference could be found at Appendix 1. Alongside delivering the Action Plan and preparing for the Fire Performance Oversight Group, officers were starting to focus on the HMICFRS Revisit in May 2024. Officers had continued to engage with a wide range of key partners and peers to provide scrutiny over the last 8 months and the Service thanked them for their continued support.

A Member noted that the Fire Performance Oversight Group had met with some key partners, why was there no mention of Milton Keynes City Council or the FBU in that group.

The Head of Technology, Transformation and PMO advised that officers did continue to meet with the FBU on a regular basis, and it should be captured in the report, and would ensure it was going forward. In terms of Milton Keynes City Council, various teams did meet with them, and the references to key partners would be presented differently in future.

The Chief Fire Officer confirmed she had met with the Milton Keynes City Council's Chief Executive and Council Leader

The Head of
Technology,
Transformation and
PMO

recently and given them an update on the progress to date and they were very supportive.

The Head of Technology, Transformation and PMO advised Members that as part of reaching out to all the organisations, when the Service first started building its action plan, Buckinghamshire Council offered a resource who had an expertise in ED&I and that had now formalised as a secondment agreement for one day a week.

The Chairman asked that perhaps on future updates, it be noted who had been communicated to in terms of the planning and engaged with.

A Member asked about the Improvement Board Terms of Reference and asked if officers were engaging with the FBU.

The Chief Fire Officer advised that the FBU do have a standing invitation, but they were not put down as members having to attend every meeting. The FBU Brigade Secretary had attended the last meeting. There was also an open invitation to any Members who would like to attend. In future, after meetings, a briefing note would be sent to Members.

The Deputy Chief Fire Officer advised Members that below the Improvement Board was a Tactical Board that engaged with members of staff across the Service, and it reported up to the Improvement Board.

The Head of Technology, Transformation and PMO advised Members that any updates would be given to the Overview and Audit Committee. Also there would be an Action Plan, with step by step details.

RESOLVED –

That the Authority note the BFRS HMICFRS 2023 update.

(d) PERFORMANCE MANAGEMENT – Q2 2023/24

The Director of Finance and Assets advised Members that there were two good news stories high-lighted within the report. The first one being accidental dwelling fires and the continued focus on prevention activity. Looking at those most at risk had reduced the accidental dwelling fires number to an all-time low. This also meant the number of injuries at accidental dwelling fires had reduced. The other good news story was around fire safety audits. The new Protection Strategy provided a framework for planned activity, with the key focus on targeting high risk premises. The revised risk based inspection programme had identified an audit schedule

The Head of
Technology,
Transformation and
PMO

in very high risk premises which would require a significant increase in planned audit activity.

The Director of Finance and Assets highlighted a few items that were discussed at the Executive Committee when this report was presented. At the time this report was produced, appraisals and objective setting completion was showing as 63% and 66% respectively. Officers had since run the Q3 figures, and following a concerted effort, these had increased to 86% and 93% respectively.

From 2024/25 a new Facilities Management software was being introduced, which would allow officers to capture and monitor carbon emissions on a more regular basis, rather than annual updates.

On call recruitment continued to be a challenge, but the positive news was there were 13 new starters this month, so availability should start to increase over the coming months.

Separating out prison fires and drilling down into the data behind it, highlighted an issue at a particular prison. Officers had engaged with the prison, and whilst it was too soon to draw firm conclusions, officers were starting to see a reduction in incidents and this would be monitored over the coming months.

The Chairman asked if the Service was showing green if there were more than 11 pumps, as he thought green was above 12 pumps?

The Deputy Chief Fire Officer advised that it related to wholetime pumps only. The wholetime and on call had been separated out. Green was above 11 pumps and blue 12 pumps and above.

The Chairman asked about the progress on over the border mobilisation.

The Director of Finance and Assets advised there had been a continued reduction and it was reflected in the budget monitoring report as there had been a sustained reduction in the cost of numbers of mobilisations.

A Member asked about fire safety visits. From the report it appeared that it was negative until May and now appeared positive, why was this.

The Deputy Chief Fire Officer advised that in May and June the Service was under staffed in the Prevention capability and was recruiting for home fire safety technicians, which was

successful. The Service also refocused some of the work of operational crews which helped achieve those targets during that period.

A Member asked about the on call response model and pumps available broken down by day or night crew.

The Deputy Chief Fire Officer advised at present there was a sustained improvement of on call availability. It was aligned to wholetime shift patterns. In future, the Service was looking to be more intuitive, knowing when the busy periods were and focusing on those.

RESOLVED –

That the Performance Management – Q2 2023/24 be noted.

FA58 TREASURY MANAGEMENT STRATEGY 2024/25

The Principal Accountant advised Members that there were no significant changes to the strategy and Officers would continue to invest surplus funds in secure short-term deposits, maturing on a frequent basis, while ensuring the Authority could maintain adequate liquidity and meet short-term expenditure requirements.

During 2023/24 a loan of £627k was repaid early along with the repayment of a £1m loan on maturity in March 2024. Therefore, at the start of 2024/25 the overall borrowing position would be £4.550m with maturity between 2–28 years, with annual interest payable of £214k. These repayments do not directly impact the revenue budget and funds had been set aside to ensure the Authority could repay these loans when due.

As of 31 December 2023, the Authority had nearly £20m invested in various banks, building societies, money market funds(MMF) and current account balances. By the start of 2024/25, this was likely to be £13m, plus funds sat in MMF and current accounts.

The Bank of England’s Monetary Policy Committee (MPC) had voted to increase the interest base rate at 14 of the last 18 meetings, with no increase at the four most recent meetings. Currently the interest base rate was 5.25%. Link the Authority’s treasury advisors, were projecting this to stay the same until June, before steadily reducing to 3.25% by September 2025.

The Authority had been able to benefit from the increases in interest rates with projections in 2023/24 to exceed £900k,

which was £550k higher than the budget set for the year. This additional income had enabled the Service to run two in-year growth bid budget challenges approving £523k worth of spending.

For 2024/25 the investment income budget had doubled to £700k as part of the MTFP, which was very achievable and again allowed the Service to have additional funds to support the expenditure shown in the MTFP.

A Member asked the real term value of the money and if Members could see some bench marking against similar organisations to see how the Authority compares.

The Director of Finance and Assets advised that when a report was next brought to the Overview and Audit Committee, it would look at the impact of inflation over the last five years on the value of the Authority's investments.

The Principal Accountant advised that the Authority was part of a contract with Link Asset Group and were part of a benchmarking group with 12-14 different councils. In terms of the Authority's portfolio, it was comparatively small, but he could look at the Authority's investment strategy compared to others.

RESOLVED –

That the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual investment Strategy for 2024/25 be approved.

FA59 PAY POLICY PRINCIPLES AND STATEMENT 2024/25

The HR Advisory and Development Manager advised Members that the Pay Policy was required to be updated each financial year and was presented to the Authority today for approval, effective 1 April 2024.

This pay policy was based on the current 2023/24 pay policy, apart from the yearly updates to figures. The other changes within this year's Pay Policy included the removal of the section on the employee merit award payment setting scheme. This was a non-statutory aspect of the Statement. The opportunity for merit award payments continued and a review of the process would be undertaken.

The use of Brigade Manager/Gold Book/Strategic Management Board terminology had been amended. For consistency with the terms of reference for the Fire Authority

Director of Finance
and Assets

and its Committees, reference to Brigade Manager roles in Section 8 had been amended to gold book.

The HR Advisory and Development Manager advised that the majority of operational staff were employed on Grey Book conditions but a few people would be employed on local terms and conditions.

RESOLVED -

That the Pay Policy Principles and Statement as set out in Appendix one, as the statutory Pay Policy Statement for 2024/25, be approved for publication.

FA60 MEMBERS' ALLOWANCES

The Director of Legal and Governance advised Members that the proposed Scheme of Allowances for 2024/25 was set out in Appendix 1. The proposed scheme maintains the indexation that was approved last year. The Authority had a wide discretion on what steps it takes to adopt its Scheme of Allowances. This report and appendices met all the statutory requirements.

RESOLVED –

That the Scheme for Members' Allowances for 2024/25 be approved.

FA61 AUTOMATIC FIRE ALARM (AFA) MOBILISING POLICY REVIEW

The Head of Prevention and CRMP advised Members that the current Authority's Public Safety Plan, (PSP) which came into effect from 1 April 2020, included the following "we may change how we mobilise to incidents, the capabilities we use, and where we mobilise from. Specifically, we will review our approach to attending reports of automatic fire alarm (AFA) systems operating."

"If the outcome of the review recommends significant changes to our current policy, we will consult with affected stakeholders before making any decisions."

At the time of the PSP's publication, the Service was one of only two fire and rescue services that routinely attended such reports, which were predominantly found to be false alarms.

The perceived benefit from reviewing this policy was primarily to free up capacity to deal with an increase in higher risk incident types. However, since publication of the PSP, further potential benefits had been identified, which included but was not limited to; improved utilisation of work time for

activities such as Prevention, Protection and Training. Reduced inherent road risk from fewer blue-light appliance movements, reduced costs and environmental impacts through fewer appliance movements and reduced use of over the border appliances, as well as applying more efficient and effective business rules within the joint Thames Valley Fire Control Service.

The 2023 to 2025 HMICFRS inspection report stated in one of its Areas for Improvement (AFI):

“The Service should review its response to false alarms to ensure that protection and operational resources are used effectively.”

The HMICFRS report also stated:

“The Service isn’t taking action to reduce the burden of false alarms. The service is taking only limited action to reduce the number of false alarms that it responds to. It hasn’t reviewed its policy since our last inspection and continues to respond to all false alarm calls it receives.”

To help facilitate this project and to effectively evaluate future proposals, a pilot period to obtain sufficient data for assessment would be beneficial in future decision making, to consider a long-term solution to the identified risk. Therefore, approval was being sought to run a six-month pilot.

Not mobilising to AFAs at medium and low risk premises could reduce the number of AFAs in non-domestic properties by as much as 80%.

Tactical and Strategic leads had been appointed in each service and officers had been working closely with colleagues in Oxfordshire and Royal Berkshire Fire and Rescue Services to identify opportunities and develop an aligned proposal for consideration as a collaborative Thames Valley AFA mobilising policy. An agreed position had been reached across the three services in relation to categorising premises by low, medium or high risk, and a range of options for amending the mobilising policy had also been developed in collaboration, and for consideration by respective Authorities.

No changes were proposed for high-risk buildings. For these buildings a fire appliance would still be sent to an AFA activating. High risk buildings were those that specifically house vulnerable people or provide sleeping accommodation for people or, they represent a critical community asset that would be locally, nationally or internationally damaging if lost

or seriously damaged by fire. High risk buildings were also those that might pose a significant risk to firefighter or community safety or to the safety of animals and the environment.

The project would consider the appropriate level of business engagement to ensure local business stakeholders were aware of the pilot period and were then able to feed into the consultation process.

A Member asked how this was working in Oxfordshire and had they had any more incidents of property damage or death as a result of a policy like this.

The Head of Prevention and CRMP advised that on writing the current PSP, this Service was one of only two fire and rescue services still providing full attendance to AFAs. Now this Service was the only fire and rescue service responding to all AFAs. This risk was monitored across the other services. There would be some risk to not mobilising to an AFA, but this would be balanced against productivity. Resources could be relocated to be more productive around prevention and protection and training. This Service would not be stepping away from talking to businesses, just doing it in a different way.

A Member asked about housing associations and duty of care, particularly around maintenance of fire alarms which had been poor. What work does the Service do with housing associations to address false alarms specifically.

The Head of Protection, Assurance and Development advised that this falls within protection, and in terms of the Service's risk based inspection programme and business engagement, that's where it would expect to interact with housing associations.

RESOLVED –

1. The commencement of an Automatic Fire Alarm (AFA) mobilising policy review project be approved, to include a six-month pilot trial during Q1 to Q3 of 2024.
2. It be noted that the pilot trial will be a trial of one of the suite of options A-E.
3. The Chief Fire Officer be delegated the authority which option to pilot.

4. It be noted that data obtained through the pilot trial period will be used to inform proposals for the Authority's 2025-2030 Community Risk Management Plan (CRMP).

FA62 DATE OF NEXT MEETING

To note that the next meeting of the Fire Authority will be held on Wednesday 12 June 2024 (Annual Meeting) at 11 am.

FA63 EXCLUSION OF PUBLIC AND PRESS

The Chairman advised Members they would be voting on the exclusion of the press and public, this would be done by a show of hands. There should not be a debate as it may entail discussing the item.

A Member stated they would not refer to the content of the report but more as a point of principle as the Local Government Association sets out that all affairs should be conducted as transparently and openly as possible. The Member felt it was right to have some confidential information, and it was very clearly set out what should be done but felt that some of this report should be open to scrutiny by the public and press.

The Chairman set out for members of the public that Members had received a detailed explanation from the Director of Legal and Governance setting out why this item was proposed for exempt session. It was important to be clear that it was a decision of the Director of Legal and Governance as Monitoring Officer.

A Member accepted the advice from the Director of Legal and Governance, but as a point of principle there were occasions of public interest when Members should be able to override the Monitoring Officer.

A Member asked what was the standard process when a discussion had been taken in exempt session, when was it decided when it would become public record or not.

The Director of Legal and Governance advised that the balance of public interest in disclosing the information was a dynamic exercise and was time bound. If certain decisions were made today, then certain other actions may follow. The report should be considered exempt and confidential until notified otherwise. There would be actions that follow from this meeting that officers would take and Members would be

appraised of any developments that would change the confidentiality or sensitivity of these papers.

RESOLVED –

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

FA64 INDUSTRIAL ACTION PLANNING

The Authority considered the report and appendices, and approved the recommendations, details of which were noted in the exempt minutes.

THE CHAIRMAN CLOSED THE MEETING AT 12.58

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: 2020-25 Corporate Plan: Year 4 Progress Review and Year 5 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 Year 4 Progress Review and Year 5 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. In particular, the need to develop the Service to address the strategic context and priorities set out in the 2020-25 Public Safety Plan.

In the final quarter of the 2023/24 Financial Year, Service Management undertook a review of the programme of projects and tasks contained in the Corporate Plan, that was approved in [June 2023](#), to: ascertain progress; consider capacity to deliver; and, set priorities for the remaining life of the Plan.

The updated plan is at Appendix 1. Ten of the 24 workstreams reviewed at section 8 (pages 11 – 20) were identified as complete or having been embedded as part of normal operating processes. 29 new workstreams have been added at section 9 (pages 21 – 26).

The plan has also been updated to include the:

- new promise to the public, core values and core behaviours, replacing the previous framework of Vision and Values (see section 5 at page 6); and,
- Refreshed Strategic Objectives, Enabler and Performance Measures (at section 7, pages 9 – 10).

The review of progress against the year four programme is at section 8 (pages 11 – 20) and updated programme for the remaining year of the Plan (2024/25) is set out at section 9 (pages 21 -26) of the plan (at Appendix 1).

Financial implications:

Fire Authority 12 June 2024 | Item 15 - 2020-25 Corporate Plan: Year 4 Progress Review and Year 5 Update

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 27 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 9 May 2024 meeting and the Strategic Management Board at its 21 May 2024 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 fourth version which was approved by the Authority on the 14 June 2023. Previous versions of the 2020-25 Corporate Plan can be viewed here:

[Corporate Plan - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://www.bucksfire.gov.uk)

Appendix	Title	Protective Marking
1	Updated 2020–25 Corporate Plan (Year 4 Review and Year 5 Update).	None

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2020–2025 Corporate Plan
Year 5 Update
June 2024

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Plan Contents	Page
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7. Our Strategic Objectives, Enablers and Key Performance Measures	9
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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 last year of the 2020-2025 Corporate Plan and continue to make progress towards the achievement of its strategic objectives. It also sets out the programme of work that will be needed to develop and implement the proposals approved by the Fire Authority following the outcomes of the public consultation on our 2020 - 2025 Public Safety Plan.

These were:

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

2. Strategic Context

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

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

3. Financial Context

The Medium Term Financial Plan (MTFP) is closely linked to the Financial Strategy which aligns with the Service's strategic objectives set out in the Public Safety and Corporate Plans. In February 2024, the Authority approved the budget for 2024-25 (and indicative amounts for future years). The last update for the Medium-Term Financial Plan (MTFP) reflected the following:

- After two years, in which the government allowed additional precept flexibilities for Fire and Rescue Authorities to increase the precept by £5, the threshold for requiring a local referendum for Council Tax increases was reduced back to 3 per cent.
- The expenditure budget has increased by 8.29% (compared to 2023/24), predominantly due to the increase in employer pension contribution costs in the Firefighters' Pension Scheme. To mitigate these additional costs the Service has been provided with a Fire Pensions Grant of £1.107m.

3.1 As part of the budget scrutiny process, the service has been able reallocate resources and use the additional precept flexibility/funding to invest in the following areas;

- EDI
- Operational Training
- Operational Resourcing
- ICT Training
- Workwear
- Marketing and Communications
- Development of the Learning Management System.

The reserves position will reduce over the MTFP due the some of the prudent assumptions we have made on future funding allocations. For example, we have assumed a reduction in the pension grant like the pressure we have seen with previous pension grant allocations. Furthermore, we have assumed that we will no longer receive the New Dimensions grant relating to USAR beyond March 2025 based on the information we had received when preparing the MTFP.

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Despite the loss of the Council Tax Precept flexibility and prudent funding assumptions, the Service remains confident that the programme of projects and tasks set out at pages 21 - 26 can be delivered from within the approved budget and future forecasted financial position as summarised below.

Medium Term Financial Plan	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Net Budget Requirement	36,450	39,470	39,970	41,377	42,998	44,583
Total Funding	-36,450	-39,470	-39,970	-41,377	-42,998	-44,583
Reserves	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
General Fund	-1,625	-1,625	-1,625	-1,625	-1,625	-1,625
Other Earmarked Reserves (excluding Control Room)	-3,798	-4,463	-4,463	-4,463	-4,463	-4,463
Revenue Contribution to Capital	-5,796	-4,652	-4,006	-3,399	-2,501	-1,789
Total Usable Reserves	-11,219	-10,740	-10,094	-9,487	-8,589	-7,877

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 His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) following their [inspection of the Service in 2023](#).
- 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.

In the final quarter of the 2023/24 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 June 2023, to: ascertain progress; consider capacity to deliver; and, set priorities for the remaining life of the Plan. Ten of the 24 workstreams were identified as complete and / or embedded as part of normal operating processes.

The Year Four review of progress and updated programme for the remaining year of the Plan (2024/25) are set out at section 8 (pages 11 - 20) and section 9 (21 – 26) respectively.

Previous annual progress reviews and updates to the Corporate Plan can be viewed here:

[Corporate Plan - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](#)

5. Promise, Core Values and Behaviours

Following feedback from consultations with the public and our own staff, a review of our Vision and Values was undertaken during 2023/24. This resulted in the development of a new Promise to the public and a redefinition of our core values.

Underpinning our Promise and our Values are a set of core behaviours that clearly define what it means to work for us at BFRS. We believe these behaviours encourage a healthy workplace culture that values compassion, integrity and respect.

We aim to deliver a welcoming, engaging and inclusive place to work, which inspires pride in our people. This is achieved through open and transparent communication, where everyone working within the Service feels safe and confident to offer ideas, feedback and speak up when things aren't right.

The combination of our Promise, Values and behaviours set the direction for how we deliver the culture we want to see within our Service, empowering our staff to make the right decisions over the lifetime of this CRMP, and into the future.

Our previous framework of Vision and Values can be viewed here: [Year 4 20-25 Corporate Plan](#).

Our Promise

WE ARE

COMMITTED

to providing an excellent, modern and agile Fire & Rescue Service for our community.

WE ARE

DEDICATED

to having the right people, at the right time with the right skills to keep you safe.

WE ARE

TOGETHER

we will work to protect and safeguard people and places.

Our Core Values



COMPASSION



INTEGRITY



RESPECT

Our Core Behaviours



PROFESSIONAL



CONNECTED



EMPOWERING



AMBITIOUS

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

During 2023/24 we reviewed and refreshed our framework of strategic objectives, enablers and performance measures as part of the process for developing our new five year Community Risk Management Plan which will take effect in 2025.

Our approach is divided into three objectives (what we want to do) and three enablers (the people, assets and IT/data) that support delivery of the objectives.

To measure progress towards achieving the strategic objectives and the effectiveness of our strategic enablers we will monitor key performance indicators as set out overleaf.

The preceding framework of strategic objectives, enablers and associated performance measures can be seen in last year's [Corporate Plan update](#) (2023/24).



STRATEGIC OBJECTIVES – Performance Measures		
1 Prevention	2 Protection	3 Response and Resilience
<ul style="list-style-type: none"> • Home Fire Safety Visits • Number of Accidental Dwelling Fires (ADF) • Number of Serious ADFs • ADF Fire-Related Fatalities • ADF Fire Related Serious Injuries • Deliberate Dwelling Fires • Deliberate Secondary Fires (to other’s property) 	<ul style="list-style-type: none"> • Fire Safety Audits • Non-domestic Property Fires - Accidental • Non-domestic Property Fires - Deliberate • Non-domestic Property Fires - Serious • Prison Fires 	<ul style="list-style-type: none"> • High Risk Site Information • Average Attendance Time to all Incidents (excluding Co-Responder) • Average Attendance Time to ADFs • Availability - Wholetime • Availability On-Call • Wholetime - Response Model • On-Call - Response Model • Non-domestic Property False Alarms • Total Incidents (excluding co-responders) • OTB Mobilisations into BFRS Grounds • OTB Mobilisations out of BFRS Grounds
STRATEGIC ENABLERS – Performance Measures		
1 Workforce	2 Finance and Assets	3 Digital, Data and Technology
<ul style="list-style-type: none"> • Maintenance of Operational Competencies • Appraisal & Objectives Completion • Actual vs Establishment - Wholetime • Actual vs Establishment - On-Call • Actual vs Establishment - Support • Staff Turnover • Absence • Grievance & Disciplines • Independent Reporting line and whistleblowing • Injury Rate • Workplace injuries • Near Miss Events Recorded • RIDDOR reportable Injuries • Mandatory E-Learning Completed • Compliments and Complaints 	<ul style="list-style-type: none"> • Projects • Forecast - Outturn (£000’s) • Internal Audits • Bank Shift Cost (£) • Carbon Emissions— Tonnes of CO2. 	<ul style="list-style-type: none"> • Social Media - Engagement (000’s) • Printing

8. Review of Year 4 Progress

KEY

C	Project / task / activity complete	10
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	6
G	Project / task / activity proceeding as planned and / or delivering expected benefits	8

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

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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.	C	Group Commander Prevention & Resilience / Area Commander Prevention & CRMP	A comprehensive three-year Prevention Improvement Plan (PIP) has been progressed with 51 actions designed to address the recommendations complete. A final review of the PIP took place end of April 2024, and the 9 outstanding actions that require further treatment have been moved across to the Prevention 24/25 objectives. Alongside the PIP, Prevention has been working though delivering the actions arising from the causes of concern action plan following the HMICFRS round 3 report. Seven actions were developed, and six of the seven actions are complete and the last one due to be completed on 1 May 2024.	N

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

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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.	C	Group Commander Community & Business Safety Policy	The Protection department is working with the local authority with regard to planning applications but there appear to be some premises falling through the net of which the Service is not notified. This is beyond our control, and there is very little that the Service can do from a legislative position until the premises are occupied. Internally we pass on information of which we are aware through to both response and prevention. There is a great deal more joined up working taking place between departments, and this will continue to improve as the protection department undertakes more business engagement activity. However, while there is a wish to inspect new buildings, our existing risk based intervention programme will mean that there may not be the resources and time to consult and inspect all those that we are made aware of. This task has now been superseded by two new actions in the plan for 2024/25 that better reflect the approach we are taking with Risk Based Inspection Programme.	N

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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.	C	Group Commander Community & Business Safety Policy	Operational staff were given a two-day input into fire safety. This has already resulted in improved communication between Protection and Response. A fire safety package has been purchased in order to allow fire safety training to be delivered through a software package to review their current knowledge and continue their fire safety journey.	N

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	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SO3.1 Evaluate impact of strategic infrastructure developments focusing on operational response capability (resources, equipment and training) and community risk.	C	Group Commander Prevention & Resilience / Area Commander Prevention & CRMP	The role of existing Strategic Infrastructure and Resilience Group (SIRG) has had a full review and now operates under the Emerging Risk Group (ERG). The Terms of Reference (TOR) have been reviewed and agreed. The revised TOR have been developed to ensure the development and potential impacts of all major infrastructure projects and emerging environmental and technological risks are identified, analysed and appropriately mitigated and will also inform the development of the 2025-30 Community Risk Management Plan (CRMP) (SO3.10). Now incorporated into 'business as usual' activities.	N
SO3.4 Review Incident Command Support arrangements to ensure they meet the full range of foreseeable incidents and organisational capability.	A	Group Commander Technical	A Thames Valley Collaborative Command Support project has been set up being led by RBFRS. Issues exist around resources for the project and technological solutions to problems. A refocus of the project has been undertaken and a plan to resource the project established.	Y

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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	Group Commander Community & Business Safety Policy / Group Commander Technical	The existing premises risk management system is beginning to in-corporate the Site Specific Risk Information (SSRI). A trial / testing phase is underway, and a Service wide roll out expected by end of Q3 2 024	Y
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.	G	Group Commander Operational Training & Assurance / Group Commander Service Delivery North & Resourcing	<p>Driver Skill Set Prioritisation Review: The allocation of emergency response driving (ERD) courses has been reviewed to enhance the proficiency of our course allocation process, ensuring a more efficient process is adopted to maximise the opportunity to increase the number of ERD to support appliance availability.</p> <p>Officer Skill Set Review: Evaluating and refining the skill sets of our L2/3 officers to ensure they are equipped with the necessary capabilities to lead and support effectively in various operational scenarios.</p> <p>Operational Establishment Clarity: An operational establishment skill set tracker has been developed to provide a clearer understanding of skill set allocation across our operational establishment, facilitating more efficient resource allocation.</p> <p>Flexi Firefighter duty system review: An evaluation of the Flexi Firefighter duty system has taken place to support the development of an attractive employment proposition, designed to enhance service delivery, and provide additional flexibility and resilience to support the delivery of BFRS operational resourcing model.</p> <p>Specialist Vehicle review: A review of several specialist vehicles over the 5 year MTFP will take place to ensure appropriate response vehicles to meet the anticipated needs of the Service.</p> <p>Operational Leave Changes: Introduced changes to operational leave policies to safeguard appliance availability to support the delivery of BFRS operational response model.</p>	Y

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SO3.8 Develop and deliver collaboration opportunities across the Service, utilising partnerships.	C	Head of Technology, Transformation and PMO	<p>There are a number of collaboration projects that have been delivered in 23/24:</p> <ul style="list-style-type: none"> - Breathing Apparatus (BA) – All three Thames Valley Fire Services now use the same BA supporting interoperability at incidents; - Thames Valley Fire Investigation. <p>Work continues to build on collaboration opportunities either through major projects or via business as usual.</p>	N
SO3.10 Prepare 2025 – 2030 Community Risk Management Plan (CRMP)	G	Corporate Planning Manager	<ul style="list-style-type: none"> • Early 'listening and engagement' consultations with the public and Service staff completed and reported on. • Tripartite Evidence Base identifying and evaluating PESTELO, local and National Risk Register related risks completed. • Delivery of draft CRMP on track to deliver to June Fire Authority meeting for approval to go out to formal public consultation over Summer 2024. 	Y

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	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SO4.3 Funding: Identify and agree options for optimal use of additional Council Tax Precept funding and review services that we charge for.	C	Deputy Director Finance & Assets	We carried out scenario planning to ensure the optimal use of additional Council Tax Precept if it arose. The precept flexibility remained at 3% and therefore have set our MTFP accordingly. We were still able to reallocate resourcing and approve growth bids for 2024/25. The review of services we charge for will take place in 2024/25 (this will be done on a 'business as usual' basis).	N
SO4.4 Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced.	A	Deputy Director Finance & Assets	The legislative changes came into force in October 2023. Fire and Rescue Authorities' deadline to recalculate and recompense staff is March 2025. We have recently recruited temporary resources to assist in completing these processes in a timely manner.	Y

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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.	C	Director Finance & Assets	<p>Update on progress against the plan provided to Executive Committee meeting in July 2023 (link). Since the paper was presented, the Service has:</p> <ul style="list-style-type: none"> Given notice to exit Unit 7. Once complete this will reduce the energy used by an equivalent of 24 tonnes of CO2 per year. Installed solar panels at Marlow Fire Station <p>Moved to business as usual - ongoing actions will be progressed via the Environment and Climate Action Plan</p>	N
SO4.6 Address Causes of Concern and Areas for Improvement identified in future HMICFRS Inspections.	C	Head of Technology, Transformation & PMO	<p>Following our inspection in mid-2023 a detailed action plan was built to support delivery of the Cause of Concern recommendations. The plan included 40 actions, with 22 complete as at end of April 2024. A separate governance process was set up to ensure focus remained on the plan. Regular updates are provided to Members via the Overview & Audit Committee and the Fire Authority.</p> <p>A key element of the plan is to ensure any actions implemented are sustainable.</p>	N
SO4.7 Be ready to react to new legislation, major inquiry findings / recommendations and new ways of working.	G	Group Commander Technical	<p>Manchester Arena Inquiry (MAI) recommendations are being actioned through the Technical Team and a Thames Valley FRS group with reporting structures internally and via the collaboration space.</p> <p>Grenfell Tower Inquiry phase 2 recommendations expected in 24/25.</p>	Y

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

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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	Head of Human Resources	<p>Target of 300 Operational employees achieved - a combination of Wholetime Apprenticeships and Transferees.</p> <p>Workforce Planning Group terms of reference to be reviewed, update presented to 30 April SMT – Resourcing, Recruitment, Organisational Development & Training and Retention and Succession.</p> <p>Community engagement is in place, for example Armed Forces, visits to mosques and attendance at community events.</p> <p>Positive Action report presented to 23 April SMB, it included the following recommendations:</p> <ol style="list-style-type: none"> 1) The Physical Training programme to support underrepresented groups will form part of all future recruitment campaigns. 2) A programme to keep attendees that are unsuccessful for the current Whole time campaign engaged for future opportunities is explored. 3) All essential joining criteria is reviewed, and recommendations/risks presented to a future SMB for approval. 4) Positive Action statement drafted for presentation to Members. <p>Pay and Allowances and Support Services Pay scales review undertaken by South East Employers.</p>	Y
SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation.	G	Organisational Development Manager	<p>Workforce and succession planning processes are in place with outcomes from these processes being translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build capability. The Service’s Training Needs Analysis (TNA) collates staff training requirements annually and is monitored quarterly by the Training Strategy Group (TSG). The TNA is translated into prioritised learning programmes, submitted by department managers, approved by the TSG and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.</p>	Y

Appendix 1: 2020 – 2025 Corporate Plan – Year 5 Update

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
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	Head of Human Resources	<p>A range of support methods are in 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 and managers.</p> <p>Procedures developed to support the diverse needs of employees for example neurodiversity, transgender inclusion and gender diversity.</p>	Y
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.	C	Head of Human Resources	<p>HMICFRS Action plan written to address the latest report, progress reported monthly at the Tactical and Improvement Boards.</p> <p>Regular updates on progress given to Members on HMICFRS Values and Culture action plan and HMICFRS action plan.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> - People and Culture Officer recruited, due to start June 2024 - Strategic EDI review carried out by external EDI specialist and recommendations presented to SMT for approval. - Positive Action work resulted in 5 out of 12 of latest cohort recruited are female. - EDI data refresh resulted in few gaps in data. - Promise, Values and Behaviours launched. 	N
SE1.10 Create the right culture, values and behaviours to make BFRS a great place to work and inclusive of all.	G	Head of Human Resources	<p>Promise, Values and Behaviours approved and launched on 1 April 2024. Behaviours and Leadership Framework aligned to NFCC Leadership Framework. Code of Conduct amended to reflect and implementation ongoing.</p> <p>Culture Survey undertaken in April 2024 - 72% of employees completed the survey.</p> <p>People Awards planned for July 2024.</p>	Y

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	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SE2.1 Continue to improve resilience and security of information and communication technology across the Service.	G	ICT Manager / Programme Manager	<p>ESMCP: National Programme to remain in period of review whilst re-lotting process continues - this is likely to be the case until at least 2025/26. We continue to engage with the NFCC, National Programme and our Thames Valley Partners to ensure we are prepared when the programme restarts.</p> <p>The Service continues to invest in keeping our systems secure. Staff are reminded of the part they play in the keeping the data they store and access safe.</p>	Y
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	Director of Legal & Governance	DPO and Information Governance Manager from BC presented to SMB (26/9/2023). Agreement from SMB that training be rolled out to station managers and departmental leads. List of candidates for training received via OD	Y

Initiative/Project/Key Task	CRAG Status	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SE2.6 Refresh performance management arrangements.	A	Data Intelligence Team Manager	New reporting structures, measures and owners agreed. Core reporting is mostly built within a new online reporting platform. Online reporting platform to be enhanced and expanded upon during 2024/2025.	Y
SE2.8 Review / enhance overall Service resilience / business continuity management structures and processes.	A	Station Commander Resilience & Business Continuity	The Business Continuity Manager has left the Service. The development of the Service’s resilience and business continuity structures and processes are on hold pending a review of strategic options and resourcing requirements for the future of this function.	Y

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	Responsible Officer	2023/24 Progress / Achievements	C/F to 24/25? Y/N
SE3.8 Review of estate requirements to accommodate improved flexible / hybrid working, potential rationalisation of the property estate and new strategic facilities as required.	C	Property Manager	The business case to exit Unit 7 was approved by the Executive Committee at its meeting on 13 September 2023. At the end of March 2024, enabling works were well underway to reconfigure the HQ site to accommodate functions previously located in Unit 7. Desk booking software was introduced in March 2024 to support flexible and hybrid working across the estate. This now forms part of ‘business as usual’ activity with large projects arising from the ongoing review, such as the Unit 7 exit project, included in annual corporate plan refreshes.	N

9. Year 5 Plan

Strategic Objective 1: Prevention

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
SO1.1	Adopt, implement & embed the NFCC' Stay-Wise' education programme.	Assistant Chief Fire Officer	Head of Prevention & CRMP
SO1.2	Complete implementation of Risk Stratification across systems & processes.	Assistant Chief Fire Officer	Head of Prevention & CRMP
SO1.3	Embed & evaluate the Online Home Fire Safety Check toolkit.	Assistant Chief Fire Officer	Head of Prevention & CRMP
SO1.4	Introduce and embed a Quality Assurance & evaluation process.	Assistant Chief Fire Officer	Head of Prevention & CRMP
SO1.5	Support the Youth inclusion element of the Serious Violence Duty working in partnership with the Safety Centre.	Assistant Chief Fire Officer	Head of Prevention & CRMP
SO1.6	Evaluate Safeguarding requirements & provision within the Service.	Assistant Chief Fire Officer	Head of Prevention & CRMP

Strategic Objective 2: Protection

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
SO2.1	Embed and evaluate the Risk based intervention programme (RBIP).	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO2.2	Update the Premises Risk Management System to support the RBIP.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO2.3	Introduce and embed a Quality Assurance process.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO2.4	Continue to support the collaborative Thames Valley Fire Investigation unit.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO2.5	Continue to implement recommendations from the Grenfell Inquiry (continues work initiated under SO4.7 at page 16 above).	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO2.6	Build & deliver a business engagement programme.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development

Strategic Objective 3: Response and Resilience

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
SO3.1	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 (formerly SO3.5)	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO3.2	Prepare 2025 – 2030 Community Risk Management Plan (CRMP) (formerly SO3.10)	Deputy Chief Fire Officer	Director of Finance & Assets
SO3.3	Pilot & implement a change to the Automatic Fire Alarm policy.	Deputy Chief Fire Officer	Assistant Chief Fire Officer
SO3.4	Review of resourcing models – Flexi, Amersham, Specials (continues work initiated under SO3.6 at page 14 above).	Deputy Chief Fire Officer	Assistant Chief Fire Officer
SO3.5	Ensure Industrial Action resilience arrangements are in place.	Deputy Chief Fire Officer	Assistant Chief Fire Officer
SO3.6	Introduce & evaluate the Safe to Command role (continues work initiated under SO3.6 at page 14 above).	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO3.7	Ensure the Command Support at incidents is fit for purpose (continues work initiated under SO 3.4 at page 13 above).	Assistant Chief Fire Officer	Head of Protection, Assurance & Development
SO3.8	Continue to implement recommendations from the Manchester Arena inquiry (continues work initiated under SO4.7 at page 16 above).	Assistant Chief Fire Officer	Head of Protection, Assurance & Development

Strategic Enabler 1: Workforce

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
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.	HR & Organisational Development (OD) Director	Head of HR
SE1.2	SE1.4 Develop and implement pan organisational development supporting succession planning, ongoing training needs and future proofing the organisation (formerly SE1.4)		Head of Protection, Assurance & Development
SE1.3	SE1.5 Continue to explore ways of supporting and enhancing the health and wellbeing of staff as their life circumstances change, through ongoing engagement (formerly SE1.5)	HR & OD Director	Head of HR
SE1.4	Launch & embed a new people promise, values and behaviours across the Service (continues work initiated under SE1.10 at page 18).	HR & OD Director	Head of HR
SE1.5	Implement an approach to capture customer feedback.	Deputy Chief Fire Officer	Head of Technology, Transformation & PMO
SE1.6	Introduce a People & Culture Officer.	HR & OD Director	Head of HR
SE1.7	Deliver and take action from annual Culture Survey.	HR & OD Director	Head of HR
SE1.8	Develop a sustainable Positive action programme.	HR & OD Director	Head of HR
SE1.9	Launch the Leadership & Management development pathway.	HR & OD Director	Head of Protection, Assurance & Development

Strategic Enabler 2: Finance and Assets

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
SE2.1	Implement legislated changes to Firefighter Pension Scheme and ensure processes for recompensing staff affected by the Sargeant judgement are sufficiently resourced (formerly SO4.4)	Director of Finance and Assets	Deputy Director of Finance & Assets
SE2.2	Exit Unit 7 (specific project emerging from SE3.8 at page 20 above)	Chief Fire Officer	Director of Finance and Assets
SE2.3	Ensure stations have correct procedures and equipment in place to reduce contaminants risk.	Assistant Chief Fire Officer	Head of Protection, Assurance and Development
SE2.4	Develop a roadmap to ensure facilities meet the needs of current and future staff.	Chief Fire Officer	Director of Finance and Assets
SE2.5	Review and update specialist appliances (vehicle replacement programme)	Assistant Chief Fire Officer	Head of Protection, Assurance and Development
SE2.6	Review provision of potential additional local training facility	Chief Fire Officer	Director of Finance and Assets

Strategic Enabler 3: Digital, Data and Technology

Ref	Initiative/Project/Key Task	Strategic Owner	Responsible Officer
SE3.1	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 (formerly SE2.3).	Chief Fire Officer	Director of Legal & Governance
SE3.2	Review / enhance business continuity management structures, processes and systems (formerly SE2.8)	Chief Fire Officer	Director of Legal & Governance
SE3.3	Refresh and relaunch the intranet.	Director of Finance & Assets	Head of Technology, Transformation & PMO
SE3.4	Build a real-time performance system with supporting processes & ownership (continues work initiated under SE2.6 at page 20 above).	Director of Finance & Assets	Head of Technology, Transformation & PMO
SE3.5	Introduce a new Learning Management System.	HR & OD Director	Head of Protection, Assurance and Development
SE3.6	Review technology used across the Service to ensure they are resilient, reliable, accurate & accessible (continues work initiated under SE2.1 at page 19 above).	Director of Finance & Assets	Head of Technology, Transformation & PMO
SE3.7	Introduce an ICT trainer.	Director of Finance and Assets	Head of Technology, Transformation & PMO
SE3.8	Explore options for a digital fire survival solution.	Assistant Chief Fire Officer	Head of Protection, Assurance and Development

10. Risk Management Plan

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

11. 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 9 - 10). These are scrutinised by the Performance Monitoring and Strategic Management Boards and form the basis of performance reports to the Fire Authority's Executive and Overview and Audit Committees.

Annual Monitoring

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

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: Community Risk Management Plan 2025-2030

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

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

Author and contact: Mark Hemming, Director of Finance and Assets,
mhemming@bucksfire.gov.uk

Action: Decision.

Recommendations: That the Fire Authority approves the Community Risk Management Plan 2025-2030 for consultation with the public, staff and partner organisations.

Executive summary:

This paper presents the Community Risk Management Plan 2025-30 (henceforth the **CRMP**) to be approved to go forward for consultation with the public, staff and partner organisations. The consultation will run for a 12-week period during July through to September.

Previously known as the Public Safety Plan (PSP), this document reflects on the progress made over the past five years and looks ahead to the future. It not only identifies upcoming risks and challenges but also reflects what the community have said is important.

The CRMP aims to explain how the Service plans to mitigate identified risks and improve community safety by aligning available resources with key objectives and utilising them in the most efficient way. It also reflects the Service's updated promise to the public, core values and core behaviours. As well as considering the full assessment of risks, it also addresses issues raised in the Service's most recent HMICFRS inspection report.

The document details three strategic objectives (first three bullet points below) supported by three strategic enablers (last three bullet points below). Each one of these is supported by an embedded strategy:

- Reducing risk and keeping our community safe (Prevention Strategy)
- Protecting people from risk in the built environment (Protection Strategy)

- Responding quickly and effectively to emergencies (Response and Resilience Strategy)
- An inclusive, healthy and engaged workforce (People Strategy)
- Making the most of our finances and assets (Finance and Assets Strategy)
- Optimising our technology and data (Digital, Data and Technology Strategy)

The CRMP also contains details of the measures relevant to each objective and enabler so that performance can be tracked throughout the lifetime of the plan.

Detailed plans for implementing the actions within each strategy will form the basis of our Annual Delivery Plan (previously known as the Corporate Plan) that will be presented to the Fire Authority for approval at its meeting in February 2025.

While the whole document is subject to consultation, consultees are in particular being asked to provide responses to the proposed response standard and resourcing proposals. The proposed standard is that the first pump will, on average, arrive on scene in 10 minutes for all incidents (the current aim is to keep our average response time within 10 seconds of the previous 5 year period).

In terms of the resources available to respond to incidents the proposal is to:

- Maintain the same number of wholetime and day-crewed pumps as currently in service.
- Review and optimise our on-call pumps and specialist appliances to ensure we can meet our risks and response standard, while looking for opportunities to increase efficiency and effectiveness.

The CRMP also references the changes being proposed to the Automatic Fire Alarms (AFA) policy but noting that this is subject to a separate consultation under the current PSP.

Detailed analysis of the evidence used to prepare the CRMP can be seen in Appendix 2.

Financial implications:

The estimated cost of the upcoming consultation exercise is £30k. This is covered within the existing revenue budget.

Risk management:

The leading case which considered the substantive and procedural requirements of a CRMP is [R. \(on the application of Islington LBC\) v Mayor of London \[2013\] EWHC 4142](#) in which the High Court determined an application for judicial review brought against LFEPA (the, then, fire and rescue authority for Greater London) concerning the adoption of its IRMP 2013-16. (The new Service Plan has been designated a 'Community Risk Management Plan' (CRMP), rather than 'IRMP', to align with the 2021 Fire Standards Board Fire Standard).

The London Boroughs argued that (1) the formulation of the IRMP should have commenced with a comprehensive risk assessment of "all foreseeable risks" before considering how those risks were to be addressed. If that had been done, certain vulnerable sections of the community would have been identified as being at higher risk than others elsewhere in London. Instead, it was said that LFEPA had adopted an approach to the IRMP predicated on seeking to achieve uniform attendance time targets, contrary to the Fire and Rescue National Framework, and had failed to take into account local risk factors; and (2) the consultation process leading to the adoption of the IRMP was flawed, in that misleading information had been conveyed in relation to a predicted increase in fatality rates under the proposals. Further, it was alleged that insufficient information had been made available about the impact of the proposals on attendance times at ward level.

The High Court refused the application, finding in favour of LFEPA for, i.a., the following grounds:

(1) The National Framework was not prescriptive as to the means by which all foreseeable risks were to be identified; those risks merely had to be addressed at a level of detail that enabled proper planning of a response to the needs identified. On the evidence, that had been done. Accordingly, the need to consider all foreseeable local risks in the formulation of the IRMP had been met [see paras 195-196, 207, 227-229 of judgment].

(2) The consultation had fulfilled its purpose of enabling consultees to draw to the attention of the decision-makers any reasoned objection to the proposals advanced [paras 292-293, 307, 310 – 311], the High Court noting that care is required should proposals be changed after consultation [340].

(3) Certain sections of the population were more likely to suffer a fire and it was appropriate to consider the effect on them as future users of the fire service when assessing whether there would be indirect discrimination against them under the Equality Act 2010 s.149. LFEPA had complied with the obligation to have due regard to the Act by focusing at borough level on those most likely to experience fire as a legitimate means of considering those with protected characteristics [paras 365-366, 370-372].

Legal implications:

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

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

(2) The Framework—

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

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

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

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

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

Privacy and security implications:

No direct impact.

Duty to collaborate:

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

All neighbouring fire and rescue authorities and Thames Valley blue light partners will be included as part of the public consultation process associated with the production of the new CRMP.

Health and safety implications:

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

Environmental implications:

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

Equality, diversity, and inclusion implications:

These will be identified and evaluated as the plans are developed, in line with the FSB CRMP Fire Standard; relevant legislative requirements; best practice; and guidance , for example: [Integrated risk management planning: equality and diversity guidance, Home Office 2008](#)

Consultation and communication:

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

prepared as part of the project planning. All consultation findings will be reported to the Authority.

The period between the closure of the consultation and the proposed date for approval by the Authority in December is to allow for the subsequent analysis of responses, in accordance with the [Gunning Principles](#) which set out the legal tests that define what constitutes a legitimate consultation. These include, amongst other things, that: “3 there is adequate time for consideration and response” and “4 ‘conscientious consideration’ must be given to the consultation responses before a decision is made. Decision-makers should be able to provide evidence that they took consultation responses into account”.

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

Background papers:

2025 – 2030 Service Planning Update, 8 February 2024, Executive Committee, <https://bucksfire.gov.uk/wp-content/uploads/2024/03/5executive-committee-meeting-8-february-2024-item-8-2025-2030-service-planning-update.pdf>

2025-30 CRMP Listening and Engagement Consultation Outcomes, 11 October 2023, Fire Authority, <https://bucksfire.gov.uk/documents/2023/09/fire-authority-meeting-11-october-2023-item-13b-2025-2030-crpm-listening-and-engagement-consultation-outcomes.pdf/>

Appendix	Title	Protective Marking
1	Community Risk Management Plan 2025-2030	
2	Appendix 2 - Risk Assessment Summary Information: <ul style="list-style-type: none"> • Appendix 2.1 - Evidence Base - Data • Appendix 2.2 - PESTELO Analysis Updated • Appendix 2.3 - PUBLIC NRR - Local Risk Assessment 	

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Buckinghamshire
Fire & Rescue Service
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COMMUNITY RISK MANAGEMENT PLAN

2025-2030



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INTRODUCTION

Welcome to our new Community Risk Management Plan (CRMP), jointly presented by the Chairman and Chief Fire Officer.

Previously known as the Public Safety Plan (PSP), this document reflects on the progress we have made over the past five years and looks ahead to the future. It not only identifies upcoming risks and challenges but also reflects what you, the community, have told us is important.

Since we published our PSP in 2020, there have been significant changes locally and globally. The increase in wildfires during the Summer of 2022 showed how important it is for us to be able to respond quickly when there's a high demand for our help.

We do more than just fight fires. For example, when the COVID-19 pandemic hit, we changed how we work and the services we offered. Our staff helped to help set up vaccination centres and supported our health partners as they delivered vaccines across Buckinghamshire and Milton Keynes.

A large part of our day-to-day job is also about working with the community and partners to help prevent fires from happening in the first place.

Although our financial situation remains challenging, it's better than it was at the start of the last PSP in 2020. By managing our money carefully and having some flexibility in how much we can ask for from Council Tax (for two of the last five years), we've been able to take on more staff to keep you safe. Right now, in Buckinghamshire Fire & Rescue Service (BFRS), we have more firefighters than we have had in the last ten years.

As a sector, the fire and rescue service continues to focus on cultural transformation, reflecting on how we work and treat each other. At BFRS, we've set a clear expectation for ourselves: we won't get defensive or ignore problems with our culture. We want everyone in our team to feel safe, supported and valued and to create a welcoming, engaging and inclusive place to work.

We've recently made a promise to the public along with committing to new values and setting out core behaviours for our staff. We'll make sure that everything we do reflects these so we can give the best service possible to our community.

As a professional, modern and agile fire and rescue service, we're ready to face the challenges ahead and be ambitious in striving for excellence to serve you, our community.

WHAT IS A COMMUNITY RISK MANAGEMENT PLAN (CRMP)?

Our CRMP aims to explain how we plan to mitigate identified risks and improve community safety by aligning available resources with our key objectives and utilising them in the most efficient way.

In developing our CRMP, it was crucial for us to review the progress made since we published our PSP in 2020.

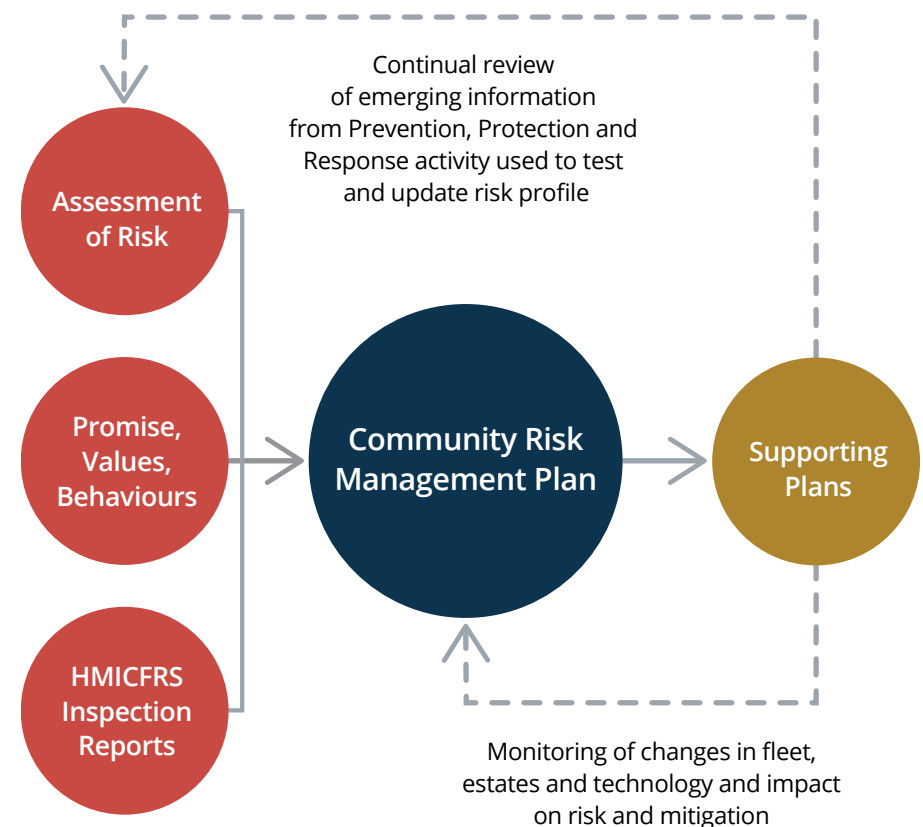
Further details of this review can be found on pages 10 to 15.

The term 'resources' includes people, skills, money, buildings, infrastructure, equipment and data.

Each fire and rescue service (FRS) holds and has access to a wide range of data which it uses to help understand, plan for and respond to community risk. A summary of the resources available to us can be seen in the CRMP Overview on page 6.

Change is constant and our CRMP must evolve and adapt throughout its lifetime.

The diagram below illustrates the process of building and reviewing our CRMP:



CRMP OVERVIEW

We deliver a crucial role in ensuring public safety within our community.

Our promise to the public, values and behaviours are fundamental to everything that we do. These are outlined on pages 16 to 17.

Serving over 800,000 people across diverse rural and city settings which includes the River Thames, the M1, M25 and M40 motorways, as well as rail infrastructure, demands the expertise of nearly 500 highly skilled firefighters and support teams.

KEY FACTS

Year ending 31 March 2022

	Buckinghamshire (including Milton Keynes)	England
Area (square miles)	723	50,370
Population (thousands)	843	56,536
Expenditure per population	£35.51	£41.88
Incidents attended per 1,000 population	9.7	11.0
Percentage of firefighters who are wholetime	70.9%	65.2%

We currently operate 19 fire stations across our community, housing 30 fire engines (known as pumps) along with a range of specialist and support vehicles. We also host 1 of the 19 Urban Search and Rescue (USAR) teams that are strategically located across England. Further information can be found in Our Evidence Base (page #), which shows the area each station can respond to within 5, 10, and 20 minute timeframes.

Our pumps are deployed to meet daily demands and provide resilience and capacity to handle occasional large-scale incidents or multiple, smaller incidents simultaneously. More insight into demand and utilisation of our pumps can be found on pages 20 to 25.

We place our community and staff at the forefront of all our operations and so consultation with both these groups plays an integral role in shaping our CRMP.

We are seeking input on two proposals: redefining our response standard and adjusting the number of fire pumps during the lifetime of the CRMP. Further details on these proposals can be found on pages 57 to 66.

Details of our initial consultations can be found on pages 30 to 32 and information on how to participate in further consultations are provided on pages 67 to 68. Map A displays our fire station locations and pump types.



Map A

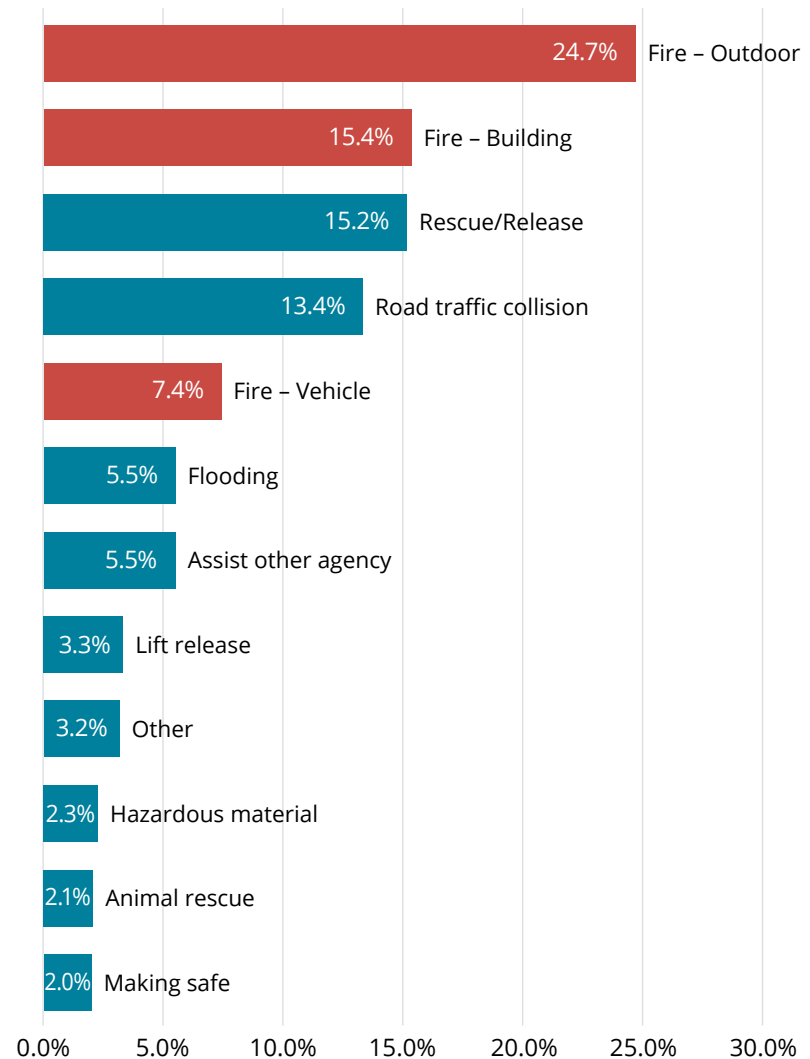
We respond to a diverse range of incidents, not just fires

Many of the incidents we attend are triggered by automatic fire alarms (AFAs). Research indicates that the vast majority of these (99%) turn out to be false alarms.

We committed to review our response to AFAs in our 2020–2025 PSP. Historically, our policy was to treat AFAs the same as any other call for emergency assistance.

However, most FRSs have moved away from this approach and we are also exploring this option, trialling a new policy which brings us into alignment. Details can be found on pages 63 to 66.

Incidents attended between April 2021 and March 2024



Our strategic objectives

The risks that we face are constantly evolving. Many factors contribute to this, including climate change, new construction, updated legislation and the emergence of new technologies, such as lithium-ion batteries (commonly used in electric vehicles, e-scooters and e-bikes). More information on these emerging risks can be found on pages 23 to 29.

After evaluating the available evidence, we developed an approach to these risks. Our approach is divided into three objectives (what we want to do) and three enablers (the people, assets and IT/data) that support delivery of the objectives. Each objective and enabler has a corresponding strategy outlined in detail on pages 35 to 53.

To measure the success of these strategies, we will monitor key performance indicators throughout the lifespan of the CRMP. Detailed information on these performance indicators is available on pages 54 to 56.

STRATEGIC OBJECTIVES		
PREVENTION	PROTECTION	RESPONSE AND RESILIENCE
		
Reducing risk and keeping our community safe	Protecting people from risk in the built environment	Responding quickly and effectively to emergencies
STRATEGIC ENABLERS		
WORKFORCE	FINANCE AND ASSETS	DIGITAL, DATA AND TECHNOLOGY
		
An inclusive, healthy and engaged workforce	Making the most of our finances and assets	Optimising our technology and data

PROGRESS AGAINST OUR PUBLIC SAFETY PLAN 2020-25

This section of the CRMP provides an update on the progress made towards achieving the success criteria outlined in the 2020–2025 Public Safety Plan (PSP).

Progress on specific projects and initiatives outlined in the 2020–2025 PSP are reported to the Fire Authority during the annual review and refresh of the Service’s five-year Corporate Plan.

A more detailed evaluation on progress will be carried out after the PSP timeframe ends in March 2025 and the CRMP (2025–2030) timeframe begins.

Infrastructure Projects

Risks identified

- 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.

Progress made

- Emerging Risk Group established and identifying potential impacts of all major infrastructure projects such as High Speed 2 (HS2) and East-West Rail.
- External HS2 traffic group is providing us with information on all road closures that may impact on our response times as well as access to a live road closure information system – one.network.
- Numerous multi-agency exercises undertaken at HS2 sites helping share knowledge and understanding to reduce risk and improve communication sharing.

More information on measures we have taken to manage and mitigate risks (PESTELO analysis) associated with major infrastructure projects can be found in the CRMP evidence base.

Population

Risks identified

- Potential for increases in all types of emergency response.
- Potential increase in accidental dwelling fire (ADF) injuries and fatalities, particularly in vulnerable groups such as the 80+ age group.

Progress made

- In 2022/23, there was an 8% increase in overall incident numbers compared to the previous 5 year average. A notable portion of the increase stemmed from other agencies requiring our assistance. The 5 year average figure did cover the period of the COVID-19 pandemic, during which we saw a significant reduction in incident numbers and should also factor in our growing population over this period.
- 2022/23 saw an 11% reduction in ADF incidents compared to the previous 5 year average, indicating a sustained downward trend. The rate of ADFs per 1,000 (0.79) was also notably below the average for England (0.98).

Technology information and systems security

Risks identified

- 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.

Progress made

- We did not experience any service-disabling cyberattacks during the PSP period (to date).
- We have invested in measures to enhance our cyber and information security, including:
 - Improving our email security ranking against the South-East Government Warning, Advisory and Reporting Point criteria.
 - Implementing an additional layer of protection to our existing firewall and reporting tools, enabling better monitoring of exposure and vulnerability to cyberattacks by email, and prioritisation of actions if threat is detected.
- Emerging Risk Group established and monitoring, evaluating and prioritising potential risks and opportunities, mitigating action from, or identifying potential for use of, new and emerging technologies.

Civil Emergencies

Risks identified

- Increase in frequency and/or severity of incidents.
- Two civil emergencies were experienced during the PSP period (to date):
 - The COVID-19 pandemic began in early 2020.
 - Wildfires, associated with record high temperatures and dry weather, during July and August of 2022.

Progress made

- In November 2020, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected our response to the pandemic. Its findings noted that being an active member of the Thames Valley Collaboration Group and Thames Valley Local Resilience Forum strengthens our relationships with partners, helping us to all provide better service to our community.

- 2022 saw the UK recording its highest ever temperature of 40.3°C (104.5°F) on 19 July 2022 which presented many challenges for all emergency services. Alongside 14 other UK fire and rescue services, including neighbouring London, Bedfordshire and Hertfordshire, we declared a major incident due to outbreaks of fire. We evaluated our response and have made recommendations for improvements which are currently being implemented.
- HMICFRS stated, following our 2023 inspection, that we have: "Good arrangements in place to respond to emergencies with partners that make up TVLRF".

Workforce pressures

Risks identified

- Maintaining range, or level, of service to the public due to staff retention and recruitment challenges.

Progress made

- In the 2022 Culture Survey, 71% of our staff responding indicated they were proud to work for the Service. This was also reflected in the HMICFRS' 2023 inspection which found that: "Staff are proud to work for the Service and demonstrate commitment to putting the community at the heart of all they do".
- Significant progress has been made in terms of increasing the number of staff, especially the number of wholetime firefighters.
- Changes to apprenticeship firefighter contracts will help mitigate low numbers of emergency response drivers and incident commanders that we have experienced in the past.



“Staff are proud to work for the Service and demonstrate commitment to putting the community at the heart of all they do.”



“Due to its improved financial position, the Service no longer faces the prospect of reduced reserves. It has a sensible and sustainable plan for using its reserves.”

Funding pressures

Risk identified

- Insufficient funding to maintain current range or level of service to the public.

Progress made

- The Fire Authority is required by law to maintain a balanced budget. This requirement has been met without the need for service cuts (to date, during the current PSP period).
- The Fire Authority used the Council Tax Precept flexibility to increase its funding available for the financial years 2022/23 and 2023/24. This was used to improve front-line service resourcing which, over time, will improve the reliability and resilience of our Service.
- HMICFRS stated, following our 2023 inspection: “Due to its improved financial position, the Service no longer faces the prospect of reduced reserves. It has a sensible and sustainable plan for using its reserves”.

OUR PROMISE AND OUR CULTURE

A review of our previous vision and values resulted in the development of a **new promise** to the public and a redefinition of our core values.

Underpinning our promise and our values are a set of core behaviours that clearly define what it means to work for us at BFRS. We believe these behaviours encourage a healthy workplace culture that values compassion, integrity and respect.

We create a welcoming, engaging and inclusive place to work, which inspires pride in our people. This is achieved through open and transparent communication, where everyone working within the Service feels safe and confident to offer ideas, feedback and speak up when things aren't right.

The combination of our promise, values and behaviours set the direction for how we deliver the culture we want to see within our Service, empowering our staff to make the right decisions over the lifetime of this CRMP, and into the future.

Our Promise

COMMITTED

to providing an excellent, modern and agile Fire & Rescue Service for our community.

DEDICATED

to having the right people, at the right time with the right skills to keep you safe.

TOGETHER

we will work to protect and safeguard people and places.

Our Core Values



COMPASSION



INTEGRITY



RESPECT

Our Core Behaviours



PROFESSIONAL



CONNECTED



EMPOWERING



AMBITIOUS

PREPARING OUR PLAN

Our CRMP is informed by a comprehensive understanding of current and future risk,

We have used a wide range of evidence to build a risk profile, which we have then validated with our own operational data.

The following is a summary of our more detailed Evidence Base Document which analyses the full range of evidence available.

Our definition of risk in the community

- **Risk:** A combination of the likelihood and consequences of hazardous events.
- **Hazardous event:** This refers to a potential event that can cause harm.
- **Likelihood:** The chance of something happening. May be described by the probability, frequency or uncertainty of events.
- **Consequence:** The outcome of an event. Specifically, the severity or extent of harm caused by an event.

Resource allocation

We aim to match resources with the combination of likelihood and consequences of hazardous events.

The inputs into our CRMP risk assessment are:



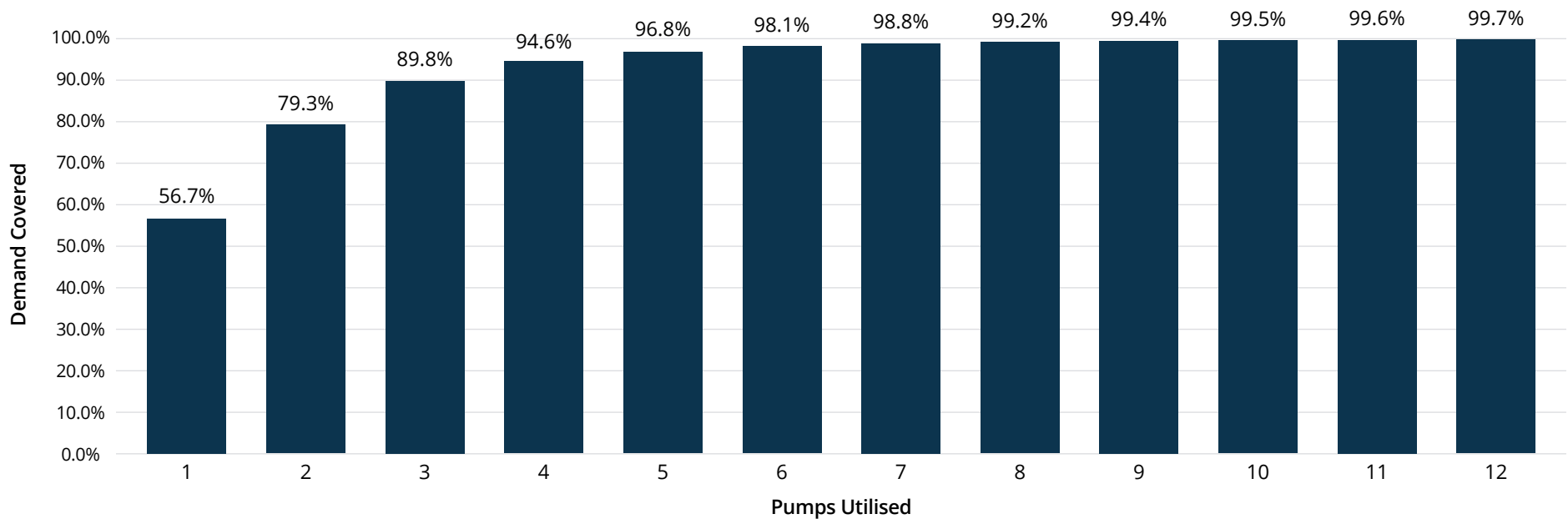
Understanding demand

To understand the demand on our resources, we've looked at how often we need to use our pumps to respond to emergencies in Buckinghamshire and Milton Keynes (our response area).

This analysis involves counting how many pumps are being used for emergency response, at any point, anywhere in our response area and includes those from neighbouring Services.

Graph A shows that having 12 pumps available covers 99.7% of our demand. A simple way to look at this is 12 pumps would cover our demand for 364 days of an average year.

Graph A, Pumping Appliance Utilisation Apr 2019 – Mar 2023



This is only part of the picture

We also consider when (what time) our pumps are needed.

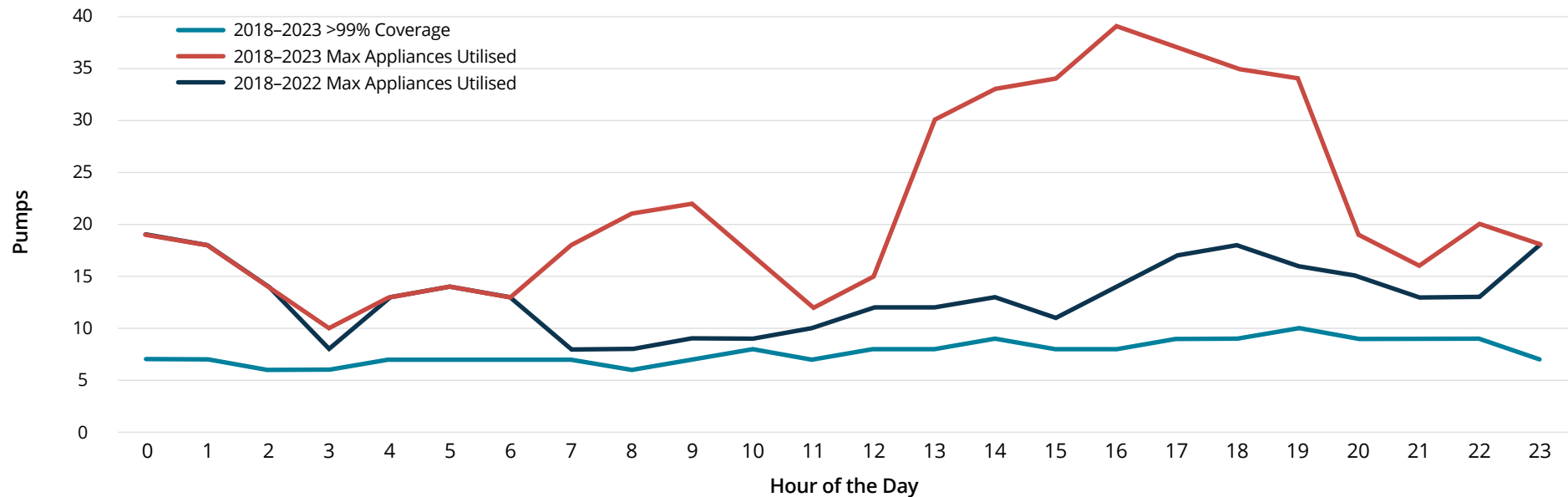
Graph B shows how the number of pumps needed is not spread evenly across the day and night.

Our data tells us the majority of our simultaneous demand, over 99%, can be handled with 10 pumps or less. However, there are occasions where a larger number of pumps are needed.

The maximum number of pumps required at any given time was less than 20. Summer 2022 was an exception when the peak of wildfires required the response of nearly 40 pumps.

This underscores the importance of being able to rapidly increase our resources to meet demand as well as the support provided by neighbouring services during periods of heightened demand.

Graph B, Pumping Appliance Utilisation by Hour

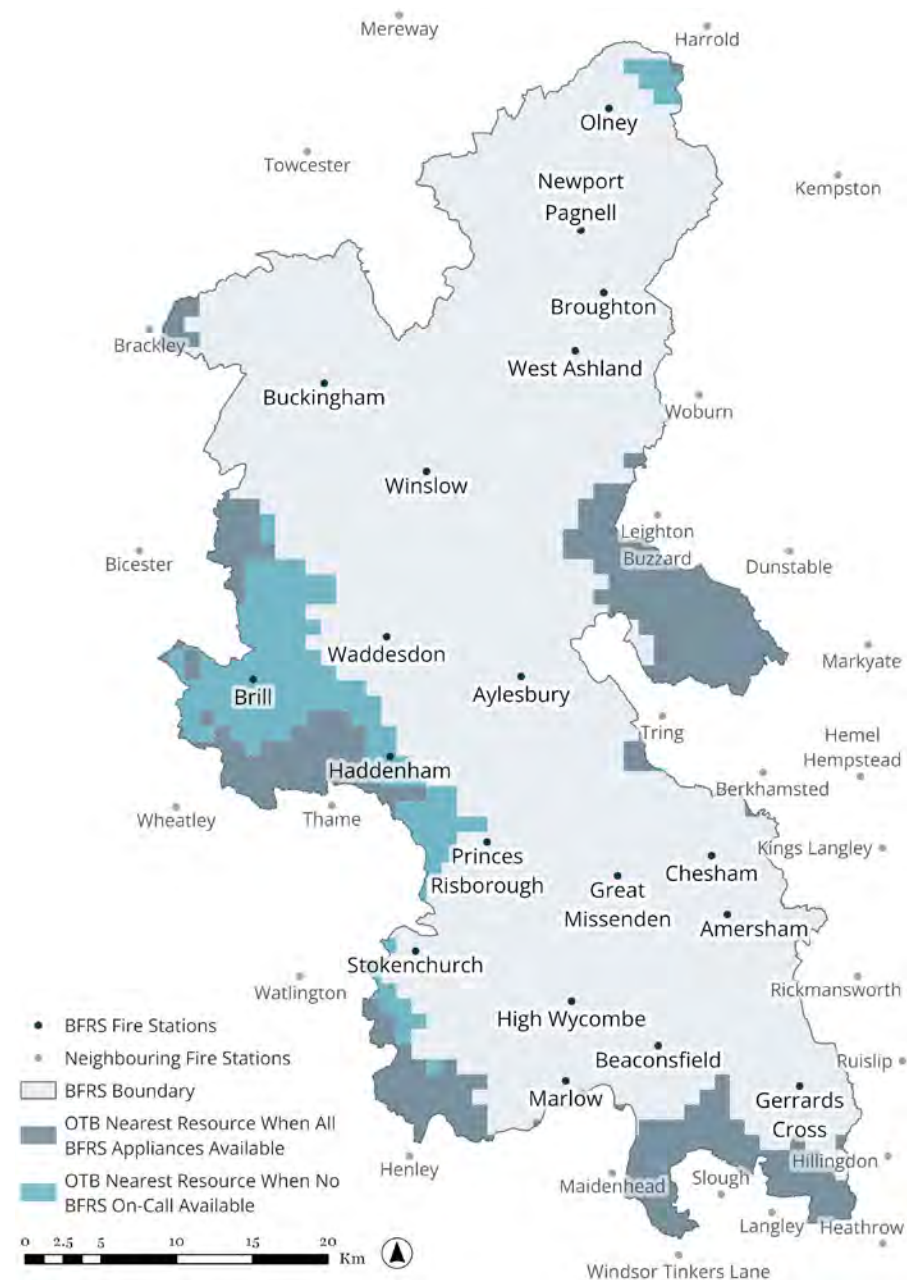


How we calculate support from neighbouring FRS

All our modelling considers the availability of resources from neighbouring FRS when we need them. Given the geography of our area, there are some locations where neighbouring Services can arrive quicker than us, even with all our pumps available.

We also have some areas where the pumps of neighbouring Services can reach more quickly, if our closest On-Call pump is not available.

Map B shows locations where neighbouring Service pumps would be called to attend an incident first.



Map B

Understanding risk

You can find all the risks we've identified, in detail, in the supporting Evidence Base Document. The following summary highlights some of the key evidence and explains how we use it.

Deprivation

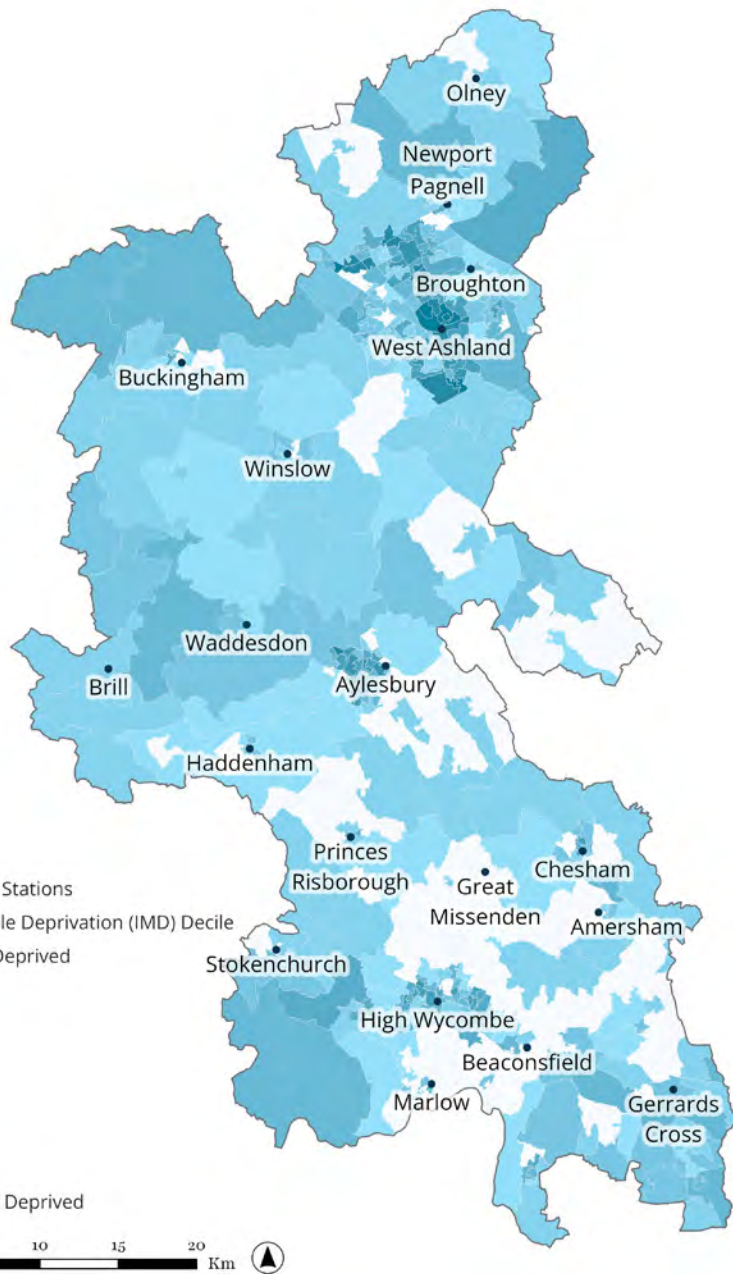
The Index of Multiple Deprivation (IMD) calculates levels of deprivation across England. It's important to note that IMD isn't solely about financial deprivation; it considers various aspects, including education, health and crime.

The link between higher levels of deprivation and an increased risk of fire is evident in the data. Over the past 5 years, households in the most deprived areas experienced around 3 times more fires, proportionally, compared to those in the least deprived areas.

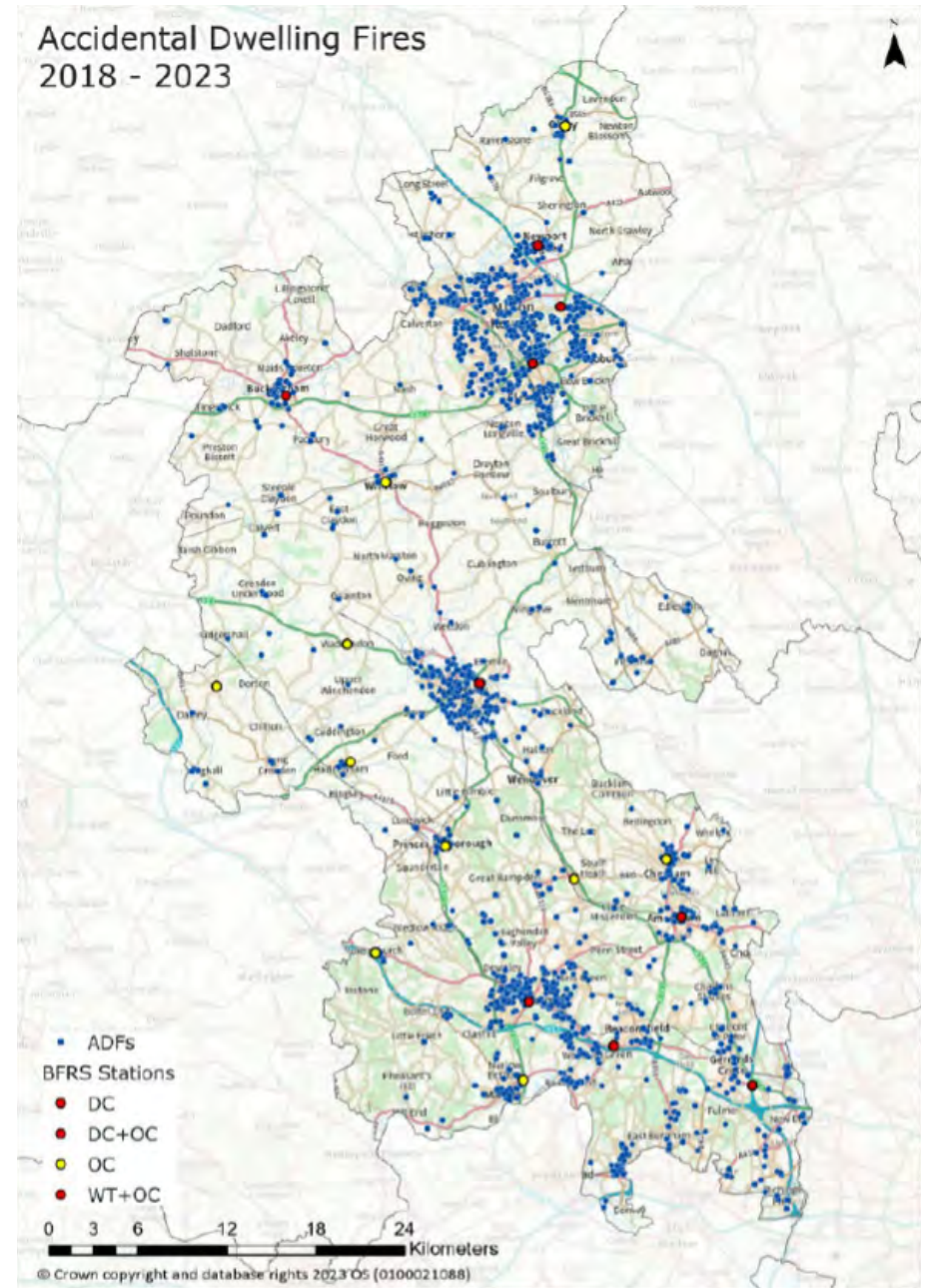
Map C shows IMD data and Map D shows the location of incidents we have attended between 2018 and 2023.

Maps E and F shows us population density and our response times across the county.

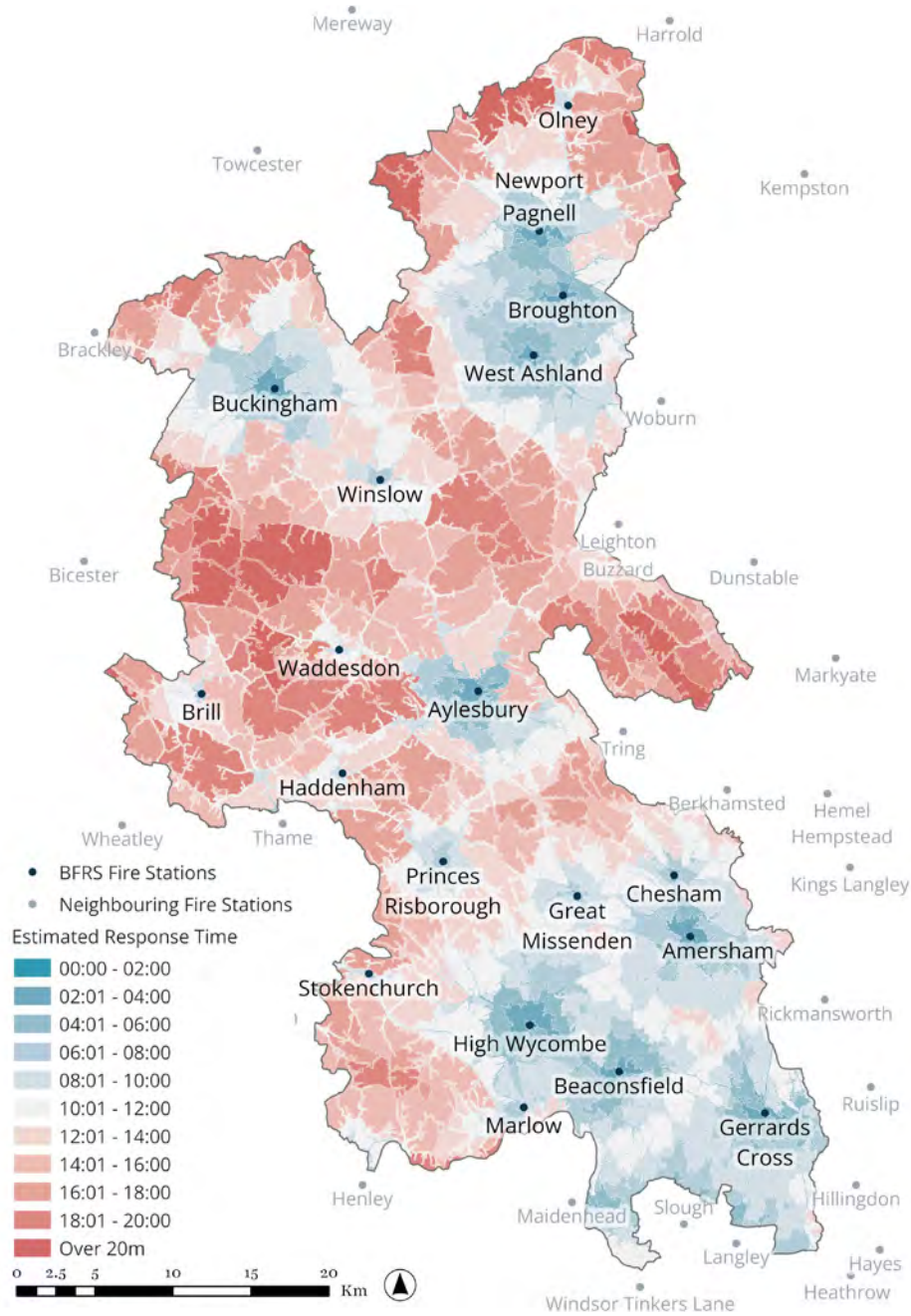
We also use this information target our home fire safety initiatives and other prevention efforts towards those individuals and areas most at risk from fire.



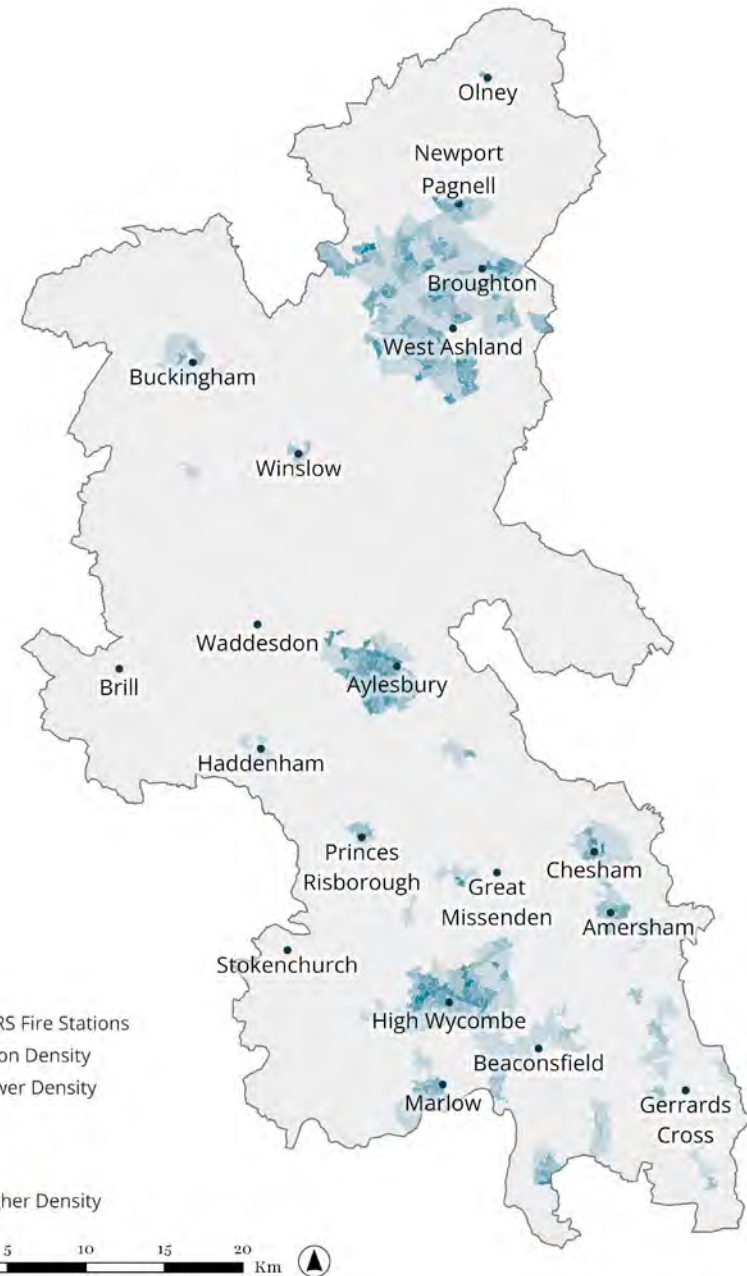
Map C, Index of Multiple Deprivation



Map D, Accidental Dwelling Fires



Map E, Population Density



Map F, Estimated Response Time



Weather related events

We recognise the increasing impact of climate change which heightens the risk of weather related events, such as flooding and wildfires. We can accurately model areas most susceptible to flooding to help us ensure our specialist resources are best placed to respond effectively.

Given the unpredictable nature of wildfires which could occur almost anywhere within our response area, we maintain a wide range of capabilities. This may require the increased use of smaller, more specialised, vehicles that can easily travel off-road and tackle the fires before they have spread too far.



Horizon scanning, risk analysis, national and local risks

We have used the PESTELO analysis framework to evaluate external factors impacting on our operations. The supporting Evidence Base Document details the full range of emerging risks that we have analysed as part of the CRMP preparation work.

Table B summarises our risks which are more likely or almost certain to happen and would result in severe, major or significant impacts to our Service.

How to read the table

The likelihood indicates to what extent an emerging risk is likely to affect our Service. This is sorted into:

- Almost certain – expected within 1 year.
- Likely – expected within 1–3 years.
- Moderate – possible within 3–10 years.

The consequence indicates to us how serious the impact would be if the event did happen.

While the exact impacts depend on the event, they could include:

- **Severe** – death, irreparable damage to the environment, unable to project the financial position of our fire service or failure to meet statutory duties.
- **Major** – serious injury, repairable damage to the environment following significant investment, compromised financial position or strategic commitments not being met.
- **Significant** – less serious injury, damage to the environment, adverse impacts on multiple areas of the budget or unknown impact on strategic commitments.

The reference numbers relate to a more detailed table of risks in the Evidence Base Document.

Table B

Ref	Risk	Likelihood	Consequence
48	Minimum Service Act (Legislation)	Almost certain	Major
10	FBU Manifesto	Almost certain	Significant
28	Remote working technologies (for staff)	Almost certain	Significant
73	Natural and environment eg. wildfires	Likely	Severe
16	Ageing population	Likely	Major
17	Health and disability	Likely	Major
57	Ageing workforce – health and wellbeing	Likely	Major
69	Cyber – including cyber terrorism	Likely	Major
15	Rising population	Likely	Significant
23	Hoarding	Likely	Significant
37	Climate change	Likely	Significant
53	Firefighter pensions (remedial service)	Likely	Significant
55	Insufficient funding to achieve CRMP	Moderate	Severe
75	Societal – public disorder, industrial action	Moderate	Severe
8	Urban Search & Rescue (USAR) funding	Moderate	Major
11	Inflation/Cost of living	Moderate	Major
18	Population diversity	Moderate	Major
19	Overcrowded housing	Moderate	Major
56	Service resilience issues – retention of staff	Moderate	Major
58	Workplace culture	Moderate	Major

OUTCOMES OF INITIAL CONSULTATIONS

To help shape this CRMP we held initial listening and engagement consultations

These sessions were held with a diverse group of residents living in our response area and our staff.

These consultations aimed to explore:

- Public and staff perceptions of risk in the communities we serve.
- Awareness of current and future challenges facing the Service.
- Ideas on how we address key issues and challenges.

The risks identified by the public and our staff have been included in our risk analysis. More details can be found in our Evidence Base Document (PESTELO and Chronic/Local Risks analysis).

“Feedback from the consultations has also influenced specific proposals for changes to our services or their delivery. This includes improving the resilience and capacity of the Service and adjusting our response to AFAs.”

Feedback Summary

When asked about ideas for improving the resilience and capacity of the Service, participants were asked to rank a number of options in preference order.

The public ranked the options in the following order (most preferred as option 1 to least preferred as option 4):

1. Pooling On-Call resources to improve appliance availability across larger areas.
2. Smaller specialist appliances in remote rural locations.
3. Moving difficult-to-crew rural appliances to urban areas.
4. Re-balancing resources in favour of more Wholetime/Day Crew provision.

Our staff ranked the options in the following order (most preferred as option 1 to least preferred as option 4):

1. Re-balancing resources in favour of more Wholetime/Day Crew provision.
2. Smaller specialist appliances in remote rural locations.
3. Pooling On-Call resources to improve appliance availability across larger areas.
4. Moving difficult-to-crew rural appliances to urban areas.

When we asked about how we should respond to AFAs given the large number that turn out to be false alarm activations, the public opinion was divided between keeping the existing policy and changing.

In contrast, 83% of our staff who participated in the consultation favoured one of the reduced response options.

Again, participants were asked to rank a number of options in preference order. The public and staff participant responses were separated, however both gave the same order of preference.

The options were ranked in the following order (most preferred as option 1 to least preferred as option 4):

1. Attend all AFAs in high-risk premises and those in low-risk premises where there is an actual fire reported or the owner cannot be contacted.
2. Only attend if an actual fire is reported or the building occupants cannot be contacted.
3. Only attend high-risk premises and low-risk premises if an actual fire is reported.
4. Respond at normal road speed.

These consultation results have been considered when preparing the policy being trialled. Details can be found on pages 63 to 66.



EXPLAINING HOW WE SET OUT OUR OBJECTIVES, ENABLERS AND STRATEGIES

This part of the CRMP outlines our objectives and enablers. Each element has a high-level strategy shaped by relevant fire standards and insights from our most recent HMICFRS inspection. Both the objectives and enablers reflect our promise and values to ultimately reduce risk and enhance the wellbeing of our community.

Annual delivery plans will be created to support the CRMP objectives and enablers. Community feedback, quality assurance outcomes and evaluation of tactics taken will all contribute to the evolution of these plans throughout the 5 year period of the CRMP.

Our commitment extends beyond paper; we actively engage with the local community, ensuring our strategies remain dynamic, responsive and in line with our shared vision for a safer, healthier future.

Join us on this journey as we collaboratively shape and refine our approach to community risk management. Details of how to get involved can be found in Further Consultation | How to Get Involved on page 67.

Key Terms

Objective – something we plan to do to reduce the risk to the community.

Enabler – what we use to help deliver our objectives, e.g. people, physical assets, money, data, technology etc.

Here's a brief overview of what you'll discover on pages 36 to 56:

Structure of objectives and enablers

- **Title:** The strategic principle guiding each objective or enabler.
- **Introductory paragraph:** A snapshot of how the objective or enabler supports our Service's Vision.
- **Key aims:** Clear goals to be achieved during the CRMP's lifespan.
- **Key risks:** Identified risks from the summary on page 29 that the strategy addresses.
- **Key actions:** A list of steps to achieve aims and mitigate identified risks.

Monitoring Progress

Pages 55 to 56 outlines how we plan to monitor and measure progress against each strategy.

OBJECTIVE 1
REDUCING RISK
AND KEEPING OUR
COMMUNITY SAFE
PREVENTION STRATEGY

Our goal is to enhance the health, safety and wellbeing of our community. Our focus is on preventing fires and other incidents in homes, neighbourhoods, on roads and in the environment.

To achieve this, we work closely with our partners to identify, safeguard and support those most at risk. Together, through community engagement and education, we aim to create a safer and more resilient environment for everyone.

Key Aims

- Prioritise community wellbeing by identifying and engaging with those most at risk of fire and other emergencies.
- Adopt a person-centred approach to deliver efficient risk-based prevention activities in collaboration with partners for more effective services.
- Support the holistic development of children and young people; actively leading safeguarding partnerships and maintaining effective information sharing in line with guidelines.

Key Risks

- Fire related incidents in the home resulting in injury or death.
- People killed and seriously injured on roads.
- Children and young people who are identified as being involved in fire setting behaviour.
- Emerging technological risks such as e-scooters, solar charging, and the increasing use of lithium-ion batteries in a wide range of domestic settings.
- Climate related emergencies, such as flooding and wildfire.

Key Actions

- Collaborate with partners to capture, share and analyse incident data enabling an intelligence-led, risk-based approach to prioritise and support those most at risk of emergencies.
- Engage regularly with the community to enhance our understanding of local risks and maintain a comprehensive risk profile for our area.
- Deliver high quality targeted, and quality assured, Home Fire Safety Visits (HFSV) to proactively mitigate domestic dwelling fires.
- Implement targeted initiatives which actively support national and local road safety campaigns within Buckinghamshire and Milton Keynes.
- Innovative and targeted, safety education delivered by skilled staff, in partnership with the Safety Centre MK.
- Prioritise safeguarding activities, working closely with partners to identify and support at-risk individuals.
- Maintain a continuous focus on monitoring and evaluating emerging risks and technological impacts.

OBJECTIVE 2
PROTECTING PEOPLE
FROM RISK IN THE
BUILT ENVIRONMENT
PROTECTION STRATEGY

Our goal is to enhance the safety and wellbeing of our community by reducing risks and incidents in the built environment.

Fire safety legislation applies to around 30,000 buildings within Buckinghamshire and Milton Keynes. We are committed to providing fire safety education to those responsible for keeping these buildings safe and, where required, taking proportionate and robust intervention.

To achieve this, we will deliver efficient and effective protection activity ensuring our services are accessible to all members of the community.

Key Aims

- Ensure strict compliance with fire safety legislation, statutory duties and regulatory standards to enhance overall regulatory compliance and fire safety measures.
- Support the decrease of fire-related incidents, injuries and fatalities in business premises through education and regulation.
- Continuously improve the competency and capacity of our Protection Team.

Key Risks

- The growth and diversity of buildings and land to which fire safety legislation applies in the fast-changing and increasingly complex urban environment we serve.
- Responsible persons failing to comply with fire safety legislation, either intentionally or due to a lack of understanding of their obligations.
- Changes in fire safety legislation needing to be effectively and consistently shared, and made accessible, for those affected or impacted.

Key Actions

- Regularly review and adapt policies, procedures and practices in response to new or revised fire safety legislation, working collaboratively with partners to share knowledge and learnings.
- Review and enhance our data-led methodology for defining protection risk and implement a risk-based intervention programme.
- Deliver a comprehensive business engagement plan; supporting responsible persons in fire safety regulation compliance while continuously evaluating protection activities for effectiveness, a targeted approach and accessibility.
- Respond proportionately to demand-led requirements, including consultations, fire safety concerns, complaints and post-fire inspections.
- Implement an effective quality assurance process to evaluate the standard of our fire safety activities.

OBJECTIVE 3
RESPONDING QUICKLY
AND EFFECTIVELY TO
EMERGENCIES
RESPONSE AND
RESILIENCE STRATEGY

Our goal is to respond to emergencies in the most effective and safe way, prioritising the protection of, and limiting damage to, life, property and the environment.

To achieve this, we are dedicated to ensuring operational preparedness as we respond safely and efficiently to all incidents. This includes acting independently as a single Service, collaborating seamlessly with local or regional Services and other partners, and actively engaging with the National Resilience Capabilities.

Key Aims

- Competent operational and fire control staff.
- Comprehensive operational policies, procedures, tailored guidance and training.
- Appropriate resources, vehicles, equipment and systems.

Key Risks

- Challenges of On-Call recruitment and retention impacting on-pump availability.
- High house prices, particularly near Day-Crewed and On-Call fire stations, pose challenges to our crew availability.
- Routine response to all AFAs puts additional demand on our available resources, diverting firefighters from key prevention and training activities.
- Emerging technologies and changes in the built environment present new operational risks requiring adaptive response capabilities.
- Enhancing resilience during periods of extreme pressure, such as severe weather, national industrial action or a pandemic.

Key Actions

- Ensure all operational and control room staff are trained in the hazard and control measure approach based on National Operational Guidance (risk assessment, decision-making and risk management skills).
- Conduct risk assessments for emergency operations and gather site-specific risk information to enhance response effectiveness.
- Integrate operational assurance and learning efforts to contribute to improvement at local, regional and national levels.
- Plan and prepare clear and scalable operational responsibilities for emergencies based on foreseeable events.
- Ensure that essential resources, equipment and adequately trained personnel are strategically available and align with planning assumptions.
- Optimise the structure and function of operational resources to meet preparedness requirements, managing asset types, numbers and locations to mitigate identified risks.
- Prioritise health, safety and wellbeing in operational planning and delivery through a clearly communicated health and safety policy.

ENABLER 1
**AN INCLUSIVE,
HEALTHY AND
ENGAGED WORKFORCE**
PEOPLE STRATEGY

Our goal is to optimise the contribution and wellbeing of everyone at BFRS.

To achieve this, we are committed to being connected with our staff, ensuring wellbeing is prioritised and empowering all to be professional and ambitious in serving the community. This commitment starts from the moment someone expresses an interest in joining our Service. It continues throughout their working life with us, and on after they have left our employment.

Key Aims

- Strive for a more diverse and engaged workforce.
- Ensure all staff can access wellbeing support easily throughout their career lifecycle and know how and where to obtain it.
- Ensure all staff are appropriately trained to fulfil their role and are committed to creating and maintaining a thriving culture.
- Senior leaders are role models for our core Values and behaviours and possess the right skills and capacity to manage change.
- Clear communications and ease of access to a fair and transparent succession and promotional processes.

Key Risks

- Workplace culture at a national fire and rescue Service level.
- Increases in normal pension age.
- Staff retention.

Key Actions

- Embed our promise, core values and behaviours and set the professional standards all staff are expected to meet.
- Continuously review and improve succession planning to retain, attract and nurture a workforce rich with diversity and the necessary skills, experience and leadership qualities.
- Develop pathways for high-potential staff and future leaders.
- Improve the collection of equality data to better understand workforce demographics and needs, supporting our ambition to achieve a more diverse workforce that better reflects the community we serve.
- Ensure effective engagement and feedback mechanisms for all staff, including those from under-represented groups, to enhance staff wellbeing.
- Proactively demonstrate our commitment to fostering a positive health and wellbeing culture, ensuring reasonable and appropriate working conditions for all staff.

ENABLER 2

**MAKING THE MOST OF OUR
FINANCES AND ASSETS**

**FINANCE AND
ASSETS STRATEGY**

Our goal is to make sure that we deliver the best possible service and value for money with the finances and assets that we have been trusted with.

To achieve this, we are committed to upholding the highest professional standards in financial management and ensuring the provision of top-tier facilities and equipment essential for our staff to deliver our duties to our community effectively and safely.

Key Aims

- Align finances with risk, ensuring proper financial management, and providing staff with safe and effective facilities and equipment.
- Efficiency improvements delivered year-on-year and reinvested into the Service.
- Wherever possible, and financially viable, take all appropriate steps to reduce negative impacts on the environment produced by our assets.

Key Risks

- A real-term reduction in funding due to limits on Council Tax increases and Government grant funding.
- Additional cost pressures from general inflation and unprecedented increases in supply costs, such as gas and electricity.
- Government policy changes resulting in additional, un-forecasted costs, such as employer pension contributions.
- Older property estate requiring increasing investment for refurbishment and maintenance, ensuring it remains safe and fit for purpose for our diversifying workforce.

Key Actions

- Implement a zero-based budget for 2025–26 to align resources for Prevention, Protection and Response activities, identifying any opportunities for efficiency and assessing these against risk.
- Develop and implement a property standard across our estate, ensuring all buildings are fit for purpose and meet health, safety and wellbeing requirements for a diversifying workforce.
- Review, procure and implement appropriate asset solutions to address needs and requirements of our diversifying workforce and/or emerging risks outlined within this CRMP.
- Investigate ways to enhance our facilities to expand the scope of locally-conducted training and validation and opportunities to collaborate with close partners.
- Explore options to invest in residential accommodation to support our crewing model and/or provide housing for key workers.
- Update policies and procedures to accommodate changes in procurement legislation.

ENABLER 3
OPTIMISING OUR
TECHNOLOGY AND DATA
DIGITAL AND DATA STRATEGY

Our goal is to increase our use of data and business intelligence tools, through secure and resilient systems, to help us better understand and respond appropriately to the risks we, and our community, face.

To achieve this, we will use technology to balance the need for security and resilience with the desire to innovate and introduce new, efficient ways of working.

Key Aims

- An empowered workforce with effective technology for communication, secure information management and remote efficiency.
- Easy access to current, role-relevant data and intelligence to enhance safety and reduce risk.
- A digitally engaged workforce that champions a digital first culture, embracing and promoting automation for enhanced efficiency and effectiveness.
- Enhanced community engagement through tailored, accessible and digitally-enabled solutions, helping to deliver reduction in paper and improved process efficiency.

Key Risks

- Cyber Security risks identified in the UK National Risk Register.
- UK Resilience Framework.
- Population changes.
- Emerging technology.

Key Actions

- Collect and analyse new data to enhance our understanding of risk in Buckinghamshire and Milton Keynes.
- Evaluate and optimise IT systems to ensure they continue to act as reliable key enablers for our Service.
- Assure the reliability, resilience, accuracy and accessibility of critical IT systems, such as mobile data terminals for accuracy and accessibility.
- Ensure all systems meet up-to-date security requirements, maintaining data and system security alongside accreditation to relevant codes of connections and security standards.
- Engage with the Home Office-led Emergency Service Mobile Communication Programme for implementing the Emergency Service Network within BFRS and the broader Thames Valley.
- Enhance systems to enable self-service for staff and the public, reducing paper and printing requirements and improving process efficiency through digitisation and automation.
- Implement data standards to enhance community analysis, evaluating and improving our risk methodology for prioritised home fire safety visits aligned with individual and household needs.

“Good arrangements in place to respond to emergencies with partners that make up TVLRF.”



PERFORMANCE MONITORING KEY MEASURES

Below are some of the key performance metrics which we will use to monitor our progress against our objectives and enablers to help measure the success of our CRMP.

OBJECTIVE 1

Reducing risk and keeping our community safe

- Number of Home Fire Safety Visits completed.
- Number of accidental dwelling fires.
- Number of serious accidental dwelling fires.
- Number of fire-related fatalities in accidental dwelling fires.
- Number of deliberate dwelling fires.
- Number of road traffic collisions attended.

OBJECTIVE 2

Protecting people from risk in the built environment

- Number of Fire Safety Audits completed.
- Number of accidental fires in non-domestic buildings.

- Number of deliberate fires in non-domestic buildings.
- Number of serious fires in non-domestic buildings.
- Number of fires attended in prisons.

OBJECTIVE 3

Responding quickly and effectively to emergencies

- Average attendance time to all incidents (excluding co-responder).
- Average attendance time to accidental dwelling fires.
- Availability of appliances (wholetime/On-Call).
- Number of pumps available – response model (wholetime/On-Call).
- Utilisation of other fire and rescue service appliances.
- High-risk site information updates.
- Operational resilience (competencies, hydrant availability and high-risk site information).
- False alarms in non-domestic buildings.

ENABLER 1

An inclusive, healthy and engaged workforce

- Number of current vacancies.
- Staff turnover and absence rates.
- Welfare and support utilisation.
- Health and safety – workplace injuries, incidents and near misses.
- Appraisal and objective completion.
- Mandatory e-learning completed.
- Grievance and discipline cases.
- Attacks on staff.
- Compliments and complaints.

ENABLER 2

Making the most of our finances and assets

- Project progress.
- Internal audit recommendations outstanding.
- Forecast – Outturn (forecasted spending vs budget).
- Cost of Bank Shift.
- Carbon emissions and printing.
- Efficiency savings as a percentage of non-payroll expenditure.

ENABLER 3

Optimising our technology and data

- Data breaches and fraud.
- Engagement through social media.
- Engagement through BFRS website.
- Support desk response standards.
- Network uptime.
- Freedom of Information requests responded to within timeframe.

PROPOSALS FOR CONSULTATION RESPONSE STANDARD AND RESOURCING

We're proposing to refine our emergency response standard to better serve you.

Our current response standard

Our current aim is to keep our average response time within 10 seconds of the previous 5 year period.

We aim to alert the quickest pump in under 90 seconds of you making an emergency call.

What is a response time?

When you call 999, our Fire Control Service (FCS) swiftly pinpoints your location and dispatches the quickest available pump, regardless of which fire service it comes from.

We measure the time it takes for the first pump to get to you. We call this the response time.

Why change our standard?

To ensure we are providing an excellent, agile and modern fire service for our community it is important our response standard is easy to understand, measurable, efficient and effective.

Our recent HMICFRS inspection findings suggested that our current response standard could mean that even if our response times worsened, we would still be hitting our targets. As part of this CRMP we're looking to redefine our response standard.

Our new proposed response standard

Our proposed response standard aims to uphold an average response time of 10 minutes. This means the **first pump arriving at a scene within an average of 10 minutes for all incidents**. This does not include call-handling times.

In more rural areas our response time may extend to between 10 and 20 minutes. More urban areas, near our wholetime fire stations, can expect a much quicker response.

Ensuring we can respond to incidents

Through analysing data, we've found that most routine daily incidents can be handled with less than 9 immediately available pumps.

97% of our accidental dwelling fires were resolved with 4 or less pumps.

(Data obtained between April 2018 and March 2023)

However, due to Buckinghamshire and Milton Keynes' unique geography, we determine that 9 pumps is the minimum required for daily response to meet our proposed standard.

To ensure we can meet our proposed response standard during larger or simultaneous incidents, we know we need nearer to 12 immediately available pumps.

On some rare occasions (less than 1% of all demand) we may need to deal with protracted incidents or extreme demand (such as during storms or heatwaves).

To meet these extreme demands, we need to ensure we are ready and able to scale up quickly. We will look to do this through a blended approach; deploying traditional pumping appliances and specialist vehicles crewed by immediately available, On-Call and resilience crews.

This ensures a robust response during routine and exceptional circumstances, providing the Service you need when it matters most.

The data shows there is no need to change the number of wholetime and day crewed appliances or their location.

Our On-Call response

Currently we have 18 On-Call pumps which primarily provide us with resilience. The quantity and placement of these pumps impacts on our response time.

These vehicles significantly enhance our capacity to respond to exceptional circumstances like major incidents and adverse weather conditions, and our standalone On-Call stations help to reduce our response time in more rural areas.

We are committed to utilising data to understand the most effective use of On-Call resources to provide resilience, manage risks and uphold our proposed response standard. This includes evaluating the types of pumps and appliances we have and exploring opportunities for greater efficiency and effectiveness.

Throughout the CRMP's duration, we will assess the required number of On-Call pumps to align with our new response standard and address identified risks within the CRMP.

How the number of available pumps impacts on response times

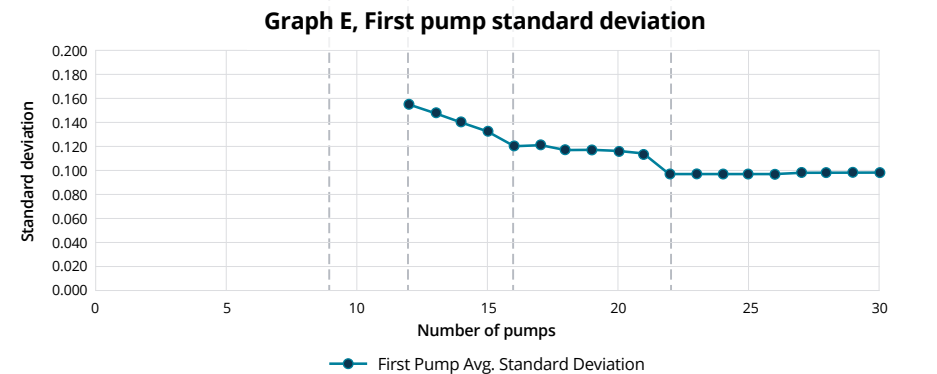
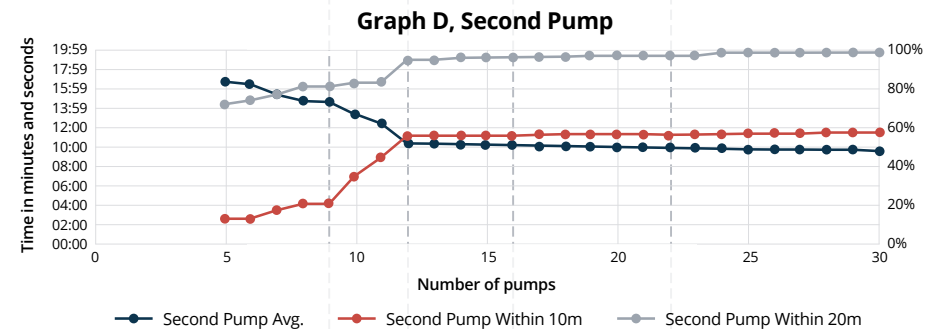
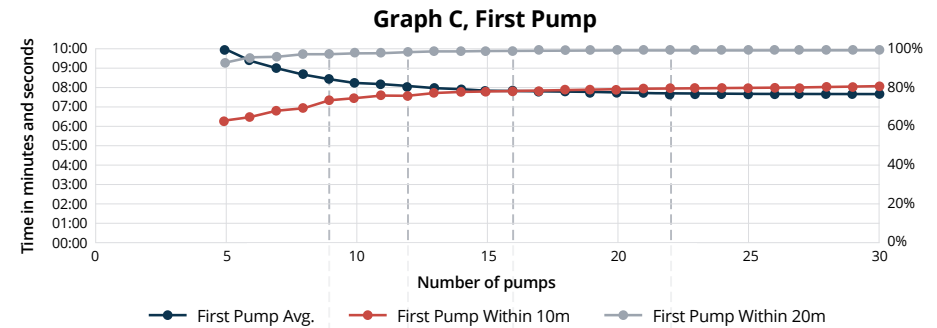
We use data modelling to help us understand how the number of available pumps might affect how long it would take for us to arrive at an incident.

Graph C shows us how first pump response times are affected if between 5 and 30 pumps were available.

Graph D looks at how second pump response times are affected if between 5 and 30 pumps were available.

Lastly, Graph E, tells us the variation in first pump response times, between different areas, if between 5 and 30 pumps are available. (standard deviation). Standard deviation is important as it measures the variation in average response times across different areas of our community.

It's important to consider all these factors when deciding where to place our resources. Having more pumps available doesn't always make a big difference to our average response time. However, it can make a difference in reducing the variance between areas, for example it could improve response times to areas that are closer to our On-Call fire stations. This would help to make response times more consistent across the community.



This information was used to generate the response model shown below:

Demand	Pumps	First Pump average response time (see table above)	Second Pump average response time (see table above)	Variation Between Areas	Crewing
Business as Usual (covers 99.7% of incidents)	Less than 9	Significant increase	Significant increase	Not modelled for 12 pumps or less	Wholetime/Day Crew
	9	Can meet first pump response average response standard of 10 minutes			
	10 – 12	Small decrease	Significant decrease	Not modelled for 12 pumps or less	
Infrequent (less than 1% of incidents)	13 – 16	Incremental decrease	Incremental decrease	Significant decrease	On-Call and Resilience
	17 – 22	Incremental decrease	Incremental decrease	Significant decrease	
	23 – 30	Incremental decrease	Incremental decrease	Negligible decrease	

In summary, during the period of this CRMP we will:

Aim to uphold an average response time of 10 minutes. This means the **first pump will reach the scene within an average of 10 minutes for all incidents.**

- Plan to maintain the same number of wholetime and day-crewed pumps.
- Review and optimise our On-Call pumps and specialist appliances to ensure we can meet our risks and response standard, while looking for opportunities to increase efficiency and effectiveness. While we will seek to optimise the use of all On-Call pumps and specialist vehicles, as shown in the table on the previous page, we anticipate that this will focus on pump levels 23 to 30.



**CHANGES BEING
PROGRESSED
AUTOMATIC FIRE
ALARMS (AFA) POLICY**

In our Public Safety Plan 2020-25 we made a commitment to review our approach to attending reports of automatic fire alarm (AFA) systems operating.

During the consultation period of the CRMP (June 2024 to September 2024) we will be trialling a new AFA policy which aligns with our neighbouring services across the Thames Valley.

Our incident data tells us that just under 99% of the automatic fire alarm notifications that we attend (**98.96%**) end up being false alarms. False alarms can be caused by several issues, for example; aerosol sprays, cooking fumes or a fire alarm system that hasn't been serviced properly. Attending false alarms costs the Service money and diverts our crews from more valuable work, such as prevention activities which make our communities safer, and critical training.

How we responded to AFAs

Historically (up to July 2024), our policy was to respond to all calls for emergency assistance using our existing mobilising criteria. We did not delay our attendance based on any previous alarm activation or the type of premises.

How we could respond to AFAs in the future

The initial consultation undertaken with the public and our staff discussed 5 options for our future AFA policy:

- **Option 1:** only attend an AFA if an actual fire is reported or the owner/occupiers of the building cannot be contacted.
- **Option 2:** attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported, or the owner/occupier of the building cannot be contacted.
- **Option 3:** attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported.
- **Option 4:** respond to AFAs at normal road speed (without blue lights and sirens).
- **Option 5:** continue to respond to all AFAs as an emergency.

Participants were divided on whether we should consider making changes to our AFA procedures. Those who felt we should continue to respond to all AFAs as an emergency (Option 5) considered it too risky to do otherwise, both operationally and reputationally.

The favoured option if we did wish to make changes, was Option 2 (attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported, or the owner/occupier of the building cannot be contacted).

There was also some support for Option 1 (only attend an AFA if an actual fire is reported or the owner/occupiers of the building cannot be contacted).

Trialling a revised approach

Between July and December 2024 we are trialling a revised AFA policy based on the response to our initial consultation.

Table C shows the options available to trail.

Table C

Option	Criteria	Projected Reduction in False Alarms
A	<ul style="list-style-type: none"> Attend automatic fire alarm activations in higher-risk and medium-risk buildings. Not attend low-risk buildings between 9am and 6pm unless there is a fire or there are signs of fire. Attend automatic fire alarm incidents in low-risk buildings outside of these times unless the building is occupied and there are no signs of fire. 	28% reduction in attendance to false alarms
B	<ul style="list-style-type: none"> Continue to attend automatic fire alarm activations in higher-risk and medium-risk buildings. Not attend low-risk buildings 24 hours a day unless there is a fire or there are signs of fire. 	49% reduction in attendance to false alarms
C	<ul style="list-style-type: none"> Continue to attend automatic fire alarm activations in higher-risk buildings. Not attend both low and medium-risk buildings between 9am and 6pm only unless there is a fire or there are signs of fire. Attend automatic fire alarms incidents in low-and medium-risk buildings outside of these times unless the building is occupied and there are no signs of fire. 	32% reduction in attendance to false alarms
D	<ul style="list-style-type: none"> Continue to attend automatic fire alarm activations in higher-risk buildings. Not attend low-risk buildings 24 hours a day unless there is a fire or there are signs of fire. Not attend medium-risk buildings between 9am and 6pm unless there is a fire of there are signs of fire. Attend automatic fire alarm incidents in medium-risk buildings outside of these times unless the building is occupied and there are no signs of fire. 	53% reduction in attendance to false alarms
E	<ul style="list-style-type: none"> Continue to attend automatic fire alarm activations in higher-risk buildings. Not attend automatic fire alarm systems for both low-and medium-risk buildings 24 hours a day unless there is a fire or there are signs of fire. 	59% reduction in attendance to false alarms

Further consultation required

After the first 3 months of the trial, we will review its impact through collected data and use this to support a more informed follow-up consultation. This follow-up consultation is scheduled to take place between October and December 2024.

The collected data and consultation feedback will be evaluated to determine if we will officially adopt the revised AFA policy as a permanent change to our response procedures.

Detailed information on how we have categorised buildings, the advantages we see this proposal delivering and our risk management strategies can be found in the CRMP Evidence Base.



FURTHER CONSULTATION HOW TO GET INVOLVED

We're reaching out to you, whether you're a member of the public, a business owner, a dedicated member of our staff or one of our valued partners.

Your insights matter as we shape the future of Buckinghamshire Fire & Rescue Service through our 2025-2030 CRMP.

Your feedback is crucial in helping us ensure our plan reflects the needs and priorities of our community. We are keen to hear from you on every aspect of our CRMP.

Here's how you can get involved

We would greatly appreciate it if you could spare some time to complete and return the consultation questionnaire by [Time and Date].

If you are viewing an electronic copy of the CRMP you can do this online, please follow the 'Online Version' link below. If you are reading a hardcopy version, please follow the 'Hardcopy Version' instructions below.

Participation is open to anyone aged 16 or over, representatives from businesses, public and voluntary organisations as well as our own staff. For those responding on behalf of an organisation, your feedback will be attributed to that organisation.

If you have any questions about the survey or you would like the CRMP or the questionnaire in a different format, please email us at crmp@bucksfire.gov.uk.

Thank you in advance for your participation and valuable input!

Hardcopy version

If you are reading a hardcopy version of this document and would like to feedback your thoughts, please go to:

Online questionnaire: www.opinionresearch.co.uk/BFRS
[This link may change – check with ORS]

Hard copies of the CRMP consultation questionnaire can be:

Emailed: crmp@bucksfire.gov.uk

Posted: Community Risk Management Plan, Buckinghamshire
Fire & Rescue Service Headquarters, Stocklake, Aylesbury,
HP20 1BD.

Online version

If you are reading an electronic copy of this document, please click on the button below to fill out the questionnaire:

Online →

Email →



GLOSSARY



Accidental Dwelling Fire (ADF) - A fire in a domestic property started un-intentionally.

Assets - Refers to everything we own or lease that is used to deliver the services we provide, which includes fire stations, vehicles (fleet), firefighting equipment, workwear, technology and offices.

Automatic Fire Alarm (AFA) - A system that warns people of a possible fire by automatic or manual means. When activated, the occupants of a building should manage the response to the alarm. It may also notify a remote alarm receiving centre depending on the local arrangements, who will contact the fire and rescue service.

Deprivation - Deprivation is the absence of essential resources or opportunities needed for a decent standard of living, including things like money, education, healthcare and housing.

Emergency Service Mobile Communication Programme (ESMCP) - Home Office-led, this aims to develop and deliver new communications services to replace the current Airwave system.

Emergency Service Network (ESN) - The communications systems used to share information between emergency services and their control rooms.

False Alarm - A call to an incident that does not require our attendance, for example where an alarm is being tested, a smoke alarm is sounding due to a failing battery or a fault in the detection system, or steam has been spotted escaping from an extraction unit and thought to be smoke.

Fire Control Service (FCS) - Often referred to as the control room, this is where emergency calls are received and call handlers allocate the appropriate response (i.e. the number of pumps) and/or provide appropriate advice.

Firewall - A technological barrier preventing unwanted or unauthorised access or emails entering the organisation computer network.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) - An independent body that assesses, in the public interest, the effectiveness and efficiency of police forces and fire and rescue services.

Home Fire Safety Visit - A free service we offer to people who may be at increased risk of or from, fire.

Index of Multiple Deprivation (IMD) - The IMD is a government tool in England that measures relative deprivation across small areas. It assigns scores from 1 to 10 based on factors like income, education, health and crime. This helps identify deprived areas and guide resource allocation for community improvement.

Integrated Risk Management Plan - An alternative name for Community Risk Management Plan.

Modelling - The use of data, calculations and simulations to predict or estimate various factors related to fire and rescue services, such as demand, resource allocation, response times and effectiveness.

Mobile data terminal (MDT) - A tablet device used by firefighters on our pumps that provides crucial information, such as specific risks present at certain sites we may need to attend.

PESTELO - An analysis framework used by organisations to evaluate external factors impacting operations. It includes Political, Economic, Social, Technological, Environmental, Legal and Operational factors, helping anticipate changes and adapt strategies.

Primary Authority Scheme - Allows organisations served by multiple fire and rescue services to form a partnership to receive advice from a single service.

Response model - A combination of data, statistics and analysis that collectively provides a visual representation (chart, table or graphic) of how we structure our response to incidents.

Standard deviation - A statistic that helps measure of how spread-out numbers are.

Thames Valley Collaboration Group - A forum for all emergency services in the Thames Valley region to work together to improve outcomes for the public.

Thames Valley Local Resilience Forum (TVLRF) - A multi-agency partnership made up of representatives from local public services, including the emergency services, from across Berkshire, Buckinghamshire and Oxfordshire. The group helps all partners come together to collaboratively prepare, plan and respond as well as warn, inform and advise the public on large-scale incidents.

UK Resilience Framework - An analysis that focuses on the UK's ability to anticipate, assess, prevent, mitigate and respond to, and recover from, known, unknown, direct, indirect and emerging civil contingency risks.

Wildfire - A term used to describe large uncontrolled fires occurring in open natural vegetation. A wildfire incident usually requires more than 4 pumps, covers an area of 1 hectare or more, takes more than 6 hours to extinguish and has flames longer than 1.5 metres.



Buckinghamshire
Fire & Rescue Service
Making a difference together

COMMUNITY RISK MANAGEMENT PLAN

2025-2030

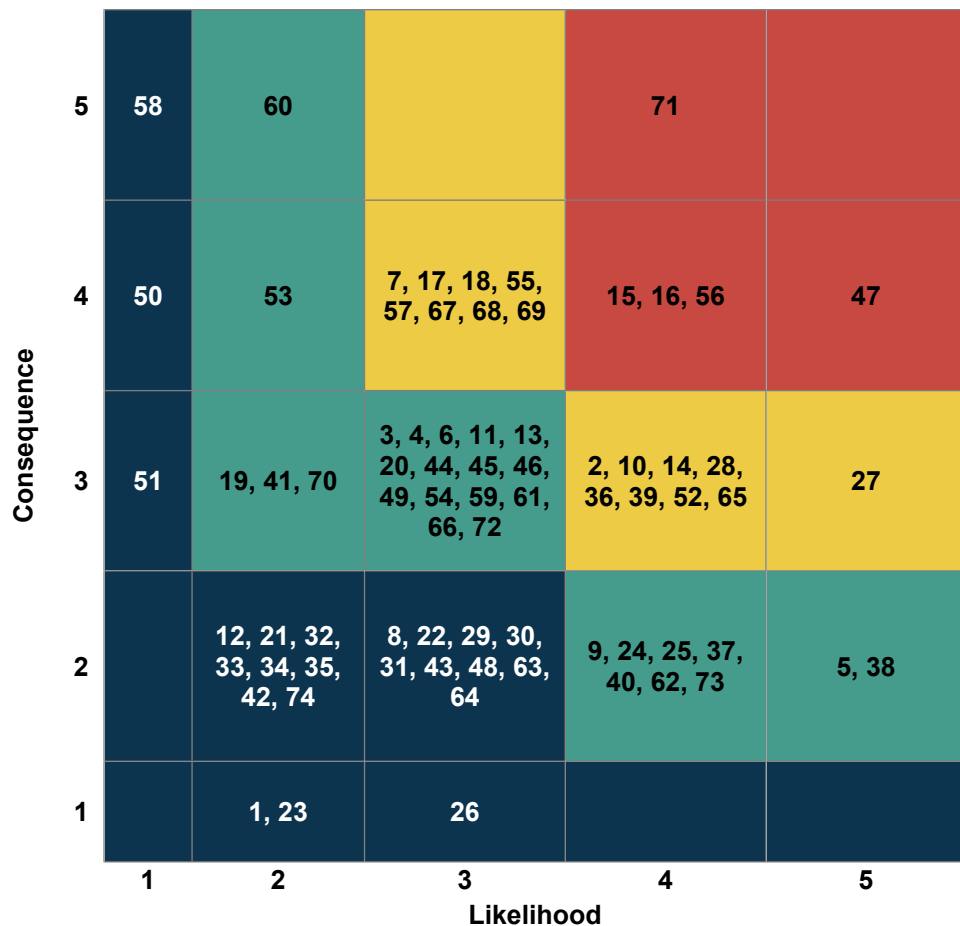
Appendix 2 - Summary of Risk Information

There are three main categories of risk evaluated as part of our CRMP preparation, all of which are further informed by our listening and engagement with public, staff and partners:

- **Appendix 2.1** - Chronic/local risk and demand – this is based primarily on historic demand and current demographic information, alongside analysing trends to assist in forecasting the level of prevention, protection and response activity required over the next five years.
- **Appendix 2.2** - Horizon scanning and research – this looks at current and predicted future risks across a range of categories (political, economic, social/demographic, technological, legal, environmental and organisational). This is often referred to as a PESTLEO analysis.
- **Appendix 2.3** - National security risk assessment – this draws on the national risk assessments already prepared by the UK Government, which are then analysed in more detail at a local level through the Local Resilience Forum, before we analyse them to determine the potential impacts for us.

The detail contained with Appendix 2.2 and 2.3 has been summarised on the next two pages by scoring each individual risk and plotting them on a risk matrix. The overall score is a combination of the likelihood of the risk impacting us, and the scale of the consequences for us should the risk materialise.

This risk categorisation helps us to focus on the risks that have the most potential to affect the way the service operates in the period 2025 to 2030. Forecasting risk is inherently uncertain and risks can often change rapidly. Categorising the risks also helps determine how frequently each risk needs to be reviewed during the lifetime of the CRMP.



Key	Risk Classification
Red	Primary risks to be addressed
Yellow	Other key risks to be addressed
Teal	Risks to actively monitor on a regular basis
Dark Blue	Risks to monitor periodically

Political

- 1 2023 Integrated Review Refresh
- 2 2023 Defence Command Paper
- 3 UK Resilience Framework
- 4 Russia – Ukraine War
- 5 Israel / Gaza and associated conflict across the wider Middle East
- 6 Fire Reform White Paper
- 7 USAR Funding
- 8 2024/25 General Election
- 9 FBU Manifesto

Economic

- 10 Inflation / cost of living.
- 11 Risk of low economic growth
- 12 Brexit
- 13 Pension Liabilities

Social/Demographic

- 14 Rising Population
- 15 Ageing Population
- 16 Health and Disability
- 17 Population Diversity
- 18 Overcrowded Housing
- 19 Housing without Central Heating
- 20 Communal Establishments
- 21 Residual / Long Term effects of Covid Pandemic
- 22 Hoarding
- 23 Fly Tipping

Technological

- 24 Alternatively Fuelled Vehicles (AFV)
- 25 Artificial Intelligence / Robotics /Autonomous Vehicles
- 26 Frontier Artificial Intelligence Risks

- 27 Remote working Technologies
- 28 High energy density rechargeable batteries
- 29 Air Sourced Heat Pumps
- 30 Solar PV Systems
- 31 Smart Motorways
- 32 High Speed Rail
- 33 The Elizabeth Line
- 34 Western Rail Link into Heathrow
- 35 East West Rail

Environmental

- 36 Climate Change
- 37 Rewilding
- 38 New Housing Development
- 39 Permitted Development
- 40 Reinforced Autoclaved Aerated Concrete
- 41 Defective External Wall Systems (EWS)
- 42 Asbestos
- 43 Unoccupied and Derelict Buildings

Legal

- 44 Fire Safety Act 2021
- 45 The Fire Safety (England) Regulations 2022
- 46 The Building Safety Act 2022
- 47 Minimum Service Levels Act 2023
- 48 Serious Violence Duty
- 49 Procurement Act
- 50 Failure to comply with Equal Pay legislative requirements.
- 51 Potential amendments to Conduct of Employment Agencies and Employment Business Regulations 2003
- 52 Firefighters Pensions (Remediable Service) Regulations 2023
- 53 Safeguarding
- 54 Insufficient funding to achieve 2025-30 CRMP objectives.

Organisational

- 55 BFRS Service resilience issues: staff availability, retention, loss of key staff.
- 56 Ageing Workforce: Health and Wellbeing
- 57 FRS Workplace culture.
- 58 TVFCS mobilising issues
- 59 Strategic Partnership Opportunities
- 60 Contaminants management / liabilities
- 61 Impact of public enquiries e.g. Grenfell, Manchester Arena, Covid
- 62 Demand for SCAS or TVP services exceeds available capacity to respond with 'knock on' effects for BFRS when attending incidents requiring multi-agency response.
- 63 Results from Audit/inspection
- 64 Fire Service Pensions
- 65 Maintaining cadre of specialist skills: NILO, HMA, DIM, WIM, Tac-Ads

National Risk Register

- 66 Terrorism (Conventional)
- 67 Cyber (inc. Cyber Terrorism)
- 68 Disruption of supplies (inc. oil)
- 69 Accidents requiring response (e.g. collisions, spillages, major fire)
- 70 Systems failures (e.g. utilities, financial systems)
- 71 Natural and environment (e.g. wildfire, flooding)
- 72 Disease and pandemic
- 73 Societal (public disorder, industrial action)
- 74 Conflict and instability

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**BFRS Evidence Base
CRMP 2025-2030**

Introduction

This document summarises the detailed analysis and evidence that has been used to develop our CRMP. The document describes how we understand the range of foreseeable fire and rescue service related risks as they relate to the communities we serve. We have identified a range of hazards and at risk groups and locations. This assessment of risk will allow us to make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents.

The evidence base also includes analysis that we have used to inform the priorities set out in the CRMP document.

The requirement to complete this activity is driven by the Fire and Rescue Service National Framework 2018 which sets out a range of requirements for fire and rescue authorities. Every fire and rescue authority must have regard to the Framework in carrying out their functions. We publish an annual statement of assurance which explains how we comply with the Framework



The County of Buckinghamshire

Buckinghamshire Fire and Rescue Service (BFRS) covers the areas of Buckinghamshire and Milton Keynes, in the south east of England.

Buckinghamshire is a predominately rural county especially in north western areas. Just over half of the county's population live in one of three main population centres Milton Keynes, High Wycombe and Aylesbury. Milton Keynes alone is home to roughly a third of the county's residents.

In the 2021 Census the County of Buckinghamshire had a population of 840,200 and spans 723 square miles. The county is made up of two Unitary Authorities: Buckinghamshire and Milton Keynes. . These authorities are responsible for the provision of local government services within Buckinghamshire including, through the Buckinghamshire & Milton Keynes Fire Authority, Buckinghamshire Fire and Rescue Service (BFRS).

Buckinghamshire is bounded by six neighbouring fire services. To the east are Bedfordshire FRS and Hertfordshire FRS. To the south east is London Fire Brigade and to the south is Royal Berkshire FRS. The western boundary is shared with Oxfordshire FRS and to the north is Northamptonshire FRS



Deprivation

The Index of Multiple Deprivation (IMD) is the official government measure of relative deprivation in England. It is not just a measure of financial deprivation.

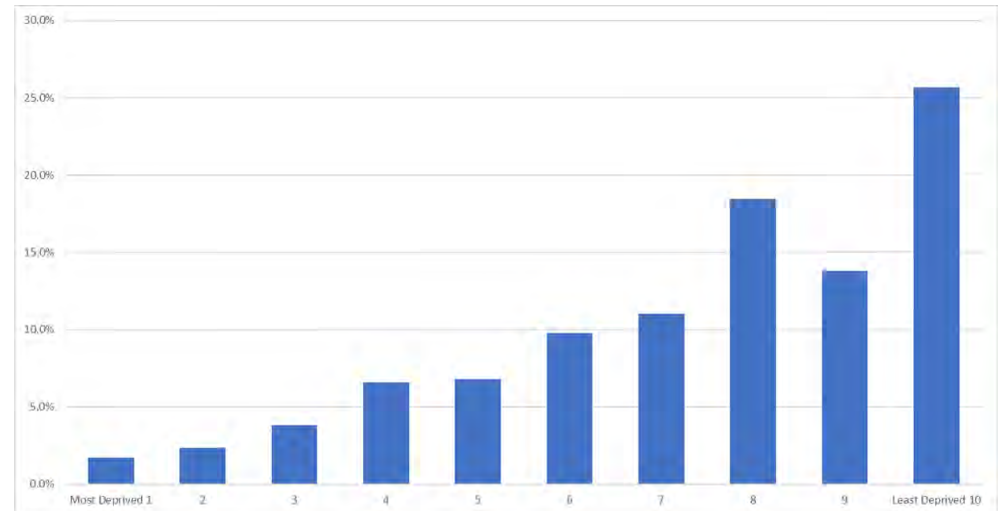
IMD is calculated nationwide for small areas, called Lower Super Output Areas (LSOAs). Each LSOA is given a score from 1 (most deprived) to 10 (least deprived) for each of the seven inputs and as well as an overall score for total deprivation.

Across the world increased levels of deprivation have been linked with increased risk of fire and associated outcomes.

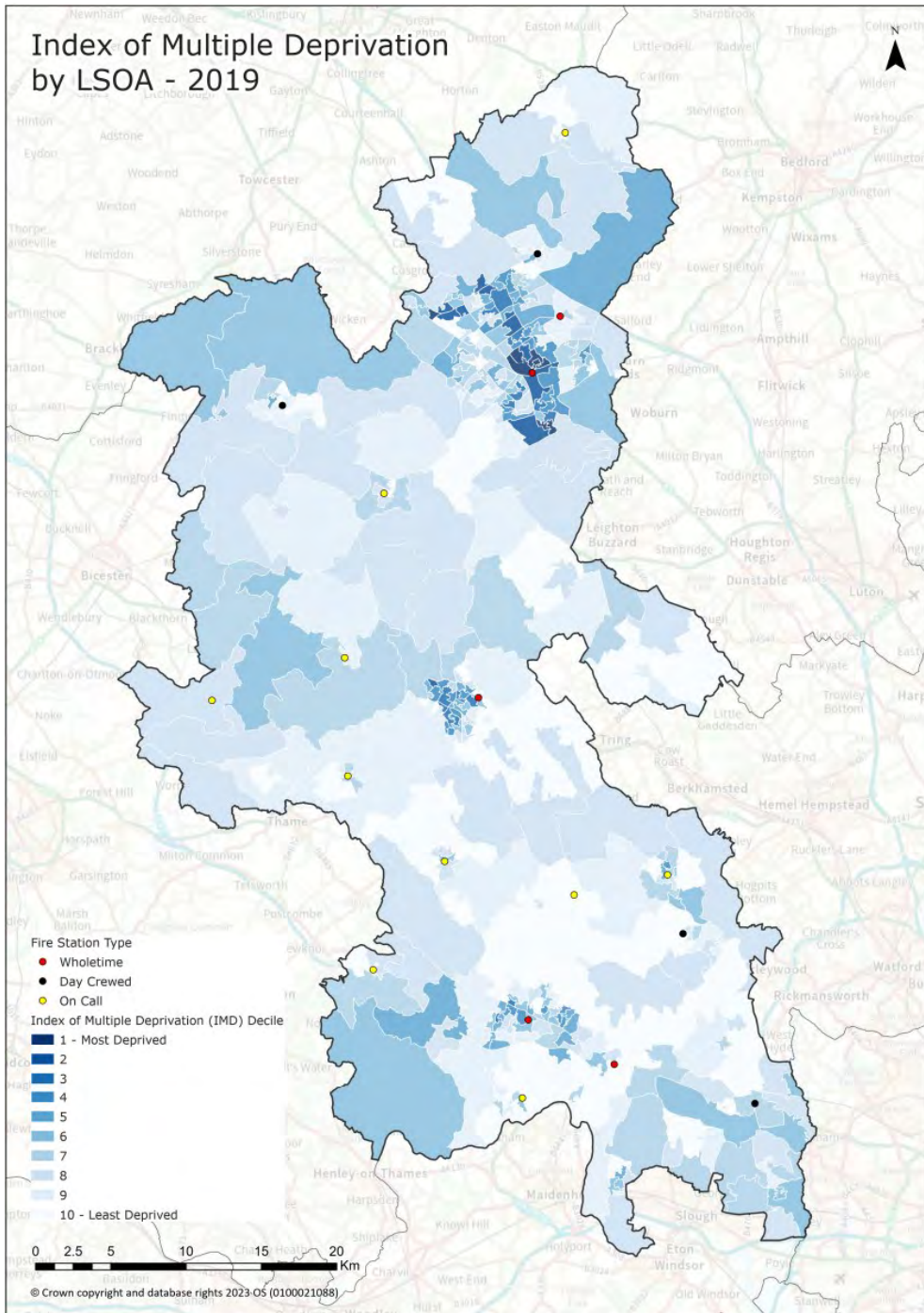
Deprivation in Buckinghamshire

Generally, there are low or very low levels of deprivation in Buckinghamshire and Milton Keynes with 75.6% of areas (LSOAs) classified within the top five least deprived groups, with more than a quarter of all areas being classified in the least deprived group. The relationship between increased levels of deprivation and an increased risk of fire is evident in ADF numbers in the county. In the last 5 years, households in the most deprived areas experienced proportionally three times as many fires as the least deprived areas.

Nationally the relationship between deprivation and an increased risk of fire is less clear. Fire services with proportionally much higher levels of deprivation have not experienced a proportionally similar number of accidental dwelling fires. In fact, there are some fire services with much higher levels of deprivation which have experienced fewer ADFs per person than Buckinghamshire.

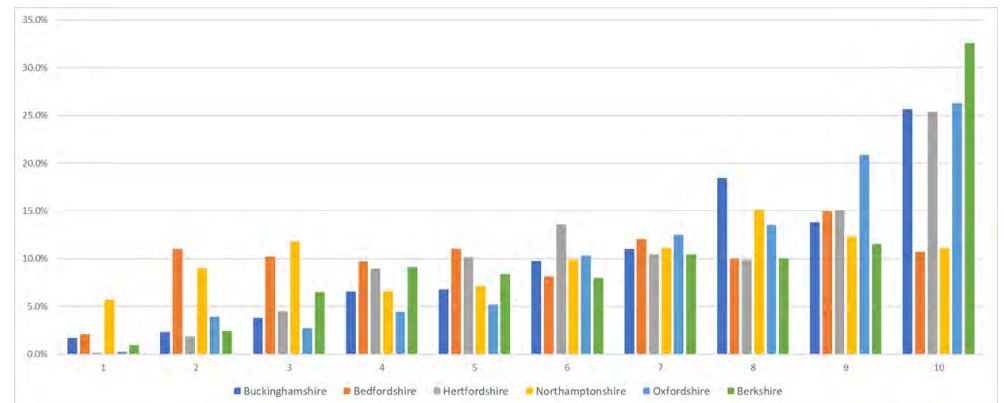


Service-wide distribution of IMD scores (2019).



Deprivation Comparison

As well as an internal comparison of IMD scores it is possible to compare IMD scores with our neighbouring counties. The graph below shows the distribution of IMD groups in neighbouring counties (excluding London). It is possible to see that in general, as is the case in Buckinghamshire, there are low levels of deprivation in our neighbouring counties. Like Buckinghamshire, Hertfordshire, Oxfordshire and Berkshire have high proportions of areas in the least deprived group and few areas in the most deprived groups. Northamptonshire and Bedfordshire are less like Buckinghamshire. They are similar to each other, because there is a more even distribution across the IMD groups, however they both still have few areas in the most deprived group.

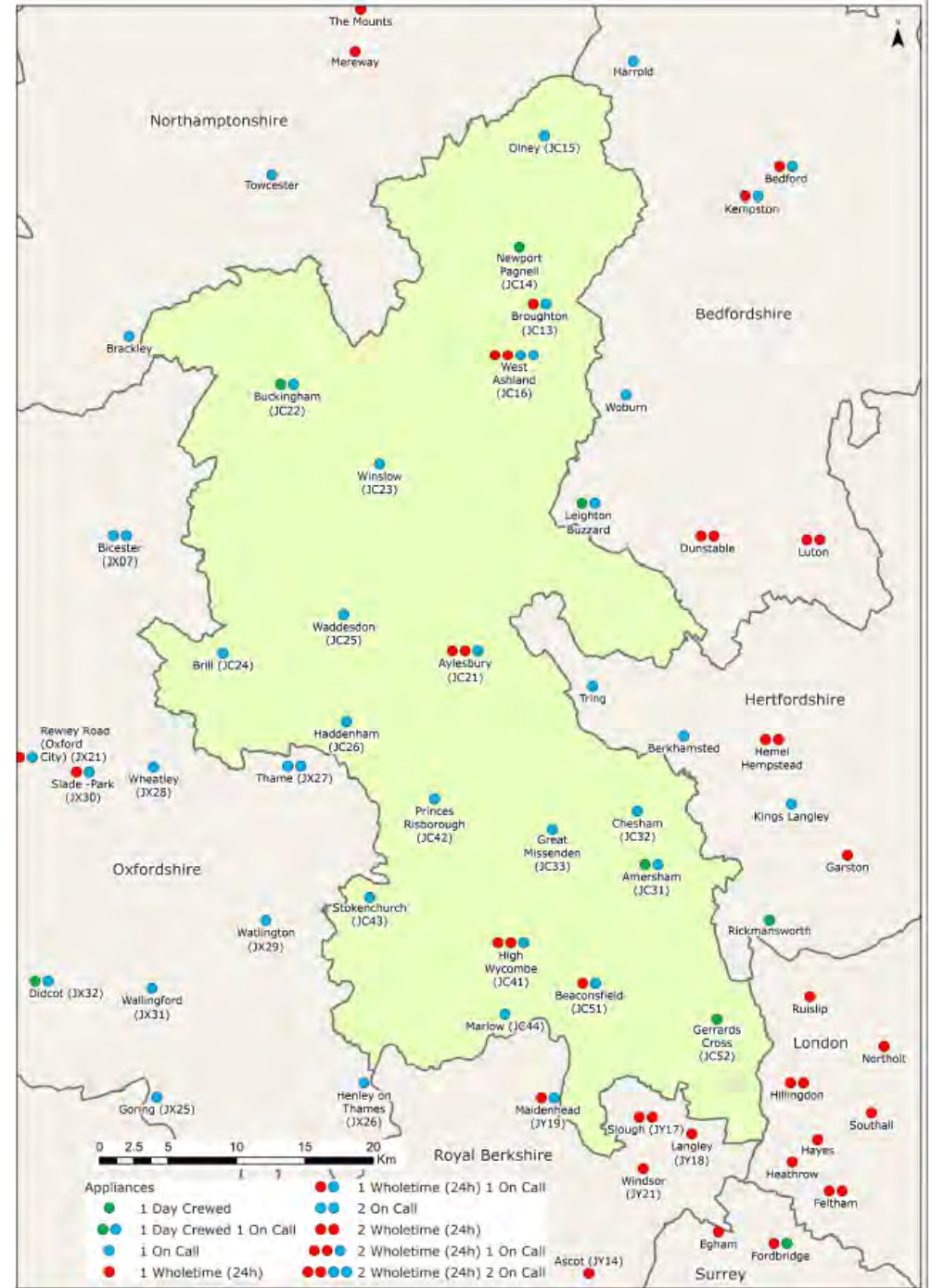


Buckinghamshire Fire & Rescue Service

Buckinghamshire Fire and Rescue Service has nineteen fire stations placed in strategic positions across the county. These consist of five wholetime fire stations, all of which also have on-call appliances; four day-crewed stations, two of which also have on-call appliances; and ten on-call only fire stations.

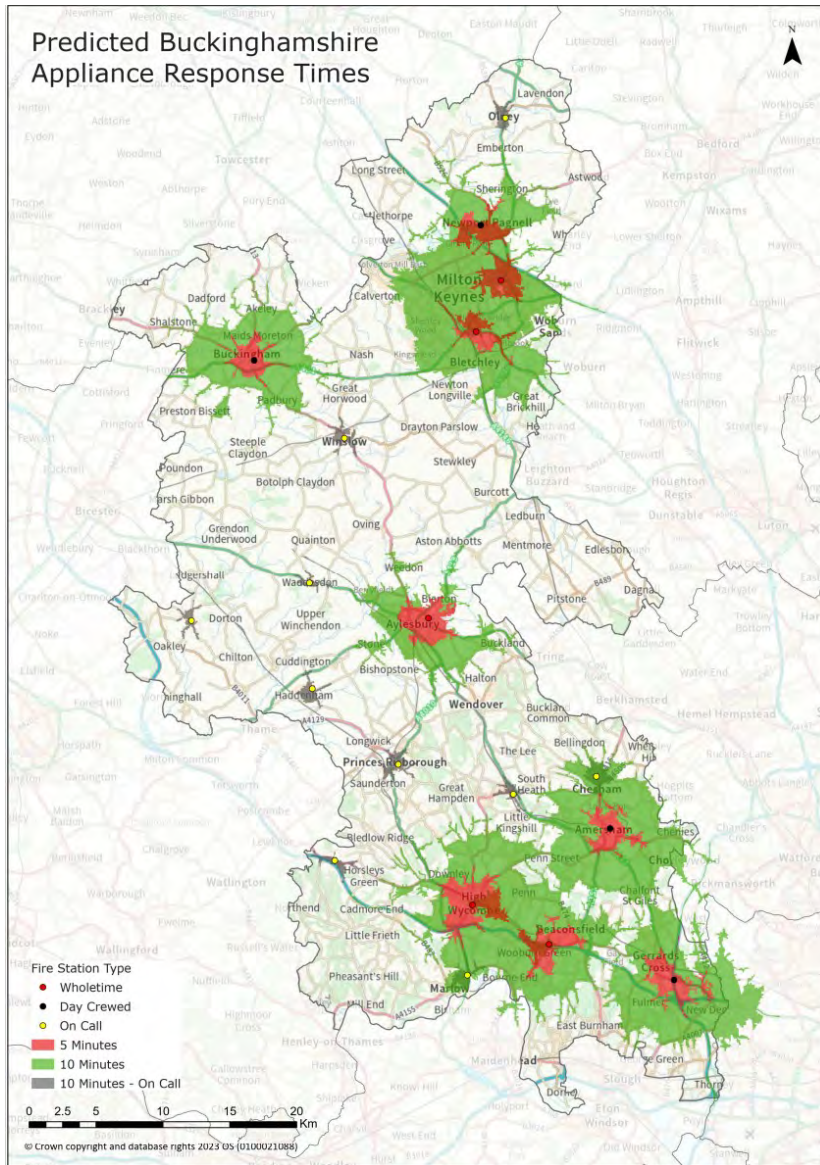
In addition to the pumping appliances mentioned above, there are a number of specialist appliances located throughout the service. The most noteworthy of these are the USAR unit located in Aylesbury, which is also home to the command unit. Additionally, there are aerial appliances in West Ashland and High Wycombe and boats located at Newport Pagnell and Beaconsfield fire stations.

In 2015 Buckinghamshire, Oxfordshire and Royal Berkshire Fire and Rescue Services established the Thames Valley Fire Control Service, in Calcot, Reading. This shared service provides emergency call handling and mobilising for Thames Valley.

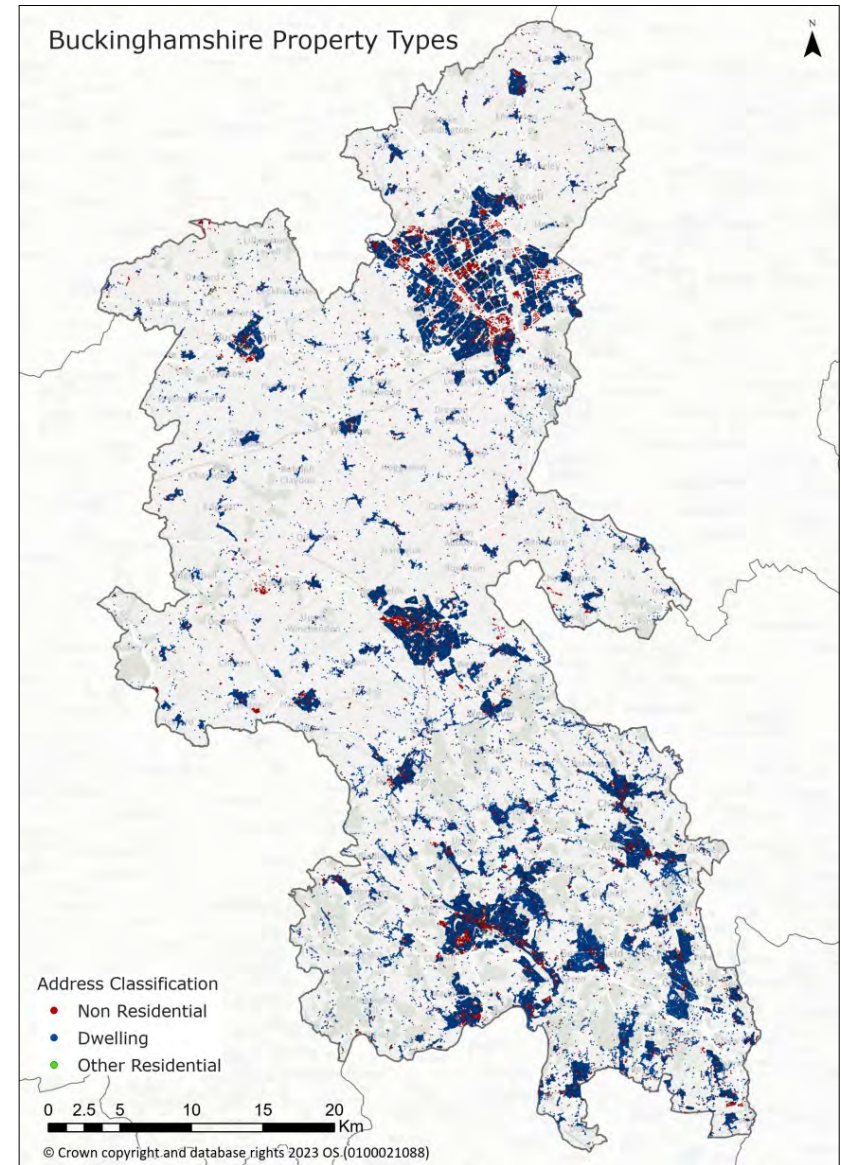


Response

The map below shows where appliances could reach within five and ten minutes if the fire appliance was situated at the station when called upon.



The map below shows the density of buildings by type across Buckinghamshire and Milton Keynes

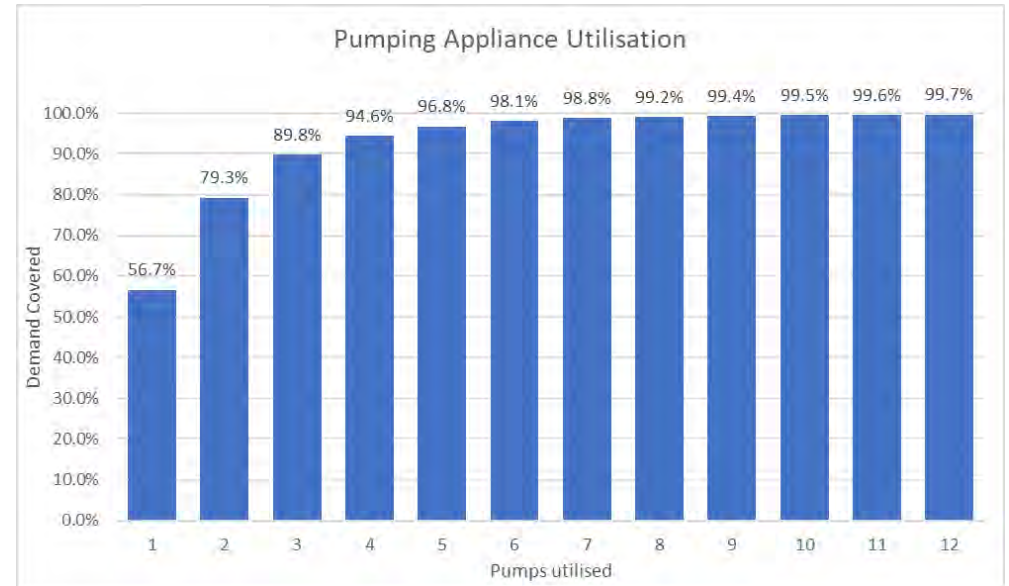


Demand

We looked at the demand on our pumps (fire engines) and how often pumps are used simultaneously when attending emergencies. We achieved this by calculating the number of pumps assigned to an incident each second. This included all BFRS pumps (regardless of the location of the incidents) and any pumps from other Fire & Rescue Services being utilised within Buckinghamshire or Milton Keynes.

Analysis indicates that between April 2019 and March 2023 only eight pumps were needed at high states of readiness to meet our day-to-day demand (99.2%). However, we propose to keep our current number of immediately and rapidly available pumps in order to maintain:

- Our emergency incident attendance times, as although our analysis indicates that eight pumps are sufficient to meet our typical level of day-to-day demand, a larger number, suitably located, is needed to ensure we can reach all parts of the geographical area that we serve in a timely manner.
- The standing capacity to deal with two medium sized incidents simultaneously as required by our operational planning assumptions.



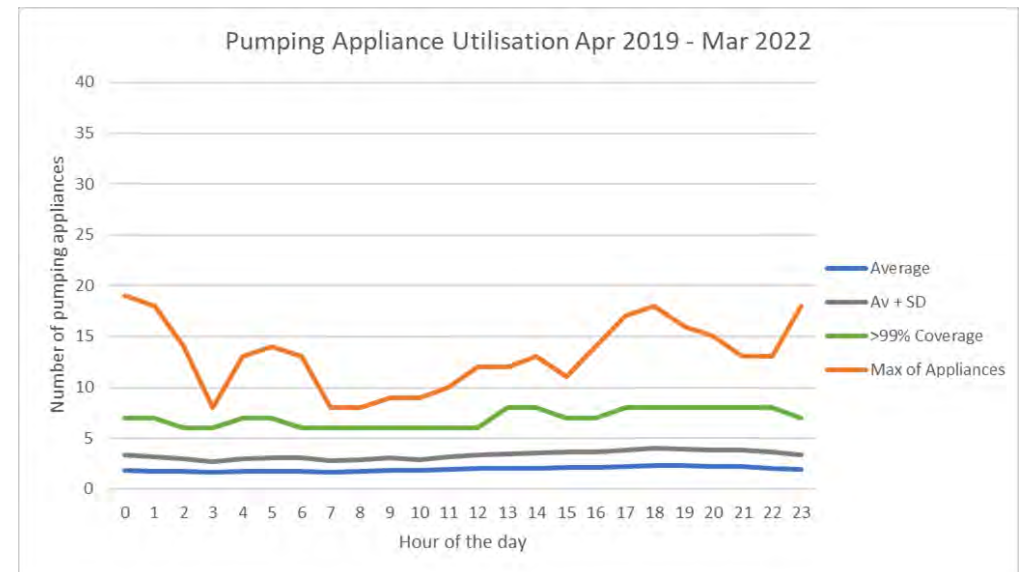
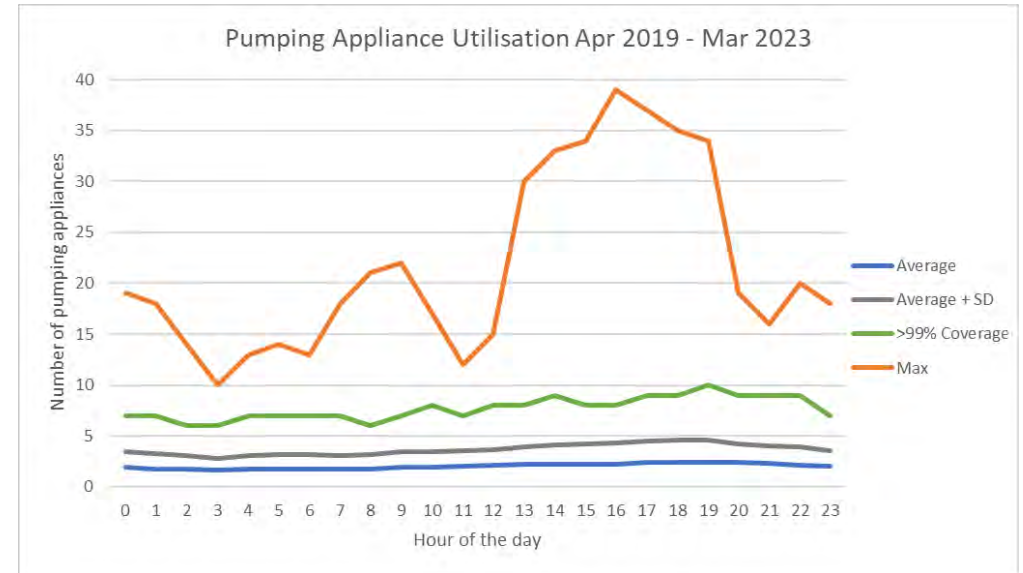
- 10 pumps or more were utilised at the same time for an average of 16 hours and 55 minutes per year.
- 15 pumps or more were utilised at the same time for an average of 6 hours per year.
- 20 pumps or more were utilised at the same time for an average of 2 hours and 4 minutes per year.

Demand

The charts to the right show the utilisation of our pumping appliances by hour of the day between. The charts show:

- The average number of appliances used during each hour of the day.
- The average number of appliances used during each hour of the day + standard deviation (SD). Standard deviation is a measure of variability about the mean. The majority of observations are within one standard deviation of the mean.
- The maximum number used at each hour.
- The number of pumps would cover over 99% of the demand within that hour.

During the summer of 2022, Buckinghamshire and Milton Keynes experienced two heatwaves, during which the demand on our pumping appliances was exceptionally high. To demonstrate the impact of the heatwave, we have included a chart showing the utilisation excluding the data between April 2022 and March 2023.



Understanding Risk

Buckinghamshire Fire and Rescue Service has adopted the National Fire Chiefs Council definition of risk. For community risk management in the fire and rescue service, risk is defined as:

Risk: A combination of the likelihood and consequences of hazardous events

Key Terms

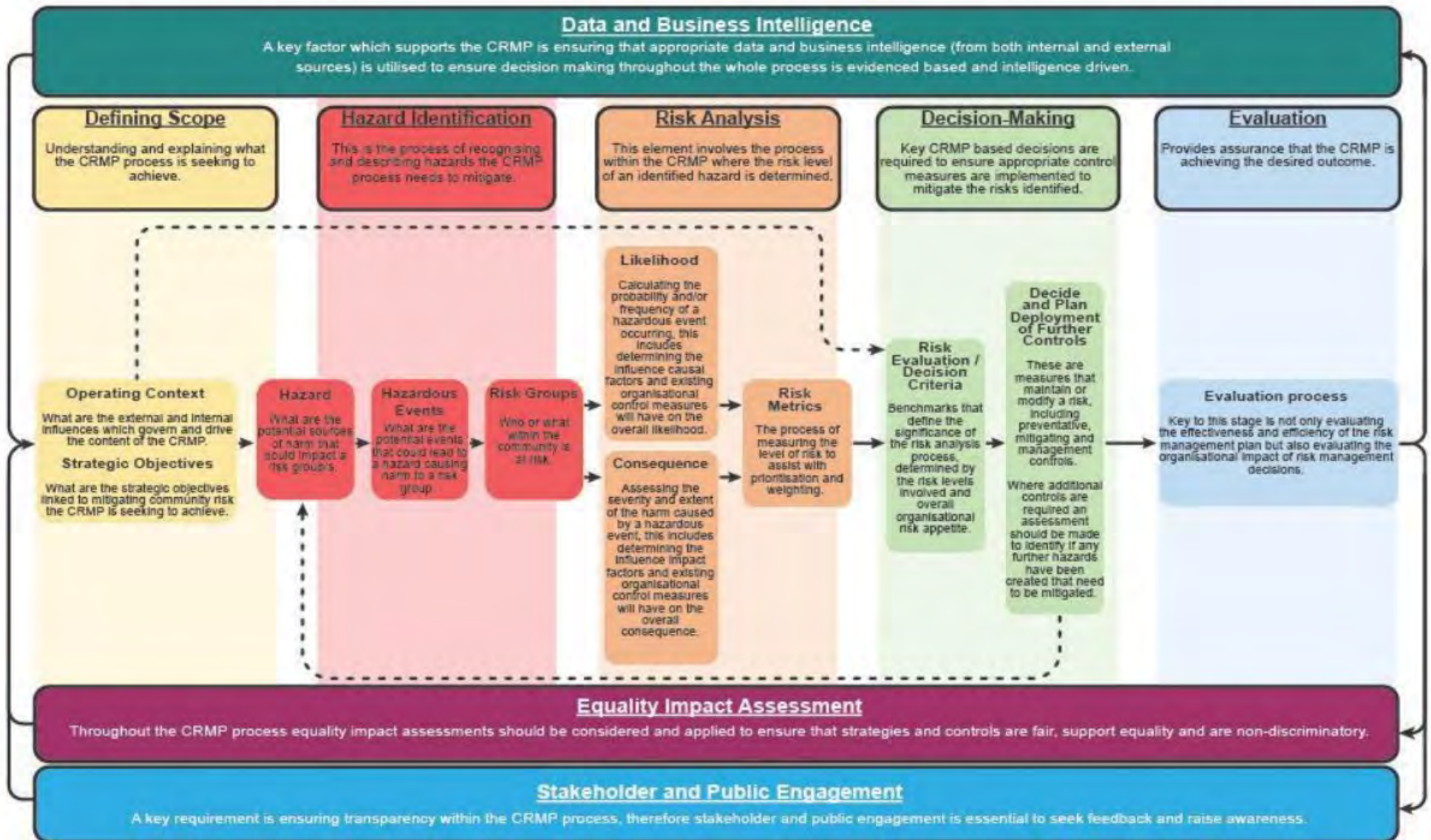
We expand the key terms in this definition as follows:

Term	Definition
Hazardous event	A potential event that can cause harm.
Likelihood	The chance of something happening. May be described by the probability, frequency or uncertainty of events.
Consequence	The outcome of an event. Specifically, the severity or extent of harm caused by an event.

In preparing the CRMP we have used the NFCC Community Risk Management Planning Strategic Framework (see also next page) to ensure that:

- All hazards (both current and future) are identified
- The risk level of identified hazards is determined by looking at the likelihood and consequence of each hazard
- Key CRMP actions are set out to ensure appropriate actions are taken to mitigate the risks identified
- Appropriate measures are in place to monitor the level of risk and effectiveness of mitigation actions on a regular basis

Community Risk Management Planning Strategic Framework



Normal and Foreseeable Risk

We need to plan for both what is normal demand and what is beyond normal demand. This is driven by The Fire and Rescue Services Act 2004, which states that (in relation to fires and road traffic collisions) fire and rescue services must secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements. The Act does not define what normal requirements are. The CRMP is the process we undertake to ensure we are able to understand what is required to ensure we can manage normal demand in our community.

Normal Risk

Our normal conditions of operation are the incidents (and false alarms) we manage in our communities on a day to day basis and those risks which, whilst less common, are still normal and to be expected (e.g. larger incidents). We know from our experience, and from our risk analysis, that there will be some days when the demand for a response to incidents is significantly higher than on others. These circumstances include some large incidents that require us to deploy multiple resources to one location or because there are multiple incidents happening at the same time (known as spate conditions). Spate conditions are commonly caused by challenging weather events such as heatwaves, flooding, high winds or snow. Although these risks are normal, they are unusual and we set specific expectations around our response in these conditions.

Beyond Normal Risk

When demand is beyond normal this means that we will need to request assistance to support our service. These conditions are caused by particularly large incidents, or periods of spate conditions that are very unusual. We have long standing arrangements in place with neighbouring fire and rescue services to support each other during these periods, ensuring we can provide an ongoing response to incidents. These arrangements are commonly known as mutual aid.

When the scale of an incident or spate conditions is so severe that it outstrips mutual aid arrangements, such as during regional or national storms, or where an incident is very large or requires specialist technical support we can call upon national assets to support our deployment. These national resilience assets are continuously available and provide specialist capabilities, personnel and resources which enhance our ability to respond effectively to large-scale or critical incidents. Those incidents may be natural disasters, industrial accidents or terrorist attacks.

Response to Foreseeable Risks

On a basic level, BFRS identifies its foreseeable risks/incidents so that it can ensure it's control staff mobilise the correct number and type of resources to those incidents. This is called our Pre-Determined Attendance (PDA). These PDAs are reviewed regularly to ensure they are still effective.

It is worth noting that the PDA only sets out the minimum level of response, so more resources will be mobilised in some circumstances, for example if there are reports of people involved.

PDAs can also be increased if there are known risks at a specific location, for example if we know that a warehouse on fire is occupied by squatters. These are known as special attendances.

The following tables show which incident types BFRS has a planned PDA based the risks associated with that type of incident.

Alarms

Category	Incident Type
Automatic Fire Alarm	ALARM - INDUSTRIAL / COMMERCIAL
Automatic Fire Alarm	ALARM - RETAIL / PUBLIC ASSEMBLY
Automatic Fire Alarm	ALARM - RESIDENTIAL
Automatic Fire Alarm	ALARM - AGRICULTURAL BUILDINGS
Automatic Fire Alarm	ALARM - OTHER BUILDINGS NOT ATTENDED
Automatic Fire Alarm	ALARM - BURGULAR ALARM
Gas alarms	ALARM - CARBON MONOXIDE ALARM ACT
Smoke alarm	ALARM - SMOKE ALARM ACT
Smoke alarm	ALARM - LOW BATTERY

Civil Disturbance

Category	Incident Type
Bomb confirmed	PUBLIC ORDER - BOMB CONFIRMED
Bomb suspected	PUBLIC ORDER - BOMB SUSPECTED
Civil disturbance	PUBLIC ORDER - CIVIL DISTURBANCE

Explosion

Category	Incident Type
Explosion	PUBLIC ORDER - EXPLOSION
Vehicle LPG fuelled	TRANSPORT - LPG FUEL VEHICLE ON FIRE

Hazardous Materials

Category	Incident Type
(H10)hazard zones	HAZMAT - CYLINDERS INVOLVED
(H10)hazard zones	HAZMAT - ACETYLENE INVOLVED
(H10)hazard zones	HAZMAT - (LPG) PROPANE / BUTANE INVOLVED
Gas involved	HAZMAT - GAS / RELEASE / LEAKS
Haz mat major	HAZMAT - LARGE
Haz mat major	PUBLIC ORDER - CBRNE EVENT
Haz mat major	PUBLIC ORDER - CBRNE LEVEL THREE
Haz mat major	PUBLIC ORDER - WHITE POWDER
Haz mat major	PUBLIC ORDER - SUSPICIOUS POWDER
Haz mat minor	HAZMAT - SMALL
Haz mat minor	HAZMAT - ACID ATTACK
Oil pollution	HAZMAT - OIL POLLUTION
Pipeline	HAZMAT - PIPELINES
Radiation involved	HAZMAT - RADIOACTIVE MATERIALS
Radiation involved	HAZMAT - CHEMICAL SUICIDE
Vehicle leaking fuel	HAZMAT - VEHICLE LEAKING FUEL

Response to Foreseeable Risks

Fire

Category	Incident Type
Abandoned call	MOBILISING - ABANDONED CALL
Barn	FIRE - AGRICULTURAL
Barn	FIRE - PERSONS REPORTED AGRICULTURAL
Below ground fire	FIRE - FIRE BELOW GROUND
Boat	TRANSPORT - BOAT ON FIRE
Building	FIRE - INDUSTRIAL / COMMERCIAL
Building	FIRE - PERSONS REPORTED INDUSTRIAL/COMMER
Building	FIRE - COMMERCIAL BUILDING
Building	FIRE - COMMERCIAL HIGH RISE
Building	FIRE - PERSONS REPORTED COMMERCIAL BUILDI
Building	FIRE - PERSONS REPORTED COMMERCIAL HIGHRI
Building	FIRE - ROOF COMMERCIAL BUILDING
Building	FIRE - INDUSTRIAL BUILDING
Building	FIRE - PERSONS REPORTED INDUSTRIAL BUILDI
Building	FIRE - RETAIL/ PUBLIC ASSEMBLY
Building	FIRE - PERSONS REPORTED RETAIL/PUBLIC ASS
Building	FIRE - SHOPPING CENTRE
Building	FIRE - CINEMA/THEATRE
Building	FIRE - SCHOOL/COLLEGE
Building	FIRE - ARENAS / STADIA
Building	FIRE - RESIDENTIAL
Building	FIRE - PERSONS REPORTED RESIDENTIAL
Building	FIRE - ROOF RESIDENTIAL
Building	FIRE - HIGHRISE
Building	FIRE - PERSONS REPORTED HIGHRISE
Building	FIRE - HOSPITALS
Building	FIRE - PRISONS / DETENTION / SECURE ACCOM
Building	FIRE - DOMESTIC
Building	FIRE - PERSONS REPORTED DOMESTIC
Building	FIRE - ROOF DOMESTIC
Building	FIRE - OTHER BUILDINGS

Category	Incident Type
Building thatched	FIRE - THATCHED
Caravan / camping	FIRE - MARQUEES
Caravan / camping	FIRE - CARAVAN / CAMPING
Caravan / camping	FIRE - PERSONS REPORTED CARAVAN / CAMPING
Chimney	FIRE - CHIMNEY
Chimney thatch	FIRE - CHIMNEY THATCHED ROOF
Derelict property	FIRE - DERELICT BUILDINGS
Derelict property	FIRE PERSONS REPORTED DERELICT BUILDINGS
Electrical installations	FIRE - ELECTRICAL INSTALLATION
Fire	MOBILISING - CONTROLLED BURNING
Fire in the open - large	FIRE - RECYCLING / LANDFILL
Fire in the open - large	FIRE - TYRE STACK AND RUBBER CRUMB FIRES
Fire in the open - small	FIRE - SMOKE IN THE AREA
Fire in the open - small	FIRE - FIRE IN THE OPEN
Fire in the open - small	FIRE - IN THE OPEN LARGE
Fire in the open - small	FIRE - RECYCLE BANK(S)
Fire in the open - small	FIRE - FIELD
Fire now out	FIRE - FIRE NOW OUT
Fire now out	FIRE - LATE FIRE CALL
Persons on fire	FIRE - PERSON ON FIRE
Post box	FIRE - FIRE POST BOX
Railway embankment	FIRE - RAILWAY EMBANKMENT
Railway train goods	TRANSPORT - FREIGHT TRAIN FIRE
Railway train goods	TRANSPORT-INCIDENT ON RAIL LINE
Railway train passenger	TRANSPORT - PASSENGER TRAIN FIRE
Road furniture	FIRE - ROAD FURNITURE AND RECEPTICALS
Silo/grain dryer	FIRE - SILO / GRAIN DRYER
Smoke in the open	FIRE - FIRE UNKNOWN ORIGIN
Vehicle large	TRANSPORT - RTC PERSONS TRAPPED FIRE LGE
Vehicle large	TRANSPORT - RTC VEHICLE FIRE MULTI VEHIC
Vehicle large	TRANSPORT - LARGE VEHICLE ON FIRE
Vehicle large	TRANSPORT - FIRE HAZARDOUS LOAD (TANKER)
Vehicle small	TRANSPORT - RTC PERSONS TRAPPED FIRE SMA
Vehicle small	TRANSPORT - SMALL VEHICLE ON FIRE
Vehicle small	TRANSPORT - HYBRID VEHICLE ON FIRE

Response to Foreseeable Risks

Humanitarian Assistance

Category	Incident Type
Assist other agency	MOBILISING - FIRE MAJOR INCIDENT
Assist other agency	MOBILISING - POLICE MAJOR INCIDENT
Assist other agency	MOBILISING - HEALTH MAJOR INCIDENT
Assist other agency	MOBILISING - MAJOR INCIDENT ABROAD
Assist other agency	MOBILISING - OVERFLOW / BUDDY
Assist other agency	MOBILISING - FRSNCC NATIONAL RESILIENCE
Assist other agency	PUBLIC ORDER - MTFA
Assist other agency	PUBLIC ORDER - NILO
Assist other agency	SPECIAL SERVICE - ASSIST OTHER AGENCY
Assist other agency	SPECIAL SERVICE - BARIATRIC PATIENT
Assist other agency	ASSIST SCAS - EFFECTING ENTRY
Assist other agency	SPECIAL SERVICE - RELEASE
Boat stability	TRANSPORT - BOAT STABILITY
Co responder	SPECIAL SERVICE - CO-RESPONDER
Co responder	ASSIST SCAS - CARDIAC ARREST
Dangerous structure	SPECIAL SERVICE - DANGEROUS STRUCTURE
Fire safety issue	MOBILISING - FIRE SAFETY ISSUE
Flooding	SPECIAL SERVICE - INTERNAL FLOODING
Flooding	SPECIAL SERVICE - EXTERNAL FLOODING
Inform other agency	SPECIAL SERVICE - INFORM OTHER AGENCY
Persons collapsed	SPECIAL SERVICE - PERSON COLLAPSED BEHIND
Persons locked out	SPECIAL SERVICE - LOCKED IN / OUT
Persons locked out	SPECIAL SERVICE - PERSON(S) LOCKED IN
Persons locked out	SPECIAL SERVICE - PERSON(S) LOCKED OUT
RTC	TRANSPORT - RTC SCENE SAFETY
RTC	TRANSPORT - RTC WASH DOWN

Rescue

Category	Incident Type
Aircraft accident large	TRANSPORT - AIRCRAFT LARGE
Aircraft accident large	TRANSPORT - AIRCRAFT MILITARY
Aircraft accident light	TRANSPORT - AIRCRAFT LIGHT
Aircraft in distress	TRANSPORT - AIRCRAFT TAKE OFF / LANDING
Aircraft in distress	TRANSPORT - AIRCRAFT IN DISTRESS
Animal rescue large	RESCUE - RESCUE OF LARGE ANIMALS
Animal rescue large	RESCUE - LARGE ANIMAL FROM WATER
Animal rescue small	RESCUE - RESCUE OF SMALL ANIMALS
Animal rescue small	RESCUE - SMALL ANIMAL FROM WATER
Boat rescue	TRANSPORT - BOAT REQUIRING RESCUE
Building collapse	RESCUE - RESCUE FROM COLLAPSED STRUCTURE
Evacuation of persons	SPECIAL SERVICE - ASSIST WITH EVACUATION
Lift persons shut in	SPECIAL SERVICE - PERSON SHUT IN LIFT
Persons trapped	MOBILISING - FF EMERGENCY
Persons trapped	MOBILISING - BA EMERGENCY
Persons trapped	RESCUE - SILO / GRAIN DRYERS
Persons trapped	RESCUE - RESCUE FROM DEPTH
Persons trapped	TRANSPORT - RTC PERSONS TRAPPED FIRE HAZ
Railway accident	TRANSPORT - TRAIN INCIDENT
Rescue from confined space	RESCUE - TRENCHES
Rescue from height	RESCUE - RESCUE FROM HEIGHTS
Rescue from mud	RESCUE - RESCUE FROM UNSTABLE SURFACE
Rescue from mud	RESCUE - RESCUE FROM MACHINERY
Rescue from water	MOBILISING - WATER EMERGENCY
Rescue from water	RESCUE - RESCUE FROM WATER
Rescue from water	RESCUE - VEHICLE IN WATER
RTC persons trapped (large veh)	TRANSPORT - RTC PERSONS TRAPPED LARGE VE
RTC persons trapped (large veh)	TRANSPORT - RTC PERSONS TRAPPED MULTIPLE
RTC persons trapped (small veh)	TRANSPORT - RTC PERSONS TRAPPED SMALL VE
Suicide attempt	SPECIAL SERVICE - ATTEMPTED SUICIDE



Understanding the Risks

Accidental Dwelling Fires (ADFs)

Summary

Dwelling' means a property that is a place of residence i.e. occupied by households, excluding hotels, hostels and residential institutions. Includes non-permanent structures used solely as a dwelling, such as houseboats and caravans.

Caused by accident or carelessness (not thought to be deliberate). Includes fires which accidentally get out of control e.g. fire in a grate or bonfires.

The Hazard

Fires in the home are one of the biggest concerns for our communities. Nationally, around 200 people die in dwelling fires each year. Over the past five years in Buckinghamshire and Milton Keynes there have been 12 fire-related fatalities and 200 non-fatal casualties in accidental dwelling fires. Even when there are no casualties, the impact of a fire on the lives of those involved can be catastrophic.

This hazard type represents a normal risk that BFRS manage on an ongoing basis. Large incidents may be beyond normal.

Likelihood - 2021/2022

England	1 in 1028 Dwellings
Buckinghamshire & Milton Keynes	1 in 1286 Dwellings

Based on incident data from 2021/2022, 1 in every 1286 homes in Buckinghamshire & Milton Keynes will experience an accidental fire in their home each year. This can range from a small fire contained within a toaster to total loss of the building. The more severe incidents are less common and are explored more in depth later in this document.

Outcomes

The following figures show the outcomes of accidental dwelling fires in Buckinghamshire and Milton Keynes between April 2018 and March 2023.

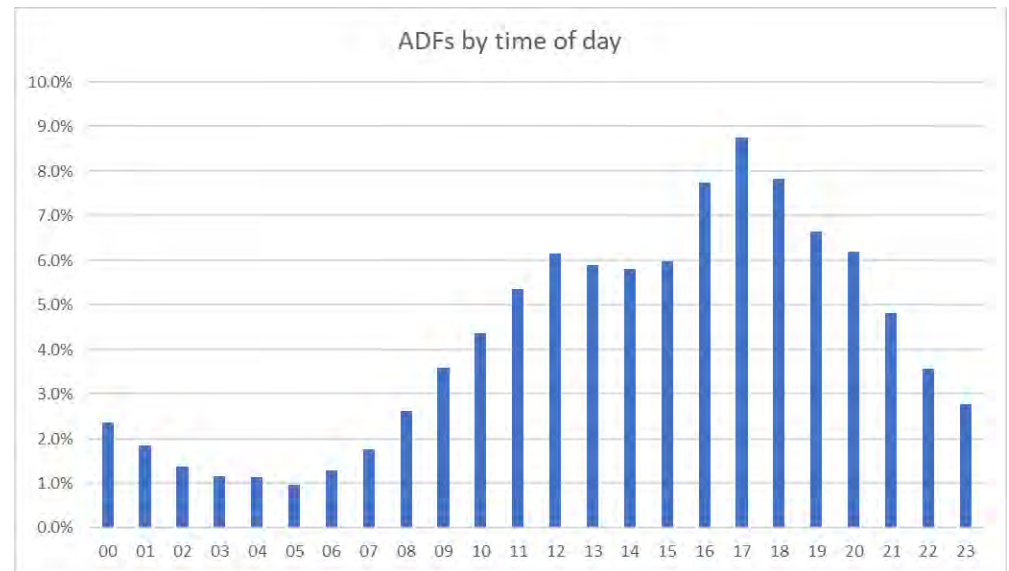
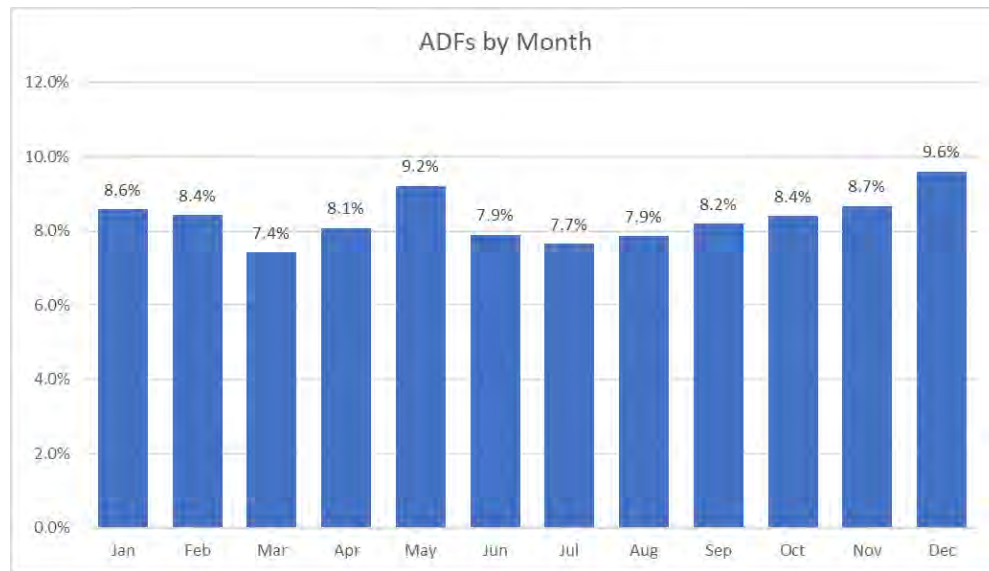
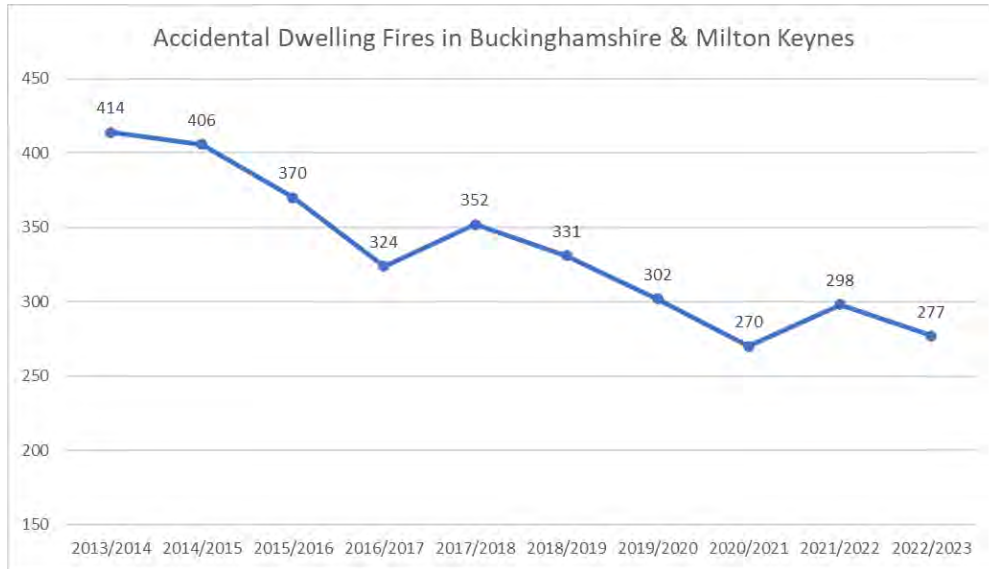
Damage	Incidents	% of Incidents	Fatalities	Serious Injuries	Slight Injuries	First Aid Only
Heat and Smoke Damage Only	663	44.9%	0	2	35	26
Limited to item 1st ignited	297	20.1%	0	0	12	10
Limited to room of origin	299	20.2%	4	6	21	34
External roof only	18	1.2%	0	0	0	0
Roof space only	14	0.9%	0	0	0	1
Whole roof (including roof space)	6	0.4%	0	0	0	0
Limited to floor of origin	94	6.4%	5	4	14	8
Limited to 2 floors	30	2.0%	2	1	3	4
Roof space and other floors(s)	23	1.6%	0	1	1	1
Affecting more than 2 floors	3	0.2%	0	0	0	0
Whole building	31	2.1%	1	1	4	3

Pump (fire engine) Utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at accidental dwelling fires:

Pumps	0	1	2	3	4	5	6	7	8	10	11
Incidents	1	276	888	205	64	23	15	3	1	1	1
Percentage	0.1%	18.7%	60.1%	13.9%	4.3%	1.6%	1.0%	0.2%	0.1%	0.1%	0.1%

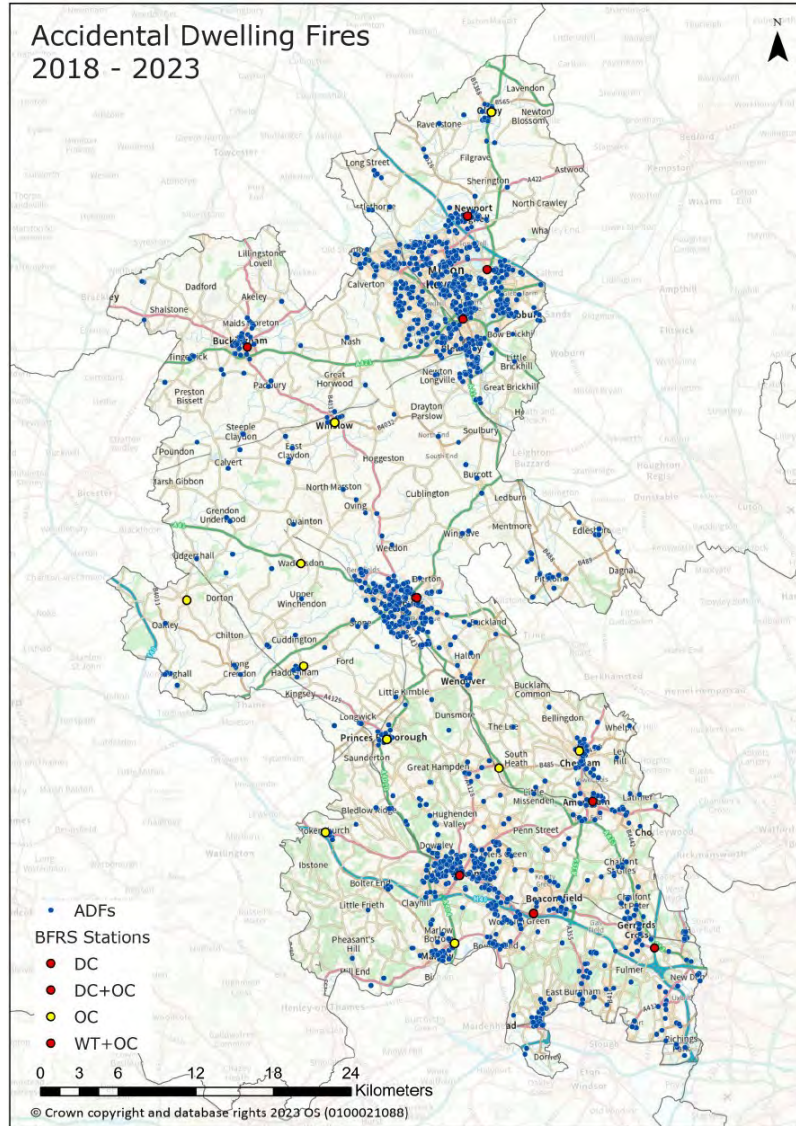
Accidental Dwelling Fires (ADFs) - Trends



Accidental Dwelling Fires (ADFs)

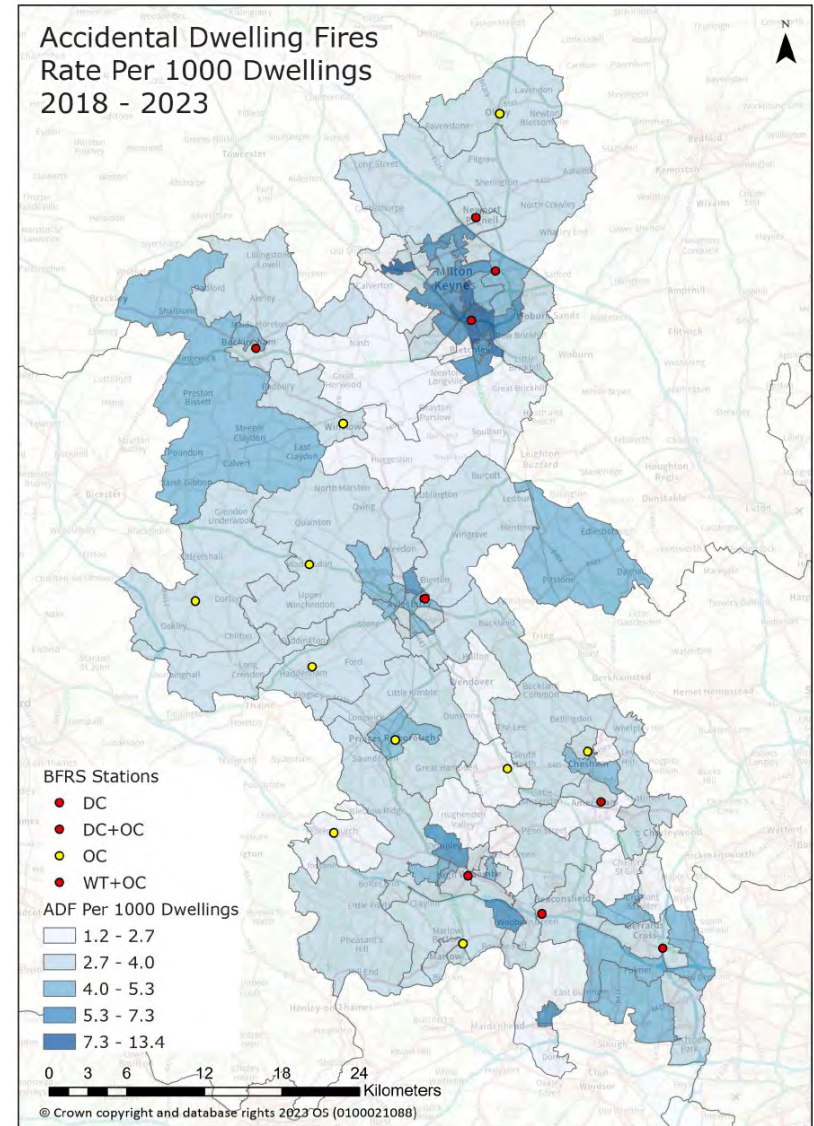
Location of ADFs

The following map shows where accidental dwelling fires were recorded between April 2018 and March 2023.



Density of ADFs

The following map shows the areas in Buckinghamshire and Milton Keynes that have the most dwelling fires per 1000 dwellings.



Serious Accidental Dwelling Fires (ADFs)

Summary

The definition of dwelling fires and the cause are the same as the previous section (Accidental Dwelling Fires). However, this section focuses on the incidents where the fire had spread from the item that initially ignited.

The Hazard

Fires in the home are one of the biggest concerns for our communities. Nationally, around 200 people die in dwelling fires each year. Over the past five years in Buckinghamshire and Milton Keynes there have been 12 fire-related fatalities and 200 non-fatal casualties in accidental dwelling fires. Even when there are no casualties, the impact of a fire on the lives of those involved can be catastrophic.

This hazard type represents a normal risk that BFRS manage on an ongoing basis. Large incidents may be beyond normal.

Likelihood - 2021/2022

England	1 in 2837 Dwellings
Buckinghamshire & Milton Keynes	1 in 3656 Dwellings

Based on incident data from 2021/2022, 1 in every 3656 homes in Buckinghamshire & Milton Keynes will experience a serious accidental fire in their home each year (95 homes). Of those incidents, only 35% (33 homes) will experience a fire that spreads from the room of origin.

Outcomes

Between April 2018 and March 2023 BFRS attended 1478 ADFs. Of these 518 had spread from the item that first ignited. Despite only representing 35%, nearly all the injuries and fatalities were recorded during these incidents.

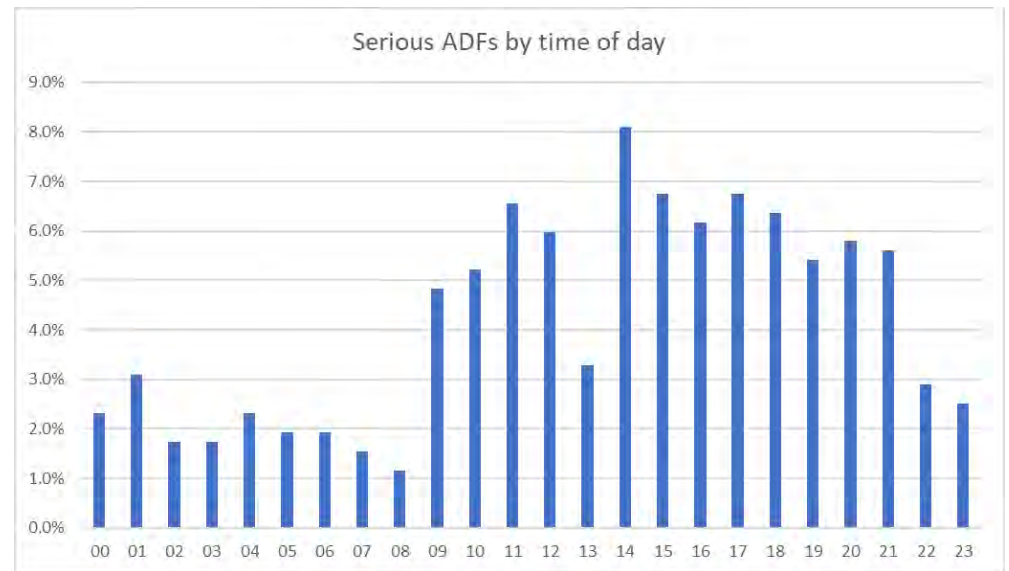
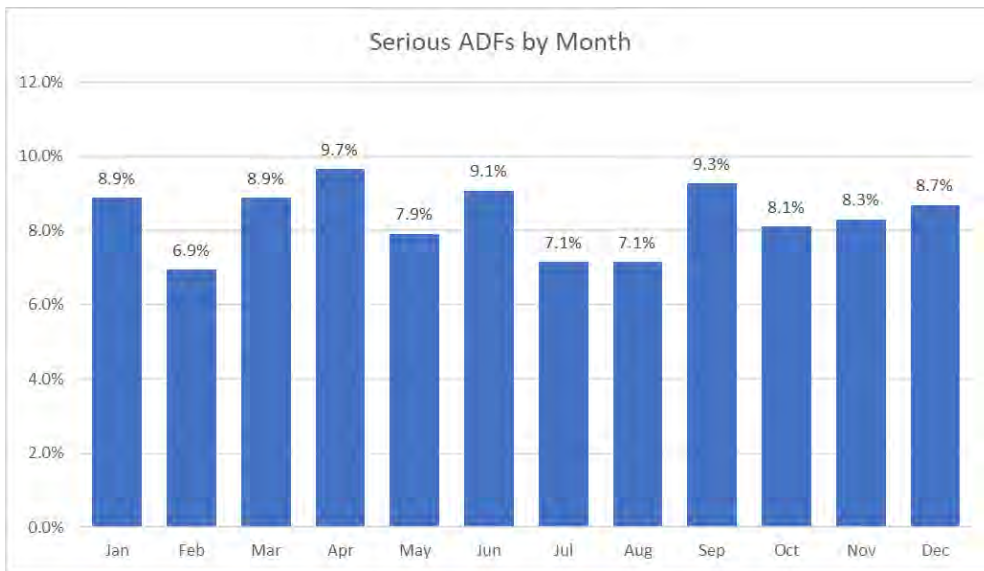
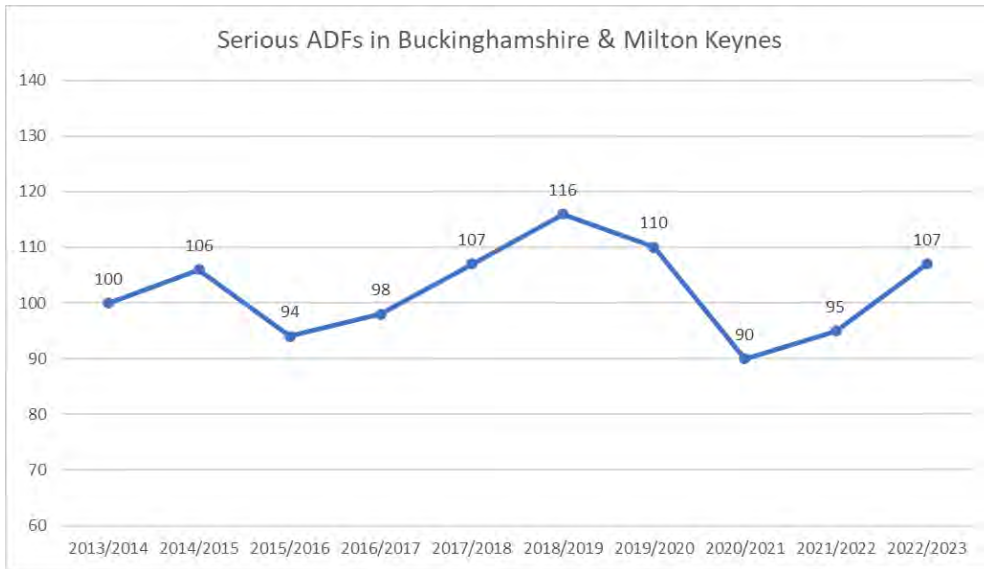
Damage	Incidents	% of Incidents	Fatalities	Serious Injuries	Slight Injuries	First Aid Only
Limited to room of origin	299	20.2%	4	6	21	34
External roof only	18	1.2%	0	0	0	0
Roof space only	14	0.9%	0	0	0	1
Whole roof	6	0.4%	0	0	0	0
Limited to floor of origin	94	6.4%	5	4	14	8
Limited to 2 floors	30	2.0%	2	1	3	4
Roof space and other floors(s)	23	1.6%	0	1	1	1
Affecting more than 2 floors	3	0.2%	0	0	0	0
Whole building	31	2.1%	1	1	4	3

Pump (fire engine) Utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at serious accidental dwelling fires:

Pumps	0	1	2	3	4	5	6	7	8	10	11
Incidents	1	44	277	111	50	18	11	3	1	1	1
Percentage	0.2%	8.5%	53.5%	21.4%	9.7%	3.5%	2.1%	0.6%	0.2%	0.2%	0.2%

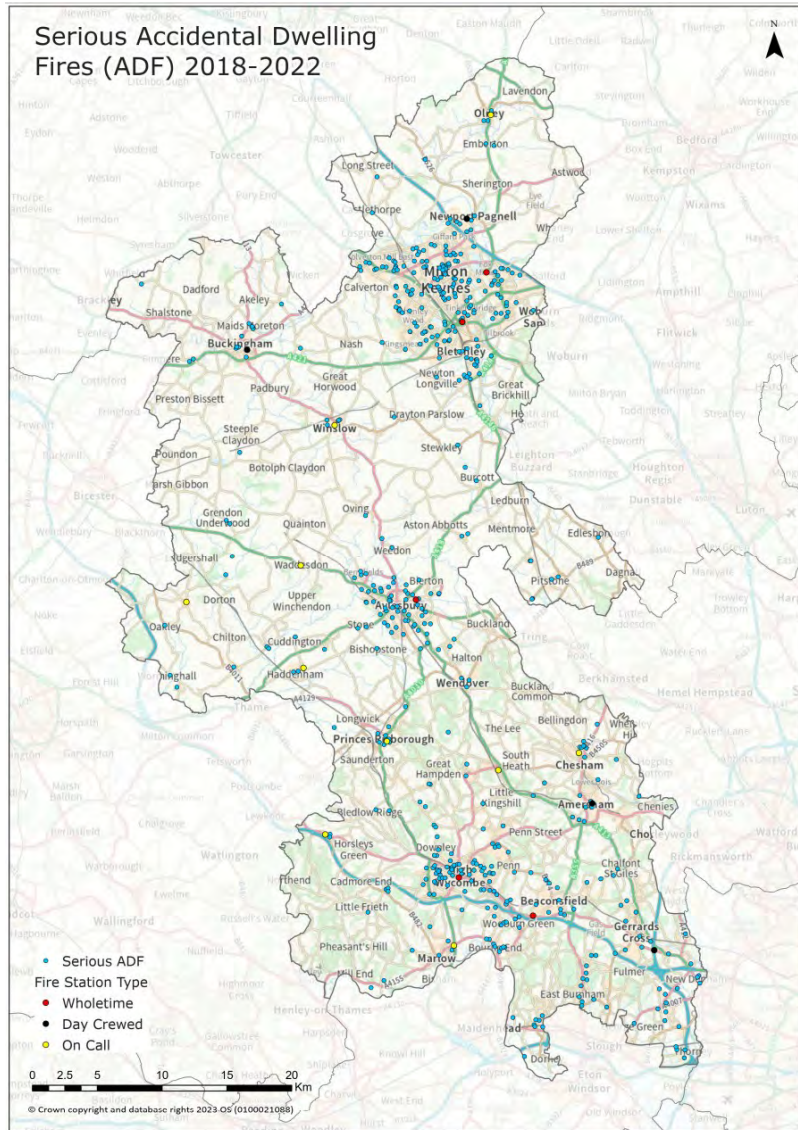
Serious Accidental Dwelling Fires (ADFs) - Trends



Serious Accidental Dwelling Fires (ADFs)

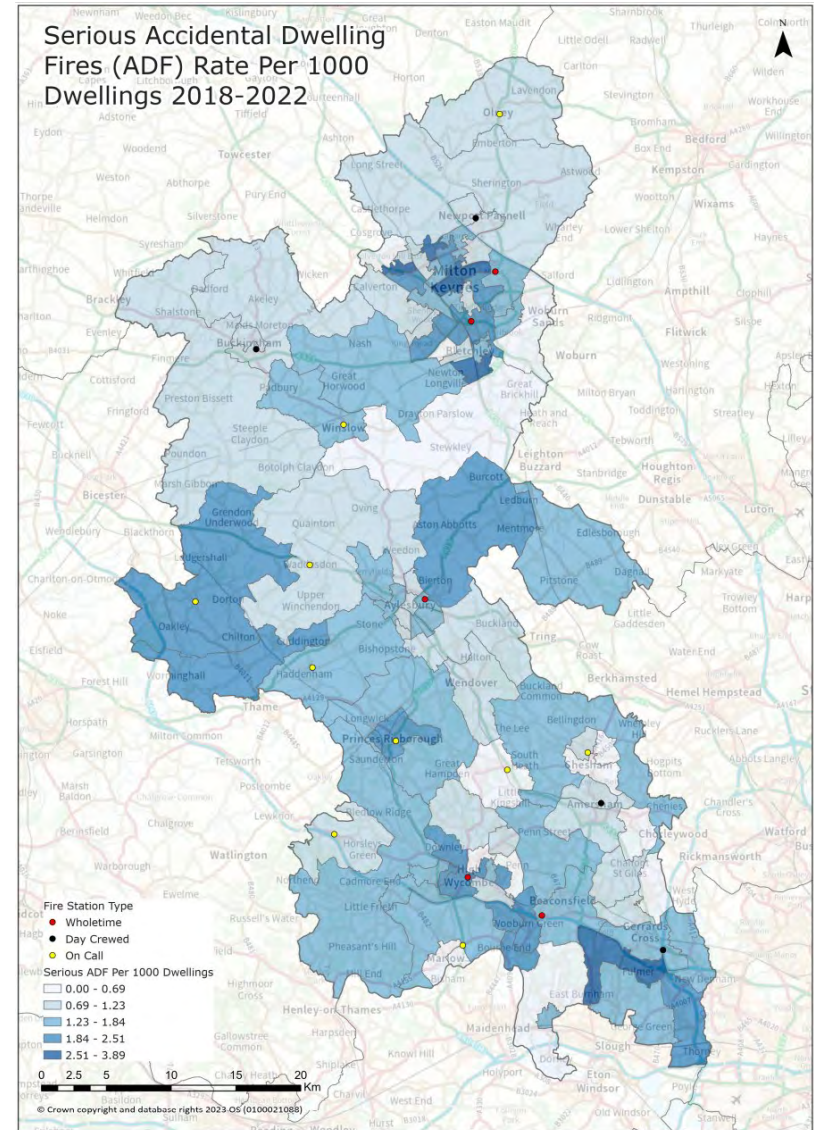
Location of ADFs

The following map shows where accidental dwelling fires were recorded between April 2018 and March 2023.



Density of ADFs

The following map shows the areas in Buckinghamshire and Milton Keynes that have the most dwelling fires per 1000 dwellings.



Accidental Fires in other premises

Summary

Fires also occur in buildings or premises which aren't classified as dwellings, some of which also include significant risk to our communities. For example, other property types where people sleep, including hospitals, hotels and residential care homes.

Caused by accident or carelessness (not thought to be deliberate).

The Hazard

Fires in the non-domestic properties tend to see far fewer fire related fatalities and injuries when compared with dwelling fires. However, these types of fires tend to see far more damage to property. This in turn can destroy local businesses and infrastructure, as well as the employment associated with them. Furthermore, there is much more opportunity for larger scale incidents.

Outcomes

The following figures show the outcomes of accidental fires in premises that weren't dwellings within Buckinghamshire and Milton Keynes between April 2018 and March 2023.

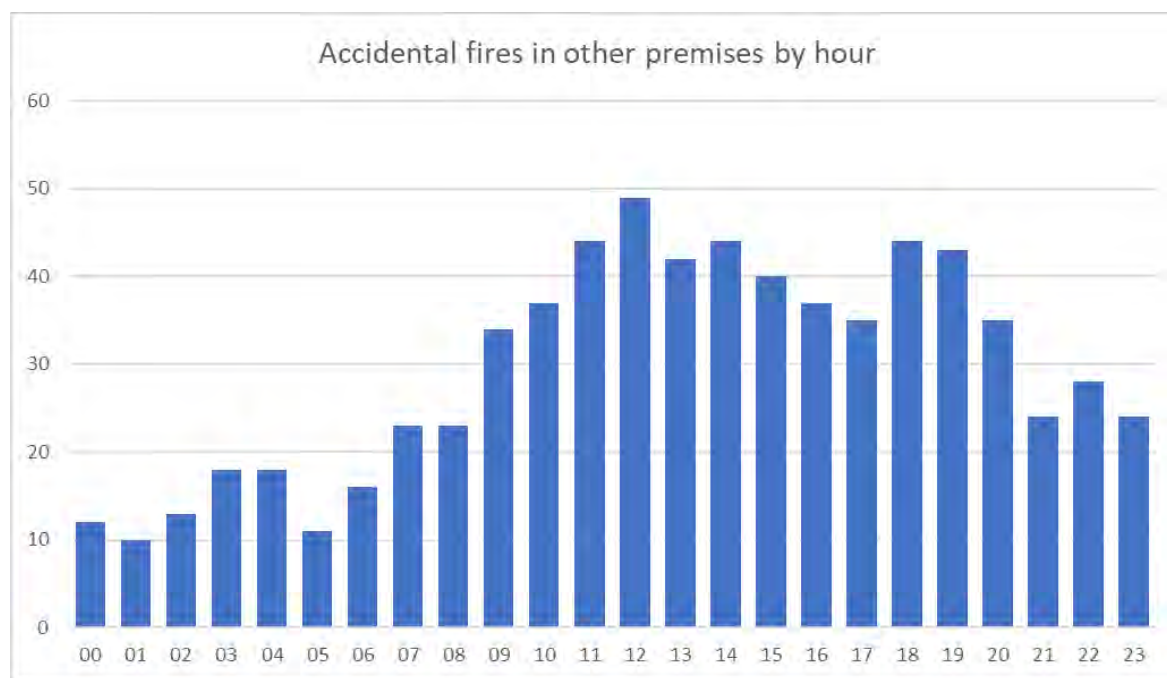
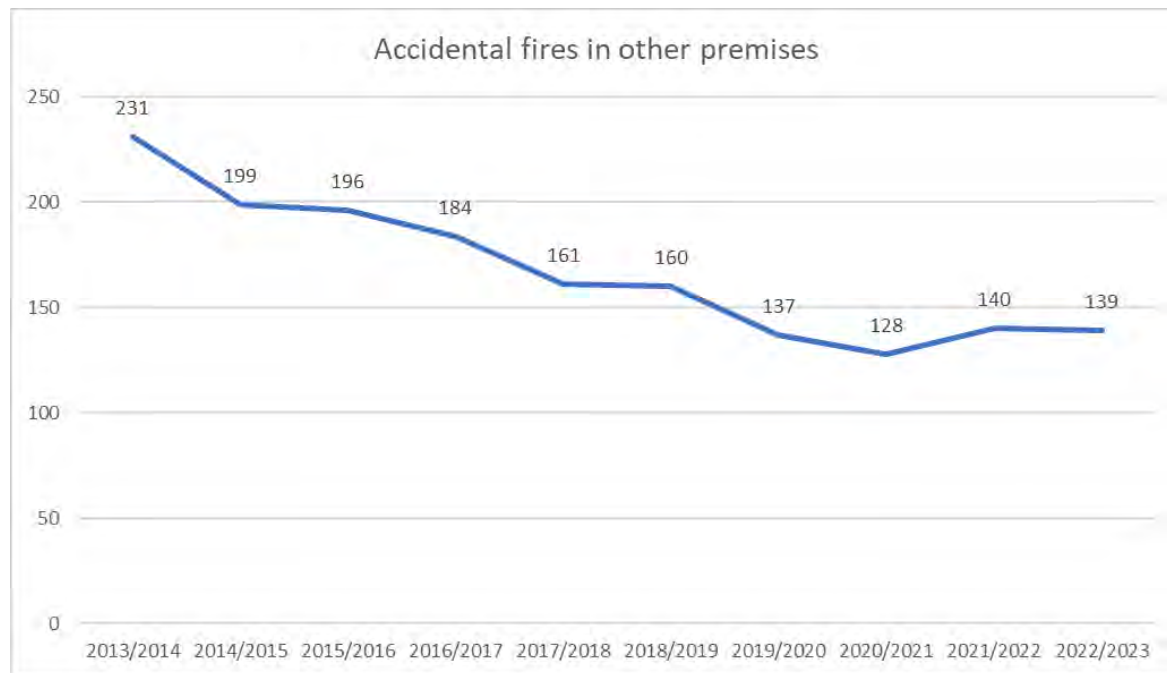
Damage	Incidents	% of Incidents	Fatalities	Serious Injuries	Slight Injuries	First Aid Only
Heat and Smoke Damage Only	278	39.5%	0	1	0	4
Limited to item 1st ignited	101	14.3%	0	1	0	4
Limited to room of origin	96	13.6%	0	0	1	2
External roof only	9	1.3%	0	0	0	0
Roof space only	9	1.3%	0	0	0	0
Whole roof	1	0.1%	0	0	0	0
Limited to floor of origin	75	10.7%	0	0	1	1
Limited to 2 floors	8	1.1%	0	0	0	0
Roof space and other floors(s)	6	0.9%	0	0	2	0
Affecting more than 2 floors	2	0.3%	0	0	0	0
Whole building	119	16.9%	0	0	2	5
Total	704	100%	0	2	6	16

Pump (fire engine) Utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at serious accidental dwelling fires:

Pumps	1	2	3	4	5	6	7	8	9	10	11	12	13	16	28
Incidents	133	199	271	57	13	13	6	4	2	1	1	1	1	1	1
Percentage	18.9%	28.3%	38.5%	8.1%	1.8%	1.8%	0.9%	0.6%	0.3%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

	Fires
Private Garden Shed	104
Retail	70
Food and Drink	62
Industrial Manufacturing	61
Residential Home	52
Education	46
Offices and call centres	38
Private garage	38
Warehouses and bulk storage	30
Industrial Processing	22
Hospitals and medical care	19
Permanent Agricultural	18
Hotel/motel	14
Other private non-residential building	14
Entertainment and culture	12
Public admin, security and safety	12
Public Utilities	9
Sheltered Housing - not self contained	9
Vehicle Repair	9
Laboratory/research Establishment	8
Hostel (e.g. for homeless people)	7
Sporting venues	7
Other buildings/use not known	6
Animal boarding/breeding/kennels (not farm)/animal shelter	4
Private Summer house	4
Religious	4
Transport buildings	4
Car Parks	3
Military/Barracks	3
Other Residential Home	3
Boarding School accommodation	2
Nurses'/Doctors' accommodation	2
Other holiday residence (cottage, flat, chalet)	2
Student Hall of Residence	2
Youth hostel	2
Boarding House/B&B for homeless/asylum seekers	1
Boarding House/B&B other	1
Total	704



Accidental fires in other properties

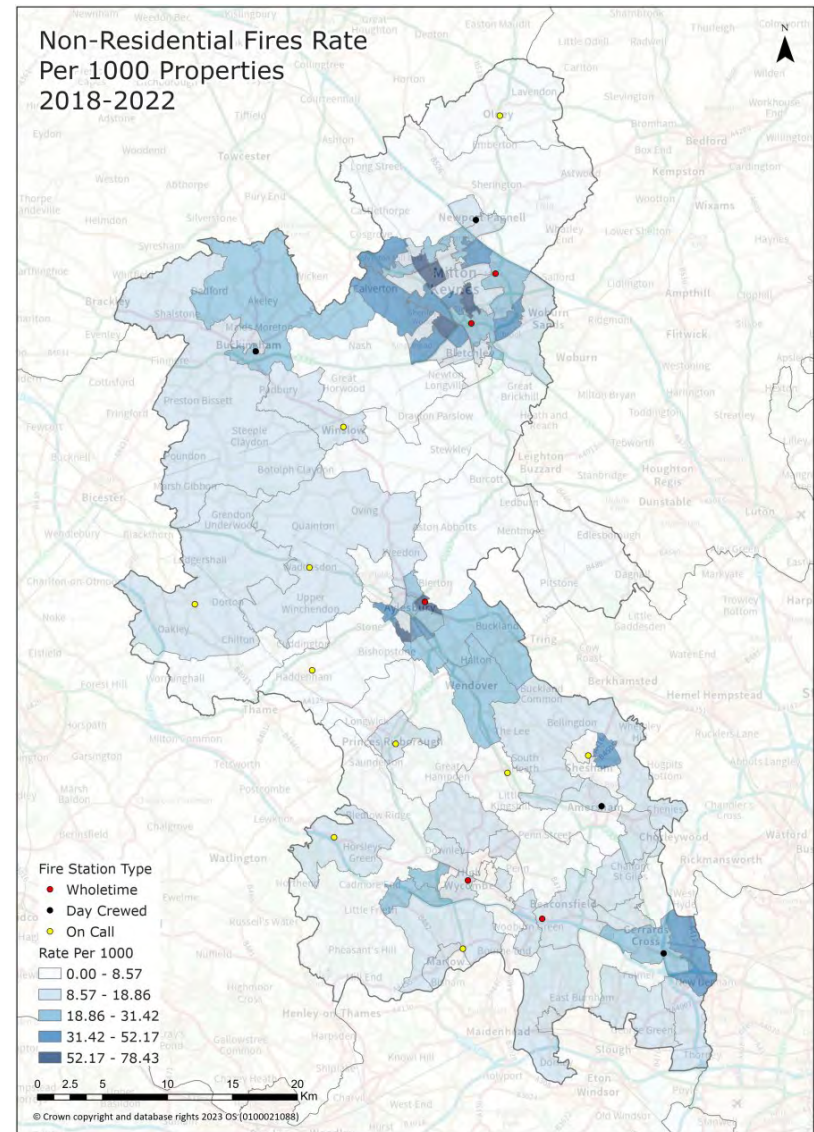
Location of fires

The following map shows where accidental fires in buildings other than dwellings were recorded between April 2018 and March 2023.



Density of fires

The following map shows the areas in Buckinghamshire and Milton Keynes that have the most accidental fires in other premises



High-rise fires

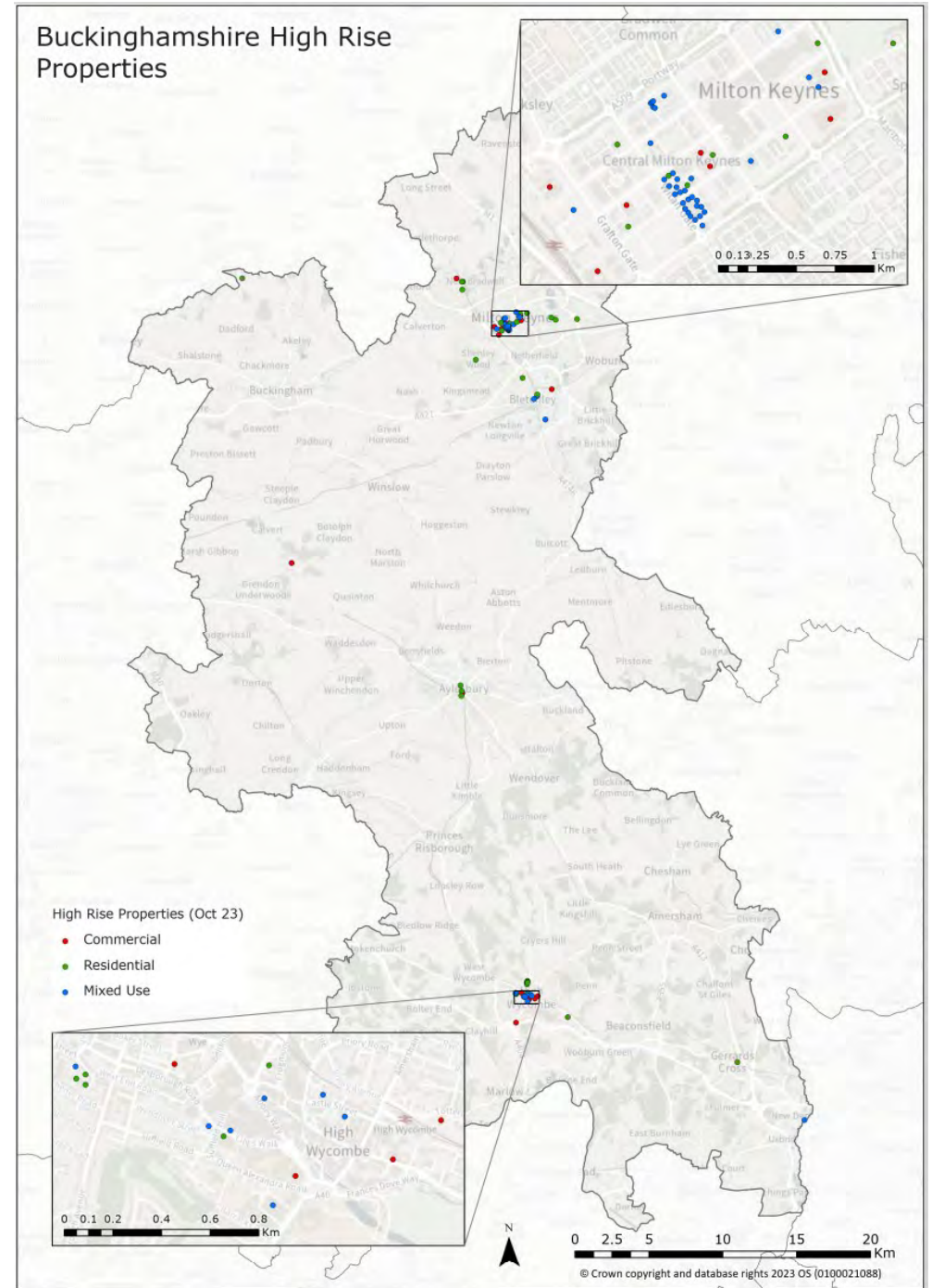
Summary

BFRS defines High-rise buildings as any building that has an occupied floor more than 18m above the Fire Service access level, which generally means a building of 6 floors or more. Tall building types include residential flats, hotels, institutions, hospitals, commercial offices and mixed occupancies.

There are currently 97 high-rise buildings in Buckinghamshire and Milton Keynes, some of which are residential, some commercial and some are a mixture of the two.

The Hazzard

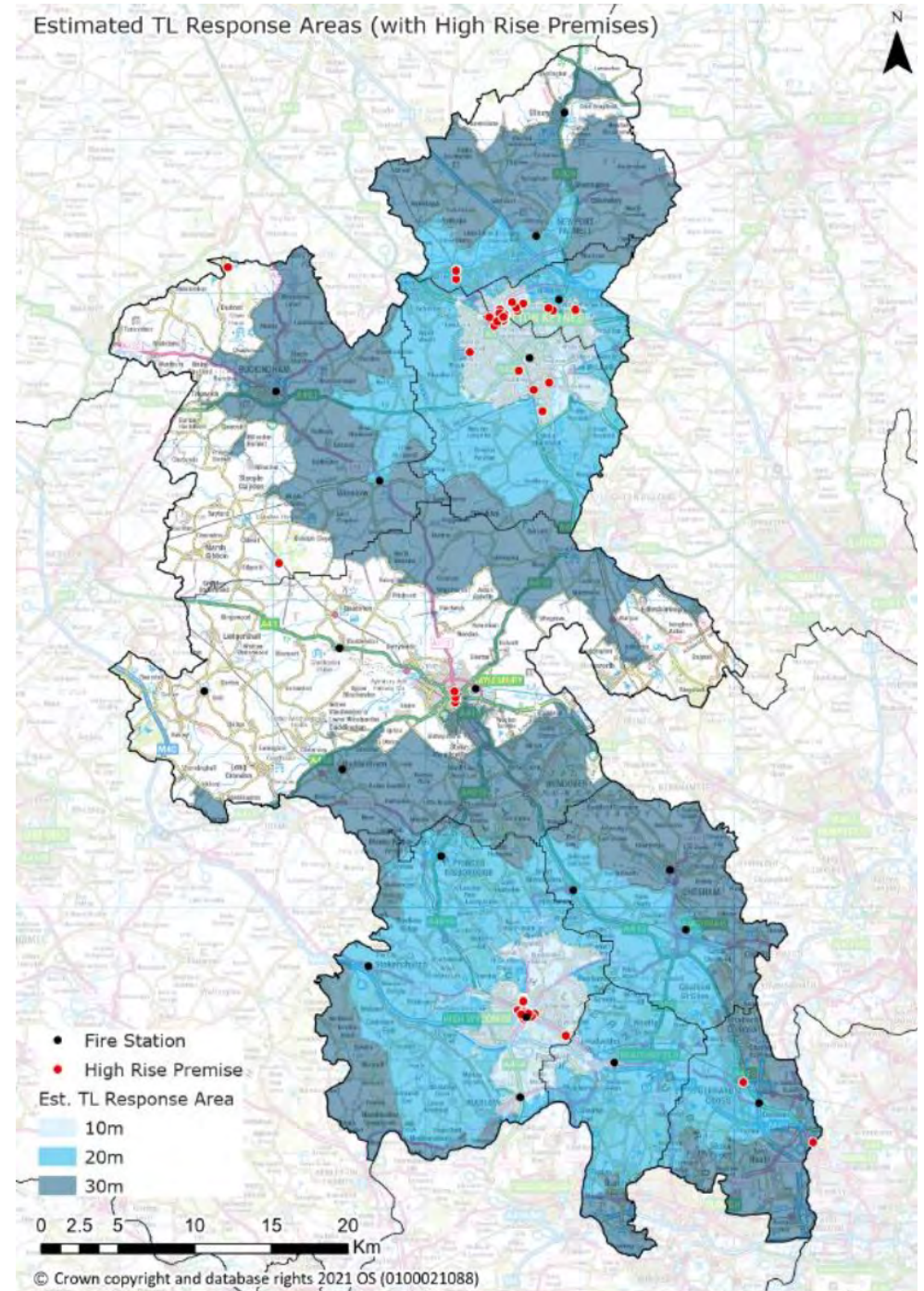
Any significant high-rise fire will require the commitment of considerable operational resources. We consider high rise building fires to be foreseeable normal risk, however a confirmed fire is likely to require mutual aid from neighbouring services. It is easily conceivable that an established fire in a tall building would be declared a major incident. This progression would lift the incident beyond our normal operational planning assumptions.



High-rise fires

The map on the right shows the modelled response areas and times for the two turntable ladders (TLs) located towards the north and south of our area. These TLs help firefighters to target water more effectively at greater heights.

High-rise buildings are designed to resist fire, stop smoke spread and provide a safe means of escape. Most fires do not spread further than one or two rooms.



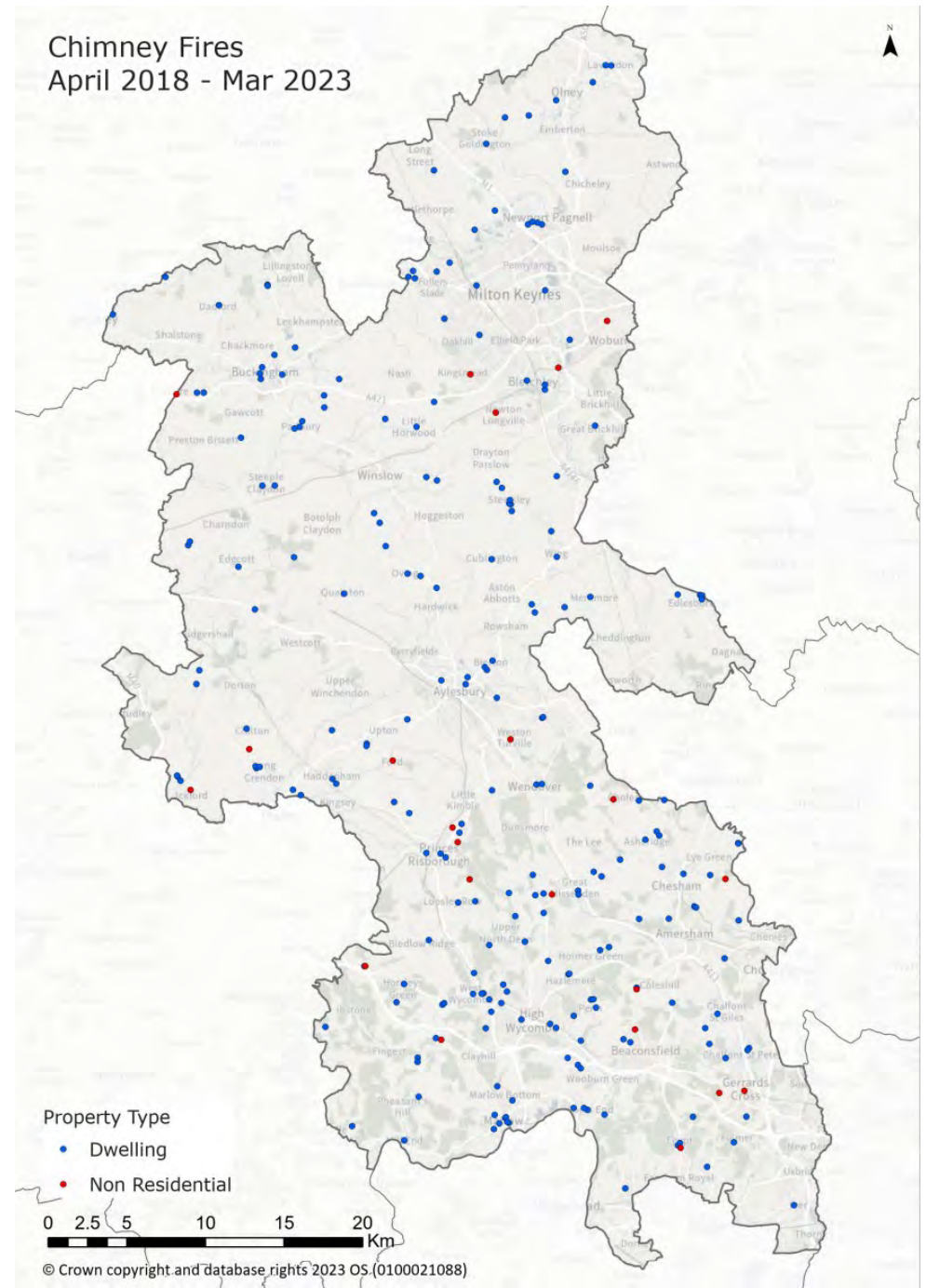
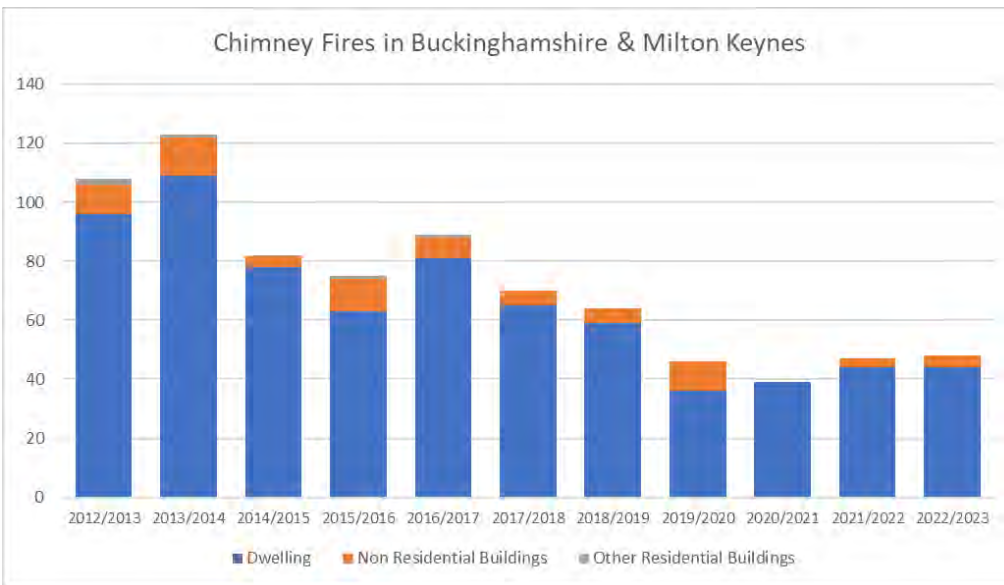
Chimney Fires

Summary

A chimney fire is any fire in a building where the flame was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances.

The Hazard

Chimney fires are dangerous because they can rapidly spread to other areas of the home, putting those within the home at risk of injury or death. Not only that, they can cause a lot of damage to the chimney itself.



Heritage Premises

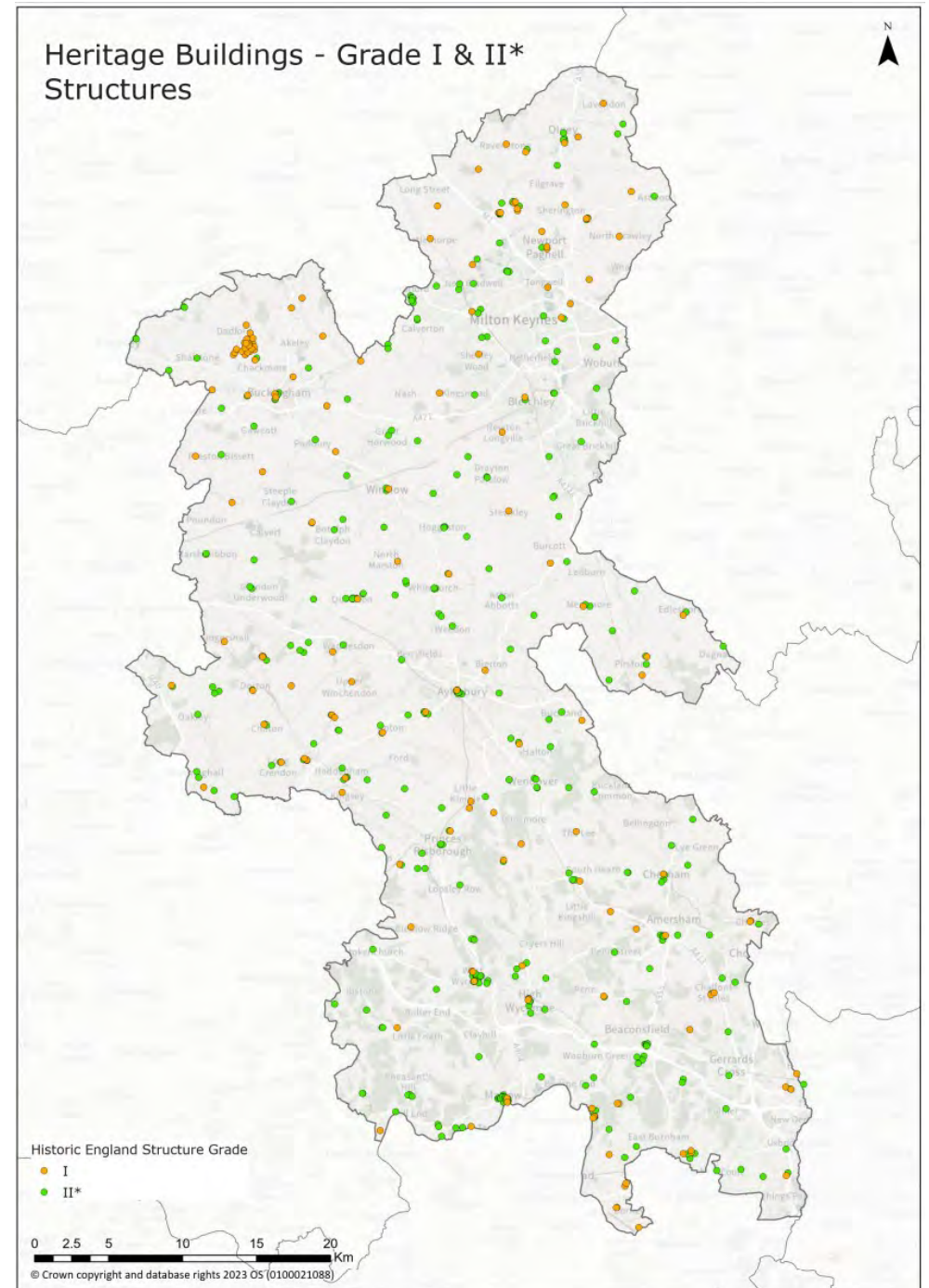
Summary

Fire is probably the most devastating of disasters that can strike a heritage property. As well as the damage caused by heat and smoke, the water used to extinguish the blaze can also cause serious issues.

Due to the age and makeup of some of these structures, they can be more susceptible to fire, the spread of fire and other unique challenges.

Unlike dwellings and most non-domestic properties, heritage building can often be found in the more rural areas, further away from wholtime stations, potentially resulting in a slower response time than those buildings closer to larger towns and cities.

When viewed from a risk perspective, listed premises fall within our usual categorisation of being a dwelling or other premises, as such we have assessed the overall risk within these groups.



Deliberate fires to other people's property (primary)

Summary

Fires that were deliberately started by somebody that wasn't the owner.

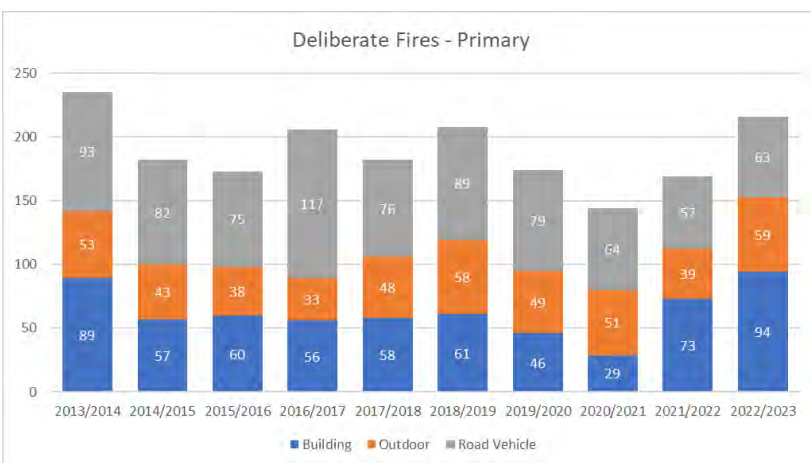
Primary fires are potentially more serious fires that harm people or cause damage to property.

The Hazard

Fires set deliberately have a significant effect on the local economy, damage the environment, destroy property, and can, in the worst cases, take someone's life.

Even small fires can spread very quickly, and often much quicker than expected. What may have been intended to be just a small fire or just a bit of fun, can quickly spread to become out of control. Deliberate fires can also result in an injury to the person setting the fire, or others who may become trapped by a rapidly developing fire. People have also been killed as a result of deliberate fire setting.

Likelihood - 2021/2022



Outcomes

Number of deliberate primary fires broken down by the main property damaged by the fire.

		18/19	19/20	20/21	21/22	22/23	23/24	Total
Building	Non Residential	40	35	16	48	75	70	284
	Dwelling	21	11	13	24	15	11	95
	Other Residential				1	4		5
Building Total		61	46	29	73	94	81	384
Outdoor	Grassland, woodland and crops	32	29	37	26	41	20	185
	Outdoor structures	22	17	11	9	12	9	80
	Outdoor equipment & machinery	4	2	3	4	5	1	19
	Other outdoors (including land)		1			1	1	3
Outdoor Total		58	49	51	39	59	31	287
Road Vehicle	Car	47	43	35	24	27	14	190
	Motorcycle	16	12	6	16	19	15	84
	Van	9	9	11	10	5	8	52
	Multiple Vehicles	6	4	6	2	4	4	26
	Other	3	4	1	2	3	3	16
	Bicycle	1	2		1	1		5
	Lorry/HGV		3	2				5
	Towing caravan	2	1	1		1		5
	Caravan unspecified	1			2	1		4
	Trailers - Trailer unit	2		2				4
	Agricultural	1	1					2
	Motor Home					1	1	2
	Minibus	1						1
Bus/coach					1		1	
Road Vehicle Total		89	79	64	57	63	45	397

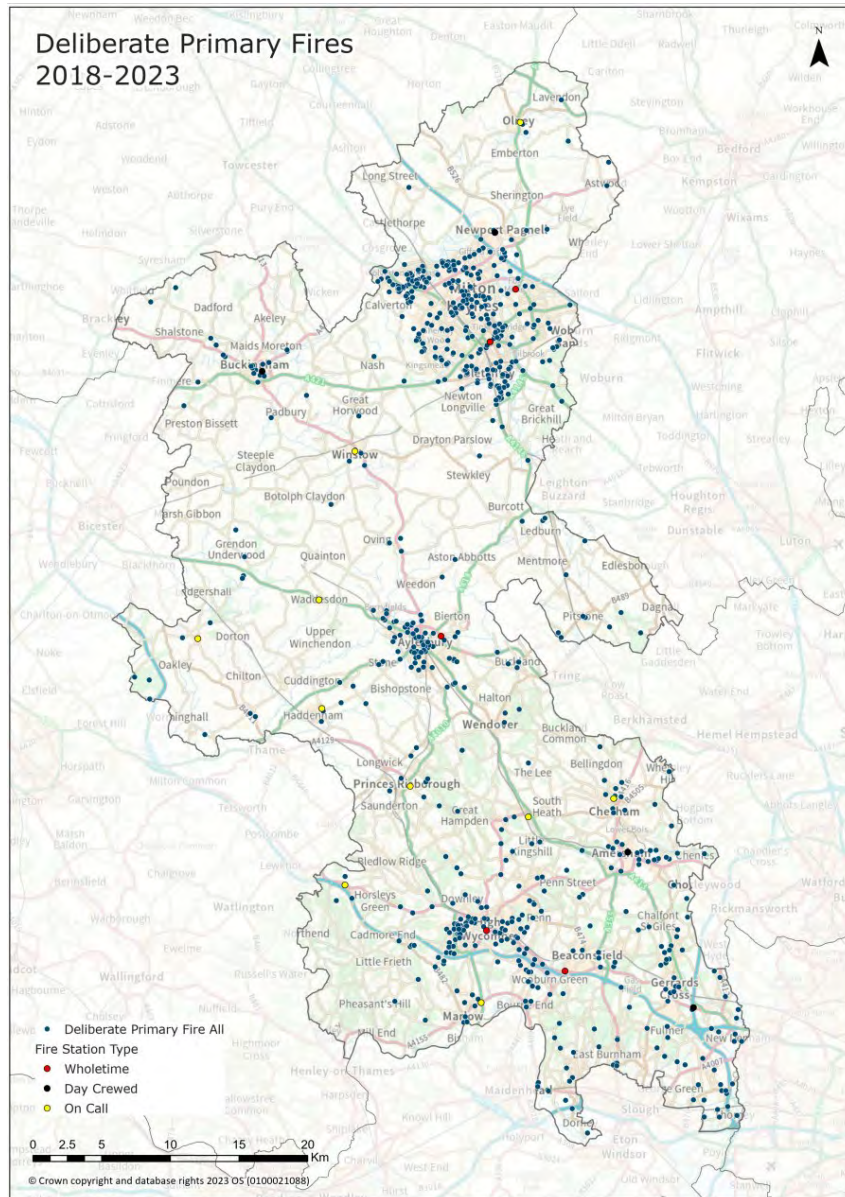
Pump (fire engine) Utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at accidental dwelling fires:

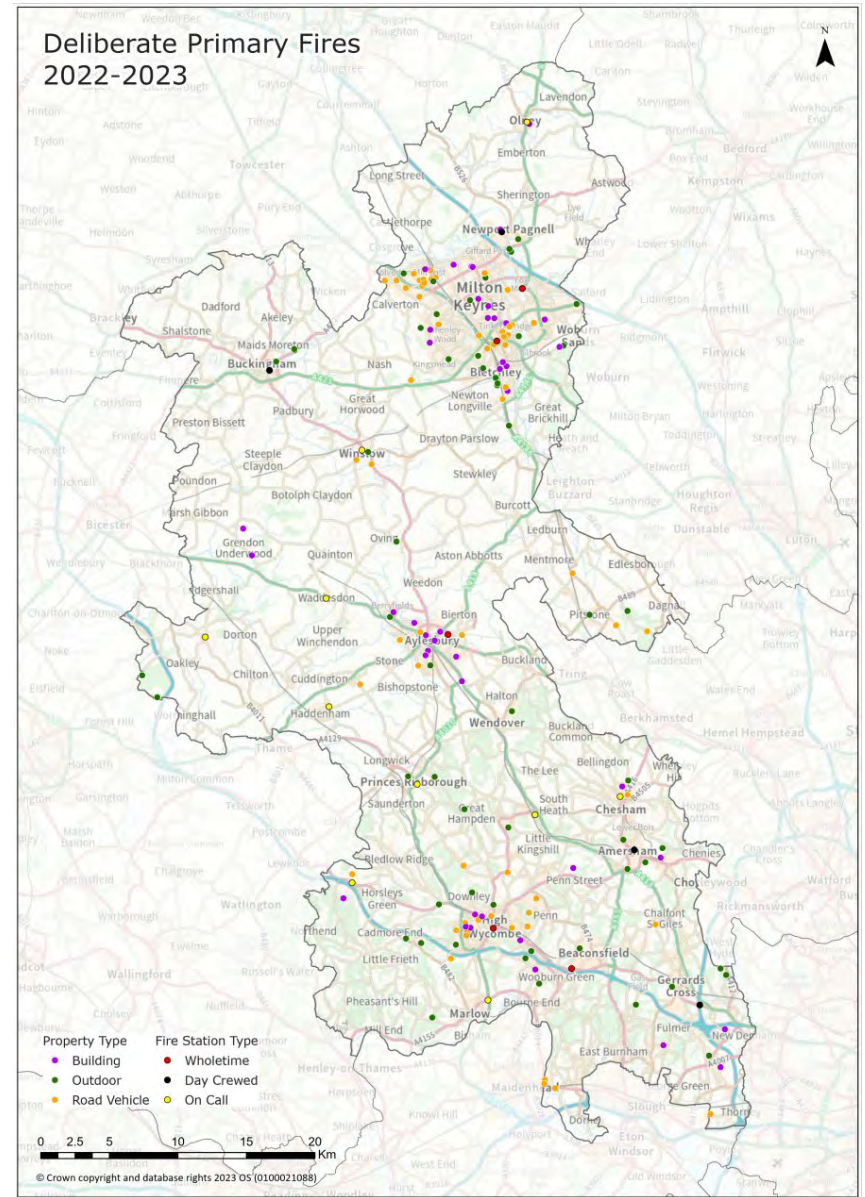
Pumps	1	2	3	4	5	6	7	8	10	18
Incidents	614	183	208	27	11	14	5	2	3	1
Percentage	57.5%	17.1%	19.5%	2.5%	1.0%	1.3%	0.5%	0.2%	0.3%	0.1%

Deliberate fires to other people's property (primary)

Location of Deliberate Primary Fires



2022/2023 Deliberate Primary Fires



Deliberate fires to other people's property (secondary)

Summary

Fires that were deliberately started by somebody that wasn't the owner.

Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended.

The Hazard

Fires set deliberately have a significant effect on the local economy, damage the environment, destroy property, and can, in the worst cases, take someone's life.

Even small fires can spread very quickly, and often much quicker than expected. What may have been intended to be just a small fire or just a bit of fun, can quickly spread to become out of control. Deliberate fires can also result in an injury to the person setting the fire, or others who may become trapped by a rapidly developing fire. People have also been killed as a result of deliberate fire setting.

Deliberate secondary fires are more prevalent during periods of hot and dry weather, when there is more opportunities as well as a higher risk of spread.

Likelihood



Outcomes

Number of deliberate Secondary fires broken down by the main property damaged by the fire.

	18/19	19/20	20/21	21/22	22/23	Total
Grassland, woodland and crops	130	147	126	106	182	691
Other outdoors (including land)	158	136	118	122	156	690
Outdoor structures	99	83	53	68	84	387
Non Residential	16	5	9	12	16	58
Car	2	5	6	6		19
Other	13	14	15	10	9	61
Total	418	390	327	324	447	1906

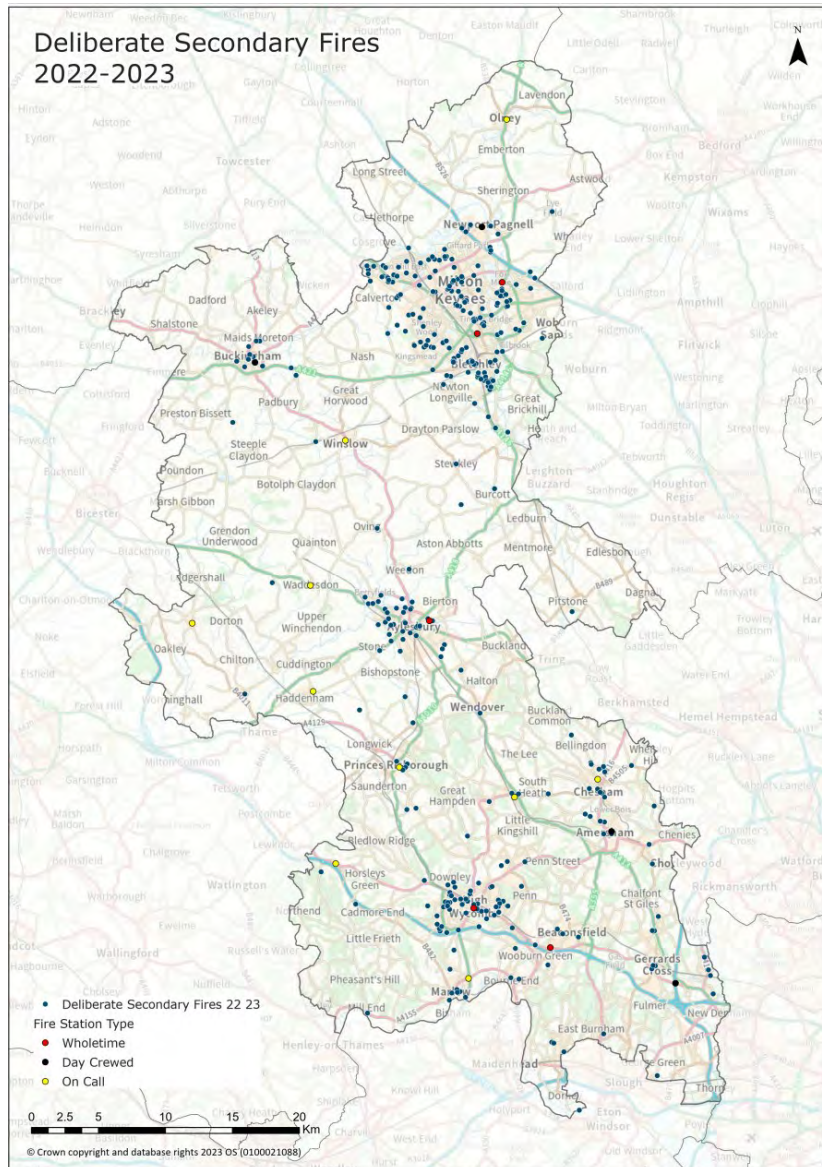
Pump (fire engine) Utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at accidental dwelling fires:

Pumps	0	1	2	3	4
Incidents	2	1699	162	29	14
Percentage	0.1%	89.1%	8.5%	1.5%	0.7%

Deliberate fires to other people's property (secondary)

Location of Secondary Fires



Flooding

Summary

There are two main types of external flooding that impact Buckinghamshire, Fluvial Flooding and Surface water flooding.

Fluvial flooding occurs when waterways such as rivers, streams or brooks overflow their banks into surrounding areas.

Surface water flooding occurs when rainfall overwhelms the capacity of drainage systems and surface water sewers, resulting in water flowing over the land instead of through drainage systems.

Fluvial Flooding

The Hazard

This risk is most likely to occur following periods of intense rainfall and will become more frequent as a result of climate change. Impacts are widespread and may include damage to the local environment, properties and essential services, with disproportionate effects on vulnerable groups.

The reasonable worst-case scenario is based on a significant river flood event, resulting from cumulative local events or a series of concurrent events across multiple geographic regions following a sustained period of heavy rainfall. This could possibly be combined with snow melt and surface water flooding.

Flood defences would become overtopped by river levels and breaches may occur in river banks and hard defences as they are put under pressure. Across urban and rural areas there would be flooding of homes and businesses.

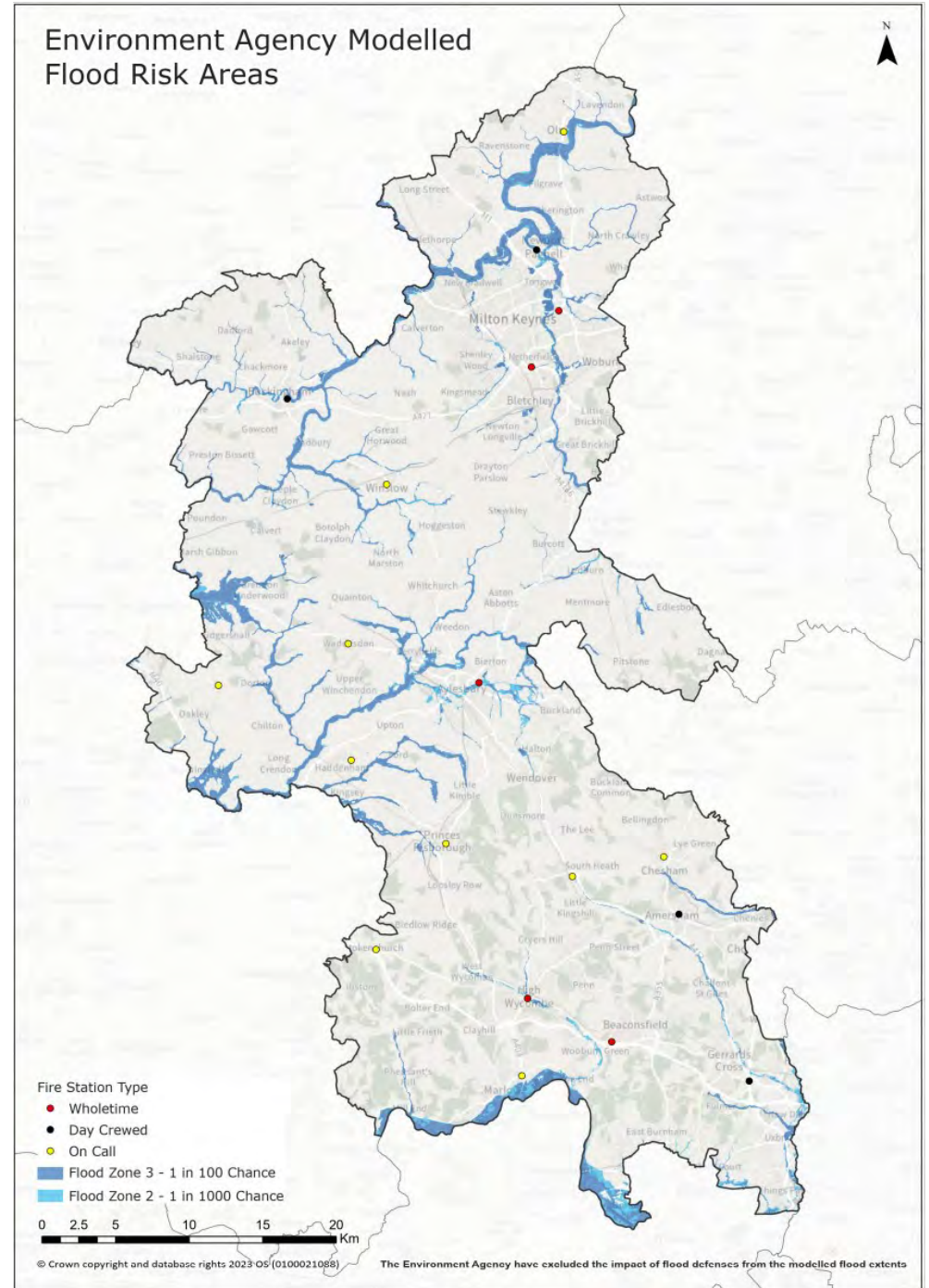
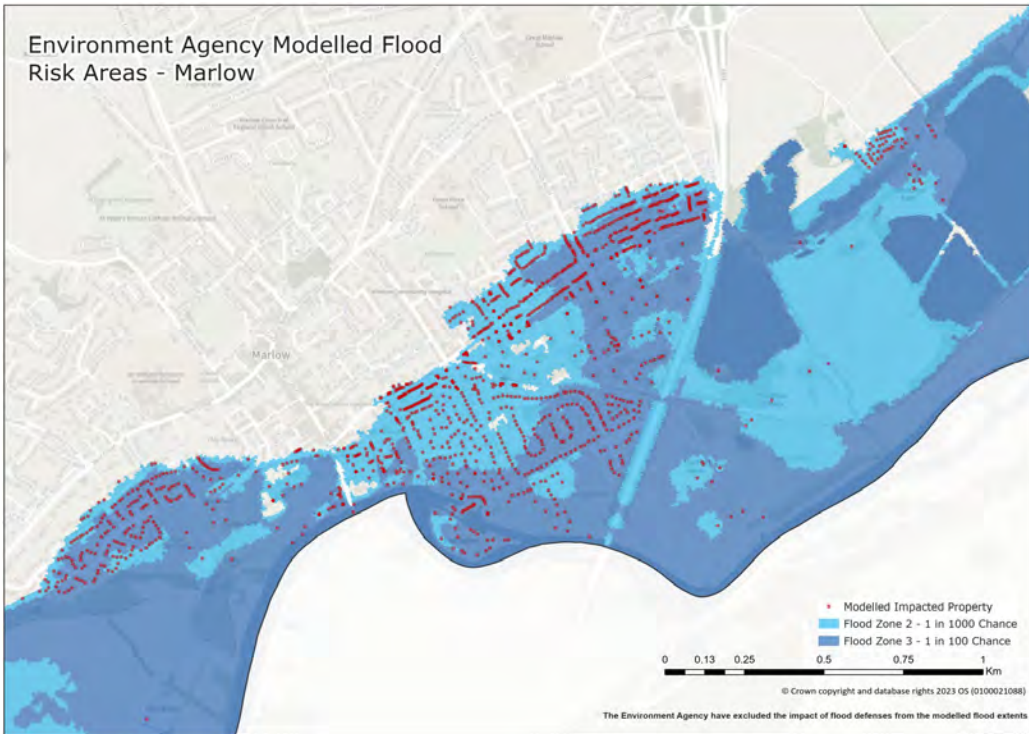
A number of people would require evacuation, with some of these being vulnerable and requiring assistance.

Fluvial Flooding

The Hazard

While the impact of Fluvial flooding can be much greater than surface water flooding, it is also more predictable. The environment agency provides the locations that are at risk of fluvial flooding and the likelihood.

The map on the right shows where in the county is most at risk of fluvial flooding. The diagram below is an example of how can identify those properties that are most at risk of flooding.



Surface Water Flooding

The Hazard

This type of flooding can occur in a wide variety of locations, including towns or cities located far from rivers and waterways. It is also particularly difficult to forecast with accuracy and can happen at very short notice, with periods of short but intense rainfall likely to increase in the future due to the warming climate.

The reasonable worst-case scenario is based on a large flood event in a built-up area, resulting from a pocket of exceptionally high rainfall. The most severe impact would lead to significant damage to homes and businesses. The evacuation of residents might be necessary, with short- to medium-term shelter being required. Depending upon the geological conditions, surface water flooding may lead to an increased likelihood of geological instability (for example sinkholes) in the impacted area. This could cause significant impacts to the local response, transport infrastructure, and other infrastructure in the impacted area.

Other scenarios include occupants of cars becoming trapped in water where the occupants have tried to make their way through the surface water flooding

Water Safety

The Hazzard

In 2022 there were 436 water related fatalities in England. To put this in context, there were 272 fire-related fatalities in the year ending March 2022.

The table below shows the activity and location type of incidents in England where an accidental water related fatality was recorded (this excluded incidents at sea or at a costal shore).

The following are some key stats from 2022 in relation to water related fatalities:

- There were 151 accidental fatalities
- 78% of accidental fatalities were male
- Males 20-29 were the highest group for accidental fatalities
- Recreational activities accounted for 59% of accidental fatalities
- 44 accidental fatality reports noted the presence of drugs or alcohol
- There were 154 suicide suspected fatalities at or near water in England.

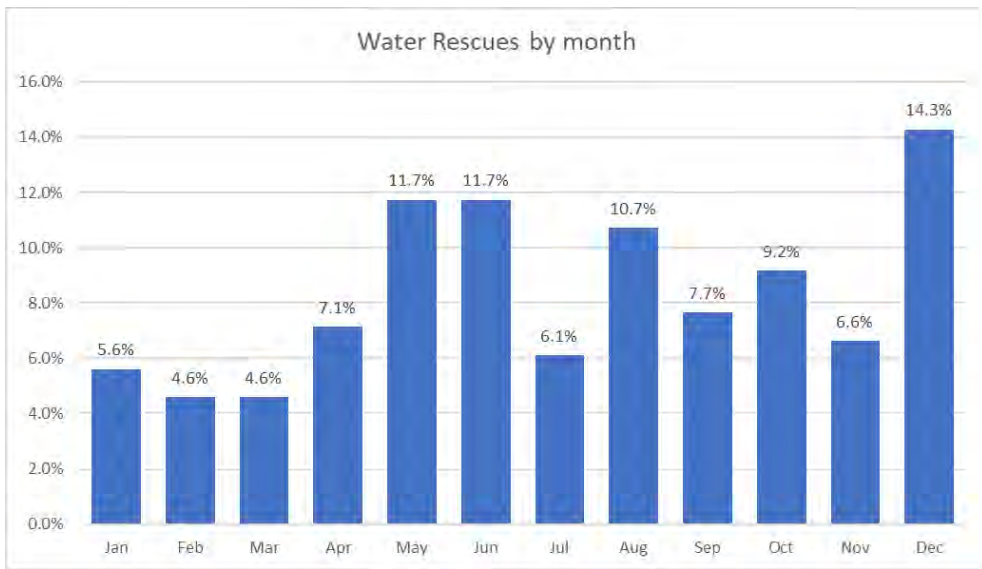
	Bath (includes jacuzzis, hot-tubs)	Canal/ Aquaduct	Drain/ Well/Pit	Harbour/ Dock/ Marina/ Port	Lake/ Loch/ Lough	Pond	Pool (Swimming)	Quarry	Reservoir	River	Stream/ Ditch/ Burn	Water Container	Total
Bath	4												4
Jumping/diving in					1					4			5
Manually powered boats					1					1			2
Motor vehicle						2				1			3
Motorboating		2		3	2					2			9
Person on ice					4								4
Personal Water Craft					1								1
Sailing													0
Sub aqua diver					1								1
Swimming		2			9		2	1	3	7			24
Walking/running	1	11	2	1	2	2				17	5	1	42
Waterside activity/in water play					2					2			4
Total	5	15	2	4	23	4	2	1	3	34	5	1	99

Water Safety

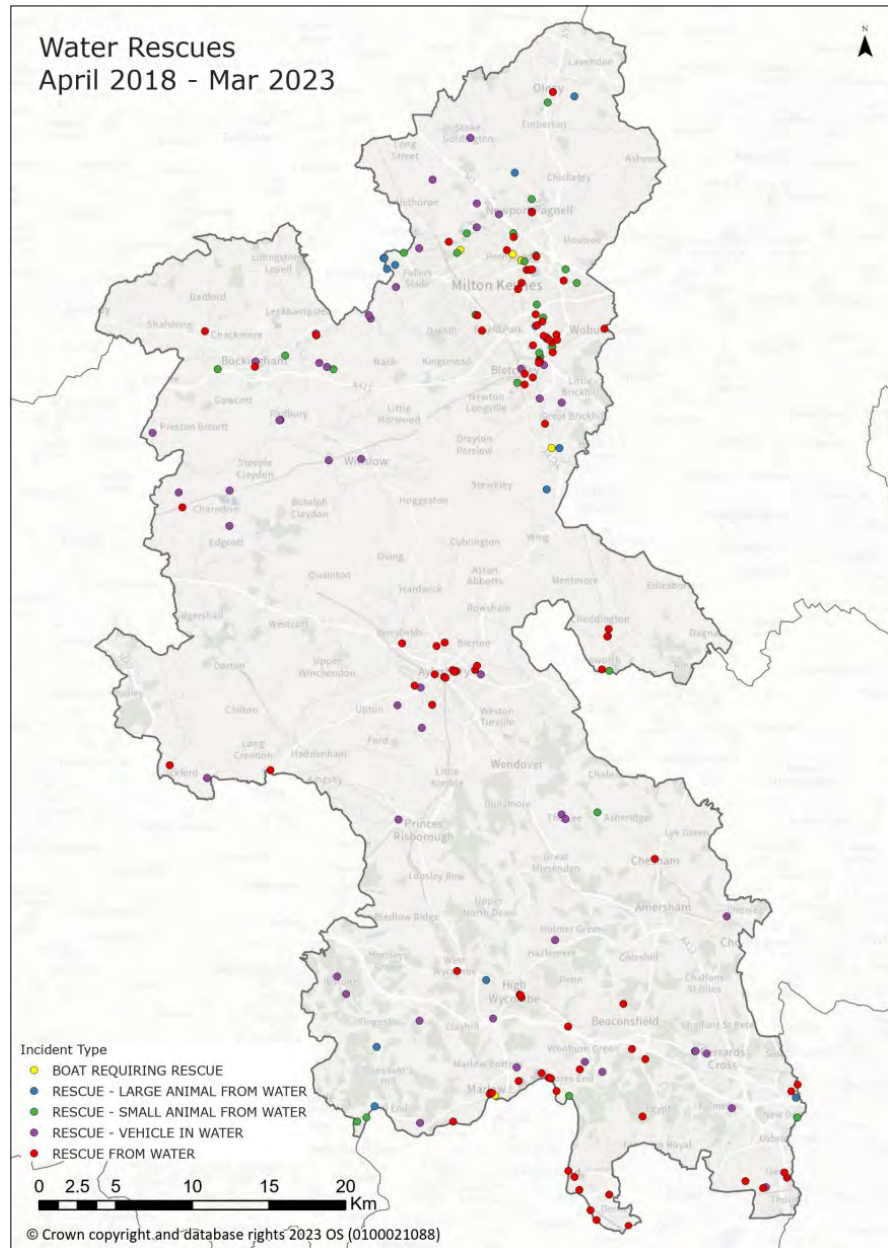
In Buckinghamshire & Milton Keynes

BFRS responded to 196 Water Safety related incidents between April 2018 and March 2023.

	18/19	19/20	20/21	21/22	22/23	23/24
RESCUE FROM WATER	14	18	12	16	19	14
VEHICLE IN WATER	3	16	28	3	1	2
SMALL ANIMAL FROM WATER	4	2	8	6	7	3
LARGE ANIMAL FROM WATER	1	1	4	3	2	2
BOAT REQUIRING RESCUE	0	3	0	3	2	1



Map of water rescues



Road Safety

Summary

Buckinghamshire Fire & Rescue Service is required by The Fire and Rescue Services Act to rescue people in the event of road traffic collisions, to make provision for protecting people from harm and ensuring we have the resources necessary to meet all normal requirements. Incidents on our roads have a big impact on communities and lives of Buckinghamshire residents and those traveling through.

The Hazard

Incidents on our roads have a big impact on communities and lives of Buckinghamshire residents and those traveling through. Nationally, around 1,700 people die in Road Traffic Collisions (RTC), and a further 28,000 are seriously injured.

Buckinghamshire is served by four motorways, although two are on its borders:

M1 motorway: serves Milton Keynes in the north via junctions 13 and 14 (although the former is just outside the county boundary in Bedfordshire).

M4 motorway: passes through the very south of the county with one junction in Bucks (J7).

M25 motorway: passes into Bucks with one junction (J16-interchange for the M40).

M40 motorway: cuts through the south of the county serving towns such as High Wycombe and Beaconsfield.

Buckinghamshire also has six important A roads:

A428: serving the northern villages of Lavendon and Cold Brayfield.

A5: serves Milton Keynes.

A421: serves Milton Keynes and Buckingham; links the M1 to the M40.

A40: parallels M40 through south Bucks and continues to Central London.

A41: cuts through the centre of the county from Watford to Bicester, serving Aylesbury.

A4: serves Taplow in the very south.

Milton Keynes has a grid road system that is a network of predominantly national speed limit, fully landscaped routes that form the top layer of the street hierarchy for both private and public transport in Milton Keynes. The system is unique in the United Kingdom for its innovative use of street hierarchy principles: the grid roads run in between districts rather than through them.

Road Safety

Outcomes

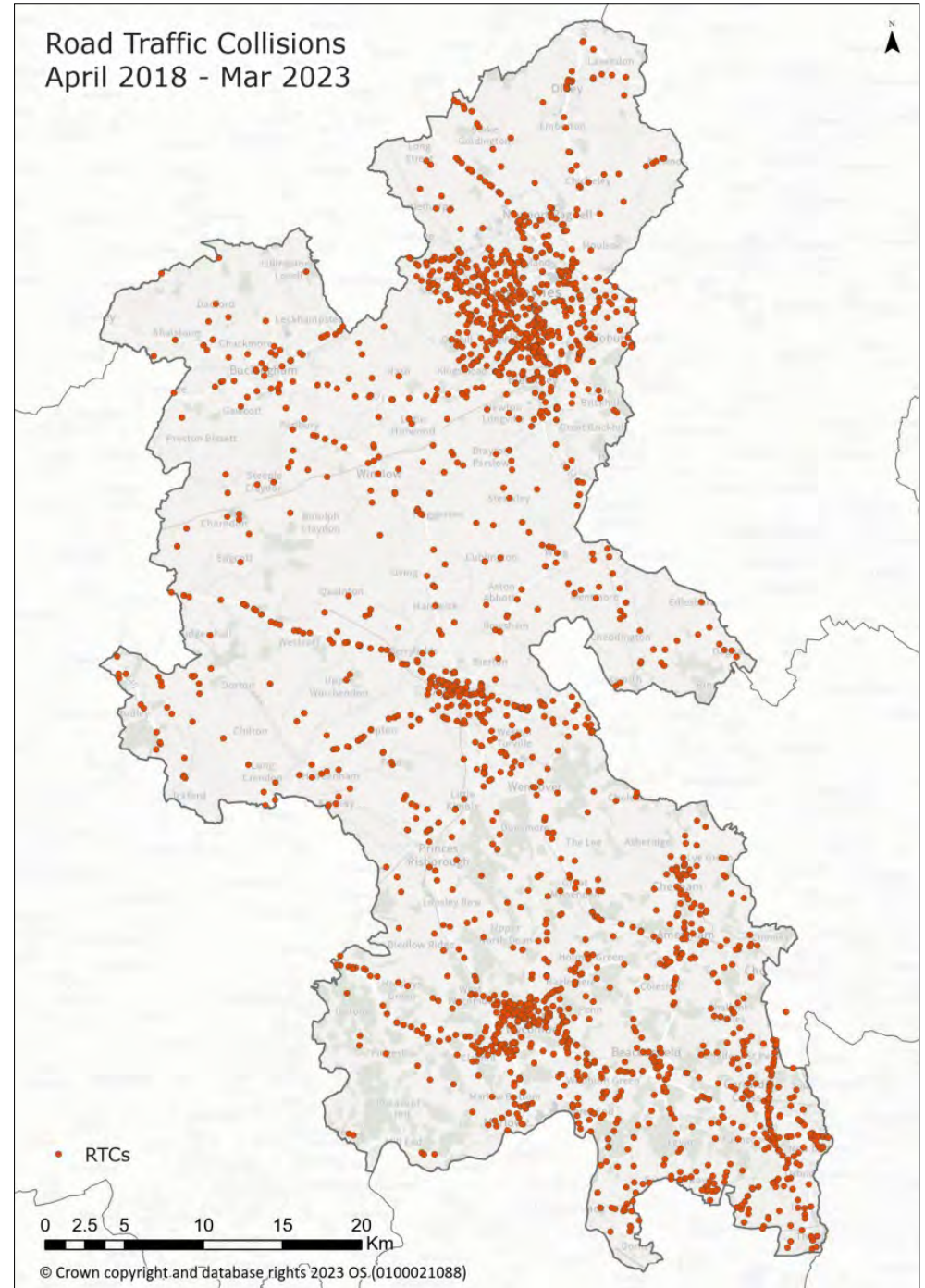
The following figures show the outcomes of RTCs attended in Buckinghamshire and Milton Keynes by the Fire & Rescue Service between April 2018 and March 2023.

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Incidents attended	569	592	413	548	557
Fatalities	14	8	12	11	9
Seriously injured	82	91	76	69	95
Slight injuries	280	249	196	224	180
First aid given only	117	99	67	113	93

Pump (fire engine) utilisation

Between April 2018 and March 2023, the following number of pumps were utilised at Road Traffic Collisions

Pumps	0	1	2	3	4
Incidents	23	978	1397	266	15
Percentage	0.9%	36.5%	52.1%	9.9%	0.6%



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OVERVIEW OF RISKS, ISSUES & OPPORTUNITIES


POLITICAL	ECONOMIC	SOCIAL / DEMOGRAPHIC	TECHNOLOGY & INFRASTRUCTURE	ENVIRONMENT Natural / Built	LEGAL	ORGANISATIONAL
2023 Integrated Review Refresh	Inflation / cost of living.	Rising Population	Alternatively Fuelled Vehicles (AFV)	Climate Change	Fire Safety Act 2021	Insufficient funding to achieve 2025-30 CRMP objectives.
2023 Defence Command Paper	Risk of low economic growth	Ageing Population	Artificial Intelligence / Robotics / Autonomous Vehicles	Rewilding	The Fire Safety (England) Regulations 2022	BFRS Service resilience issues: staff availability, retention, loss of key staff.
UK Resilience Framework	Brexit	Health and Disability	Frontier Artificial Intelligence Risks	New Housing Development	The Building Safety Act 2022	Ageing Workforce: Health and Wellbeing
UK National Risk Register (2023)	Pension Liabilities	Population Diversity	Remote working Technologies	Permitted Development	Minimum Service Levels Act 2023	FRS Workplace culture.
Russia – Ukraine War	City Deals and Growth Deals	Overcrowded Housing	High energy density rechargeable batteries	Reinforced Autoclaved Aerated Concrete	Serious Violence Duty	TVFCS mobilising issues
Israel / Gaza and associated conflict across the wider Middle East		Housing without Central Heating	Air Sourced Heat Pumps	Defective External Wall Systems (EWS)	Procurement Act	Strategic Partnership Opportunities
Fire Reform White Paper		Communal Establishments	Solar PV Systems	Asbestos	Failure to comply with Equal Pay legislative requirements.	Contaminants management / liabilities

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POLITICAL	ECONOMIC	SOCIAL / DEMOGRAPHIC	TECHNOLOGY & INFRASTRUCTURE	ENVIRONMENT Natural / Built	LEGAL	ORGANISATIONAL
USAR Funding		Residual / Long Term effects of Covid Pandemic	Smart Motorways	Unoccupied and Derelict Buildings	Potential amendments to Conduct of Employment Agencies and Employment Business Regulations 2003	Impact of public enquiries e.g. Grenfell, Manchester Arena, Covid.
2024/25 General Election		Hoarding	High Speed Rail		Firefighters Pensions (Remediable Service) Regulations 2023	Demand for SCAS or TVP services exceeds available capacity to respond with 'knock on' effects for BFRS when attending incidents requiring multi-agency response.
FBU Firefighters Manifesto		Fly-tipping	The Elizabeth Line			
			Western Rail Link into Heathrow		Safeguarding	Maintaining cadre of specialist skills: NILO, HMA, DIM, WIM, Tac-Ads
			East West Rail			

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POLITICAL

<p>Risk / Issue / Opportunity: Integrated Review Refresh 2023</p> <p>The Integrated Review Refresh 2023 (IR2023) updates the government’s security, defence, development and foreign policy priorities to reflect changes in the global context since the first Integrated Review in 2021. In particular, to take account of the effects of the war in the Ukraine which has added to inflationary pressures and disrupted supply chains with adverse consequences for households, businesses and public services.</p>	
<p>Impact on Community and / or Fire and Rescue Service</p> <p>“Address vulnerabilities through resilience” is one of the four pillars that comprise the IR2023. It priorities addressing strategic UK vulnerabilities in the following areas:</p> <ul style="list-style-type: none"> • Energy security (maximising sources of supply in the immediate term, while accelerating the transition to clean energy and net zero CO2 emissions over the long term whilst, in parallel, strengthening UK resilience to risks associated with climate change and environmental damage); • Strengthening health resilience (this includes: a new Centre for Pandemic Preparedness within the UK Health Security Agency to better detect and respond to emerging risks and threats; and the development of a Biological Security Strategy to provide a strategic framework for mitigating biological risks whether arising naturally or through accidental or deliberate release); • Economic security, including the development of a UK Supply Chains and Import Strategy to strengthen resilience in critical sectors such as semiconductors. Also, the Centre for the Protection of National Infrastructure will be replaced by the National Protective Security Authority (NPSA) to provide expert, intelligence-led advice to businesses and institutions in sensitive sectors of the economy; • Democratic and wider societal resilience, including the establishment of a ‘Defending Democracy Taskforce’ to make electoral processes and infrastructure secure and resilient and ensure that elected officials at all levels are protected from physical, cyber and other threats. Its work will include bridging gaps between the national security establishment 	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Service issued a formal response to the public consultation held in relation to the 2021 Integrated Review which can be viewed in the embedded document:</p> <div style="text-align: center;">  <p>BFRS Response to Integrated Review C</p> </div> <p><u>Future Actions / Requirements</u></p> <p>Service officers will monitor the development of all strategies and measures specified in the IR2023 that are relevant to the emergency services in general, and the fire and rescue service in particular. The Service will respond to any future consultations held in relation to these where appropriate to do so. Any strategic implications for Service resourcing, capabilities, policies, procedures, equipment or training will be identified, evaluated and reported to the Fire Authority via the community risk management planning, corporate planning and / or corporate risk management processes as appropriate.</p> <p><u>Consequences if no further action taken.</u></p> <p>Failure to identify emerging risks and / or requirements resulting in adverse outcomes for the public, communities and Service staff should a related event occur. Potential for consequential financial losses and / or reputational damage.</p>

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and non-traditional partners such as local councils, police forces and global tech companies;

- **Strengthening of protective security**, by addressing vulnerabilities that expose people and infrastructure to physical and security risks, including a new Protect Duty ('Martyn's Law) which will make it a legal requirement for owners and operators of public spaces and venues to keep the public safe from terrorist attacks;
- **Cyber Security and resilience**, across UK businesses, people, critical national infrastructure and public services;
- **Strengthening UK borders**, by reducing vulnerability to threats from terrorists, criminals and state actors including the prevention of the importation illicit goods, stopping illegal migration and protecting the UK's bio-security.

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Risk / Issue / Opportunity: [2023 Defence Command Paper](#)

This sets out how Defence will respond to the changing context and deliver on the 2023 Integrated Review Refresh within its resource envelope, increasing its productivity and focusing on areas that will achieve real-world impact.


Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Chapter 8 (pages 87-88) sets out the military’s role in relation to civil contingencies. This includes:</p> <ul style="list-style-type: none"> • Army and Navy provision of explosive ordnance disposal teams across the country to help safely dispose of conventional munitions and improvised explosive devices; • Army contribution of 2,600 personnel at two-day readiness to support homeland resilience, including specialist capabilities and armed police backfill under OP TEMPERER, with further support available from other Services, to provide support to the Police in the event of a terrorist incident which goes beyond their capacity or capability for response; • Continued support for civil authorities more generally with forces held at high levels of readiness to respond to a wide range of national events and crises (as seen during the COVID-19 pandemic). 	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Command Paper caveats these commitments by stating that: <i>“...the deterioration in the international security environment means that it is of paramount importance that Defence focuses on its core role of ensuring the national security of the UK. To enable this, it will be important to ensure that the support Defence provides domestically is limited to tasks that only Defence can perform”</i>.</p> <p>It is also understood that the Government intends to continue with its plan announced in the previous Command Paper to reduce the full-time trained strength of the army from 82,000 to 73,000 by 2025. It is therefore prudent to plan on the basis that military assistance will only be available in exceptional circumstances, and that the Service should not rely on its support to cover contingencies such as industrial action or other contingencies that can be prepared for and responded to with non-military resources.</p> <p><u>Future Actions / Requirements</u></p> <p>Review of sufficiency / adequacy of existing contingency resilience arrangements to be included within scope of 2025-30 CRMP.</p> <p><u>Consequences if no further action taken.</u></p> <p>Potential for significant disruption to provision of critical services with attendant consequences for the public and communities if unable to adequately respond to incidents presenting risks to life, property, the economy and / or the environment.</p>

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Risk / Issue / Opportunity: [UK Government Resilience Framework](#)

The UK Government Resilience Framework sets out how it will strengthen the systems and capabilities that support collective resilience. The framework is the first articulation of how the UK Government will deliver on a new strategic approach to resilience. It is based on three core principles:

- A developed and shared understanding of the civil contingencies risks we face is fundamental;
- Prevention rather than cure wherever possible: a greater emphasis on preparation and prevention; and,
- Resilience is a ‘whole of society’ endeavour, so we must be more transparent and empower everyone to make a contribution.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Reducing risk to people, communities, the economy and the environment, via preventative and protective strategies / measures and preparing to respond to a wide range of civil contingencies are core fire and rescue service roles. BFRS therefore contributes to societal resilience both at an individual service level and also in partnership with other agencies, particularly the local resilience forum (Thames Valley - TVLRF).</p> <p>The Resilience Framework sets out (at pages 67-68) a number of actions and deliverables to be delivered against 2025 and 2030 time horizons, so fall within the lifespan of the new BFRS 2025-30 CRMP. A number of these may require and / or provide opportunities for participation and contributions from the fire and rescue service, in particular in relation to:</p> <ul style="list-style-type: none"> • Measuring socio-economic resilience, including how risks impact across communities and vulnerable groups (2025); • Expanding the scope and use of standards and assurance in the public sector to support better contingency planning and risk management (2025); • Reforms to strengthen Local Resilience Forums (leadership, accountability and the integration of resilience into the UK’s levelling up mission (pilot by 2025 / roll out by 2030); • Delivery of a new UK Resilience Academy (2025); 	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Service issued a formal response to the Cabinet Office ‘Call for Evidence’ relating to the draft Resilience Strategy which can be viewed in the embedded document:</p> <div style="text-align: center;">  <p>NRS Call for Evidence - Buckinghamshire FR</p> </div> <p><u>Future Actions / Requirements</u></p> <p>Service officers will monitor developments and progress with the actions and deliverables that are relevant to the emergency services in general, and the fire and rescue service in particular. The Service will respond to any future consultations held in relation to these where appropriate to do so. Any strategic implications for Service resourcing, capabilities, policies, procedures, equipment or training will be identified, evaluated and reported to the Fire Authority via the community risk management planning, corporate planning and / or corporate risk management processes as appropriate.</p> <p><u>Consequences if no further action taken.</u></p> <p>Failure to identify emerging risks and / or requirements resulting in adverse outcomes for the public, communities and Service staff</p>

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<ul style="list-style-type: none">• New training and skills pathway to drive professionalism and support resilience related careers (2025);• Reinvigoration of the National Exercising Programme (2025);• Further guidance from the UK Government to LRFs and local partners, created with local responders, the VCS and communities to support them working with vulnerable groups (2025);• Introduction of standards for resilience across the private sector and better guidance on resilience to support contingency planning and risk management (2030);• Build upon existing resilience standards and do more on assurance of Critical National Infrastructure (2030);• Options for funding of any future expansion of LRF responsibilities and expectations thereof (2030);• New guidance to community organisations and households to help guide investment in their own resilience and preparedness (2030).	<p>should a related event occur. Potential for consequential financial losses and / or reputational damage.</p>
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<p>Risk / Issue / Opportunity: National Risk Register 2023 The National Risk Register outlines the most serious risks facing the United Kingdom</p>	
<p>Impact on Community and / or Fire and Rescue Service</p> <p>The 2023 National Risk Register (NRR23) identifies and evaluates an extensive range of risks that, were they to crystallise, could cause fatalities, casualties, disruption to public services, economic and / or environmental damage on a local, regional or national scale.</p>	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u> A comprehensive review of the NRR23 has been carried out to identify risks that could potentially require an emergency response or other form of intervention in the community and / or disrupt our ability to deliver services to the public. These risks have been subject to local assessment to ascertain whether current preparations are sufficient or whether investment in additional capabilities is required. A summary of these risks and associated local mitigations is included in the last part of this evidence base.</p> <p><u>Future Actions / Requirements</u> Any additional capability requirements are captured in the draft 2025-30 CRMP or other Service Plans as appropriate.</p> <p><u>Consequences if no further action taken.</u> Failure to identify emerging risks and / or requirements resulting in adverse outcomes for the public, communities and Service staff should a related event occur. Potential for consequential financial losses and / or reputational damage.</p>

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Risk / Issue / Opportunity: Prolonged continuation of the Russia / Ukraine war	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Potential for further adverse effects such as:</p> <ul style="list-style-type: none"> • Disruption to energy supplies; • Volatility in gas and oil market prices; • Disruption to supplies of commodities such as fertilisers, wheat etc. leading to shortages and price inflation; • Diversion of public resources / funding to enhance national security, potentially reducing those available for other public services - on 23 April 2024, the Prime Minister announced that UK defence expenditure will progressively rise to reach 2.5 per cent of GDP (£87 Billion per annum) by 2030. The Government has indicated that this will be funded from savings elsewhere rather than additional taxation or borrowing. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Regular monitoring of energy prices and awarding of fixed-price contracts at appropriate times. • Generators installed at strategic stations. • Plan produced to manage variable rota disconnections. • Solar panels installed at key sites. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Fixed price energy contract ends 31 March 2026, so continue to monitor prices ahead of future contract award. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Increased exposure to energy price volatility. • Energy supply outages.

Risk / Issue / Opportunity: Risk of further escalation / expansion of conflict following 7 October 2023 terror attacks in Israel, subsequent Israeli military intervention and associated humanitarian crisis in the Gaza strip.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Potential for further adverse effects such as:</p> <ul style="list-style-type: none"> • Public disorder in other countries including the UK; • Terrorist activity in countries outside of the region including the UK. <p>Were the conflagration to expand across other parts of the Middle East region, this could result in:</p> <ul style="list-style-type: none"> • Disruption to energy supplies; • Volatility in gas and oil market prices; • Disruption to global trade (already manifesting following recent Houthi attacks on shipping in the Red Sea which has significantly disrupted traffic through one of the world’s most important shipping lanes leading to increases to insurance and transportation costs with potential for inflationary pressures). • Displacement of populations and potential for refugee flows. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • As above for energy security. • Public disorder and terrorist activity scenarios addressed in NRR23 local capabilities assessment. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • As above for energy security • Public disorder and terrorist activity scenarios addressed in NRR23 local capabilities assessment. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Increased exposure to energy price volatility. • Energy supply outages • Potential for sub-optimal response to public disorder or terrorist incidents resulting in increased risks to life & property.

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<p>Risk / Issue / Opportunity: UK Government Fire Reform White Paper The Government’s proposals to introduce system-wide reform of fire and rescue services in England.</p>	
<p>Impact on Community and / or Fire and Rescue Service</p> <p>In May 2022, the Government launched a consultation on a range of proposals for reform of fire and rescue services in England. These included proposals to consolidate governance under a single, elected individual who would hold an operationally independent Chief Fire Officer to account. The individual would either be: a mayor who could delegate day-to-day oversight to a deputy mayor; a council leader who could delegate to a cabinet member; or a police, fire and crime commissioner. In Buckinghamshire and Milton Keynes this would most likely mean a transfer of governance from the existing Fire Authority to the Thames Valley Police and Crime Commissioner (TVPCC). However, as there are currently three separate fire and rescue services operating within the Thames Valley, each with separate and, in one case, different governance arrangements (Oxfordshire Fire and Rescue Service is governed by Oxfordshire County Council whereas Buckinghamshire and Royal Berkshire are governed by separate combined fire authorities), this would require the TVPCC to take over the governance of all three services and potentially consolidate them into one. Whilst the transfer to the TVPCC could take place under existing legislation, the granting of operational independence to Chief Fire Officers would require legislation to enable it.</p> <p>The Home Office published the Government response to the Fire Reform White Paper consultation on 12 December 2023. The Ministerial Statement set out the Government’s priorities which include:</p> <ul style="list-style-type: none"> • Introducing a professional College of Fire & Rescue to raise standards and strengthen leadership. • Developing provision for fire chiefs to have operational independence. • Tasking the National Joint Council to review the pay negotiation mechanism. • Taking action to improve integrity and culture in fire and rescue services through improved training, more open recruitment practices and working towards a statutory code of ethics for fire and rescue employees. <p>Proposals for the mandatory transfer of governance of fire and rescue authorities to single decision-makers such as a Police Fire and Crime Commissioner are not being taken forward by the Government.</p>	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u> A comprehensive Service response to the Government’s consultation was issued on 13 July 2022:</p> <div style="text-align: center;">  Fire Reform Consultation response </div> <p><u>Future Actions / Requirements</u> BFRS officers continue to monitor the situation and will report any significant developments to the Fire Authority. Officers are also monitoring the ongoing debate over potential changes to local authority structures in Oxfordshire, which could involve a move from the existing County, Oxford City and District Council structure to a unitary structure. Depending on the nature of any changes, these could have implications for the governance of fire and rescue services in Oxfordshire and the wider Thames Valley.</p> <p><u>Consequences if no further action taken.</u> Risk of failure to anticipate / prepare for future legislative and / or National Framework requirements resulting in a sub-optimal response and potential for adverse HMICFRS inspection outcomes.</p>

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Risk / Issue / Opportunity: Potential loss of USAR Funding

The Authority currently receives an annual grant of c. £817k from central Government to support its Urban Search and Rescue (USAR) capabilities which are available as a regional and national, as well as local, resource. In January 2023 the Authority was verbally notified by Government that this grant funding would end on 31 March 2024. Subsequently it was confirmed that the funding would remain in place for another year (2024/25) but this would be subject to further review. In the meantime, the outlook for the future provision of the grant remains uncertain.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Potential loss of locally important resources and capabilities such as heavy and technical rescue. • Increased risk to life / property / environment. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>Potential loss of funding factored into Medium Term Financial Plan. With the support of local MPs, the Fire Authority will continue to lobby for the retention of the funding which underpins the provision of USAR in its current form.</p> <p>Creation of a USAR Capability Reserve as part of the Reserves Strategy to smooth the impact of any sudden loss of funding.</p> <p><u>Future Actions / Requirements</u></p> <p>Contingent review of local heavy and technical rescue requirements to be included within scope of 2025-30 CRMP.</p> <p><u>Consequences if no further action taken.</u></p> <p>Inability to adequately respond to civil contingencies / catastrophic incidents resulting in loss or injury to life, property, the environment and reputational damage to the Service.</p>

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Risk / Issue / Opportunity: 2024/25 General Election. The next General Election must be held no later than 24 January 2025 with Parliament being dissolved no later than 17 December 2024.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The major political parties have yet to publish manifestos for the next General Election. Were the outcome of the election to lead to a change of Government, this could result in different policies and priorities for the fire and rescue service nationally, from those being pursued by the present Government and proposed in its Reform White Paper.</p> <p>The US Presidential election also takes place in 2024. This could have geopolitical and / or macro-economic effects were the outcomes to result in significant changes to US foreign, national security, trade, environmental and / or industrial policies.</p>	<p><u>Future Actions / Requirements</u> Officers will monitor the development of policy proposals & review manifestos as they are published in the run up to the General Election to identify any with potential implications, whether direct or indirect, for the fire and rescue service nationally and locally.</p> <p><u>Consequences if no further action taken.</u> Risk of failure to anticipate / prepare for future legislative and / or National Framework requirements resulting in a sub-optimal response and potential for adverse HMICFRS inspection outcomes.</p>

Risk / Issue / Opportunity: FBU Firefighters' Manifesto	
<p>The Firefighters' Manifesto was published on 1 November 2023. Amongst other things, it calls for: an immediate increase in funding for UK fire and rescue services; an additional 5,000 firefighters nationally; common UK-wide standards for response times and appliance crewing levels; responding to flooding and extreme weather events to become statutory duties; greater progress on equalities and fire contaminants; and more democratic accountability via directly elected Fire and Rescue Authorities.</p>	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The FBU is influential in shaping perceptions and expectations of key stakeholders including fire and rescue service staff, politicians, media and the public. Its Manifesto serves as a counterpoint to the current UK Government Fire Reform White Paper. Its impact will depend on whether, and the extent to which, it influences future government policy in relation to fire and rescue.</p> <p>Many of its demands, such as those in relation to emergency response times and crewing levels, would have substantial financial and resourcing implications that would currently be beyond this, and many other, fire and rescue authorities' means to meet, particularly those with significantly rural areas to serve, without very significant increases to funding.</p>	<p><u>Actions Undertaken</u> BMKFA has used the precept flexibility offered by the government over the last two years to increase Council Tax revenues above the normal cap limit. The additional funding has been used to increase the number of operational wholetime firefighters, albeit not sufficiently to enable the Service to meet the response times and crewing levels proposed by the FBU.</p> <p><u>Future Actions / Requirements</u> The draft 2025-30 CRMP includes proposals for new response standards & enhancing the Service's capabilities to respond to climate related incidents such as wildfires. Officers will continue to engage constructively with local FBU representatives to identify improvement opportunities for the benefit of the public and Service staff.</p> <p><u>Consequences if no further action taken:</u> Adverse effect on industrial relations</p>

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ECONOMIC

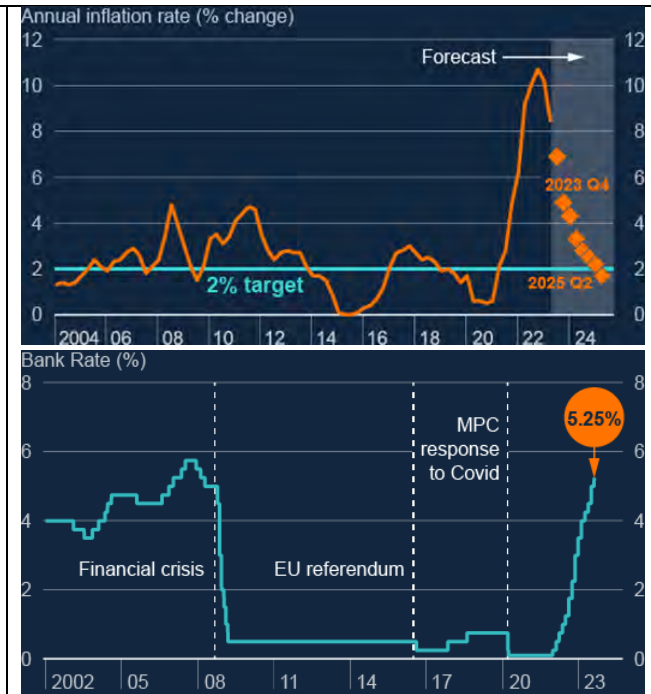
Risk / Issue / Opportunity: Inflation / cost of living.

The [Bank of England](#) attributes the significant rise in inflation seen since mid-2020 to three main factors:

1. An increase in demand for goods rather than services during the Covid pandemic 'lockdown' from people being at home for prolonged periods. Suppliers experienced difficulty in fulfilling the increased demand leading to higher prices, particularly for imported goods;
2. Russia's invasion of Ukraine, which led to large increases in the price of gas. It also pushed up the price of food. Poor harvests in other countries made the situation worse. Food prices in June 2023 were 17% higher than in June 2022;
3. A significant fall in the number of people available to work, that was linked to the Covid pandemic. This meant that employers have had to offer higher wages to attract job applicants. Many businesses have had to increase their prices to cover those costs.

This has led to the Bank of England progressively increasing base interest rates from a low of 0.1 per cent in December 2021 to 5.25 per cent in August 2023. The Bank currently forecasts that inflation will continue to reduce from the peak of 11.1 per cent in October 2022 and fall back to its target rate of less than 2 per cent by the second quarter of 2025.

Cost of living pressures was among the key concerns raised by members of the public from Buckinghamshire and Milton Keynes, who participated in a 'Listening and Engagement' consultation undertaken by the Service in June 2023 - see page 13 of linked report: <https://bucksfire.gov.uk/wp-content/uploads/2024/03/3fire-authority-meeting-11-october-2023-item-13b-2025-2030-crmp-listening-and-engagement-consultation-outcomes.pdf>



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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Increased levels of fuel poverty leading to risk of people resorting to alternative, unsafe means of cooking, heating and lighting, resulting in potential increases to numbers of accidental dwelling fires and associated casualties. • Increases to mortgage and rental costs, due to rising interest rates, leading to higher rates of homelessness and people living in less safe types of accommodation such as ‘houses in multiple occupation’ (HMOs), with potential for higher risk to life in the event of fire. • Potential for higher rates of business failure due to supply chain issues, unsustainable rises in supply costs, and / or reduced demand due to ‘cost of living’ pressures on consumers leading to increases in numbers of empty and derelict premises, with associated fire risks. • Longer lead times and higher prices for fire and rescue service vehicles, equipment and consumables leading to shortages of parts and budgetary pressures. • Upward pressure on fire and rescue staff pay settlements as employees / representative bodies seek to mitigate inflationary pressures leading to adverse budgetary effects. • Difficulty in attracting and retaining staff due to increased competition from other employers able to offer higher pay. • Higher revenues from Fire Authority investments due to higher interest rates providing an offset to other adverse budgetary pressures. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Targeting of domestic safety interventions to the most vulnerable. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Further mitigations to be considered within the scope of prevention and protection activity to be included within the 2025-30 CRMP. • Inflationary pressures and offsets factored into Medium Term Financial Plan. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Potential for increased levels of risk to life and property in the communities served by the Authority. • Greater difficulty in maintaining Service staffing to establishment requirements.

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Risk / Issue / Opportunity: Risk that [Economic growth rate remains low over the medium term](#) and fails to keep pace with rising demands of a growing / ageing population for public services, housing and associated infrastructure. Public finances remain under extreme pressure with continuing high levels of public indebtedness and associated cost of debt servicing. Increased competition between public services for funding with potential winners and losers depending on Government’s priorities.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Demand for key public services such as health and social care outstrips capacity to supply, leading to higher ill-health and mortality rates amongst more vulnerable groups such as the elderly, disabled and those experiencing high levels of deprivation. • Demand for affordable housing continues to outstrip supply leading to more people living in HMOs or homeless. Affordable housing was among the key concerns raised by members of the public from Buckinghamshire and Milton Keynes, who participated in the ‘Listening and Engagement’ consultation undertaken by the Service in June 2023 (see page 13 of linked report). • Potential for further reductions to central government funding support for some public services including fire and rescue leading to reduced capacity / resources to undertake mitigating interventions. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Targeting of domestic safety and wellbeing interventions to the most vulnerable. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Further mitigations to be considered within the scope of prevention and protection activity to be included within the 2025-30 CRMP. • Future funding expectations factored into Medium Term Financial Plan. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Reduced quality of life / risk to life amongst vulnerable groups. • Risk to BFRS ability to fund current / planned level of services.

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<p>Risk / Issue / Opportunity: Residual effects of UK withdrawal from the European Union (Brexit)</p> <p>The UK officially left the EU on 31 January 2020 with a Trade and Cooperation Agreement comprising:</p> <ul style="list-style-type: none"> • A free trade agreement covering the economic and social partnership, including transport, energy and mobility; • A framework for cooperation between law enforcement and judicial authorities across civil and criminal matters; • An overarching governance arrangement which will enable either side to impose tariffs if they consider that the provisions relating to the 'level playing field' / state aid have been breached.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Assessment of the long term effects of withdrawal from the EU on the local economy falls outside of the competencies of a Fire and Rescue Service to assess. Analysis thereof is also complicated by significant impacts arising from the Covid Pandemic and the Russia – Ukraine War.</p> <p>Principal concerns for the Fire and Rescue Service relate to the potential for disruption to supply chains for imported vehicle parts, equipment and consumables and also associated increases to the cost of these.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Procurement team continues to monitor global impacts across supply chain via NFCC Procurement hub & Crown Commercial Services, as the national category leads for Fleet, Operational Equipment, Clothing & PPE, Energy/Utilities, ICT, Construction & Facilities and Professional Services. • Finance team have built in revised inflation increases to key Contracts to reflect the Cost of Living impact, as part of the ongoing budget forecast and planning process. • Procurement monitor financial stability of critical suppliers in 'real-time' via an external business credit monitoring service. • BMKFA Contracts are allocated a grading that specifies the level of Contract Management required per Contract, taking into account various areas of risk. Individual Contract Managers are responsible for monitoring the performance of Contract suppliers and their supply chain. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Monitor potential impact of future changes to procurement legislation. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Potential disruption to supplies and/or unbudgeted price increases.

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Risk / Issue / Opportunity: Future pension liabilities – potential for liabilities to exceed assets leading to fund failures and / or reductions to future value of pension payments. Also risk of insufficient resources to meet unfunded pension scheme liabilities (N.B. UK Firefighter pension schemes are paid from current revenues and do not have an underpinning fund to support them).	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Increases in pensioner poverty / deprivation. • Reductions to overall spending power in the economy with knock on effects on businesses etc. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Targeting of domestic safety / wellbeing interventions to the most vulnerable. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • This is a long term trend that will be monitored and factored into our risk assessment and intervention targeting processes. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Reduced quality of life / risk to life amongst vulnerable groups.

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Risk / Issue / Opportunity: City Deals and Growth Deals	
<p>These are bespoke packages of funding and decision-making powers negotiated between central government and local authorities and/or Local Enterprise Partnerships and other local bodies. There are three types of devolution deal:</p> <ul style="list-style-type: none"> • The most comprehensive package for areas considering devolution for the first time is a Level 3 deal, for areas with a single institution over a sensible geography, with the strongest and most accountable leadership, such as a mayoral combined authority (MCA) or a mayoral combined county authority (MCCA) covering a functional economic area or the whole county geography with a directly elected mayor; • The Level 2 offer is for devolution to single local government institutions without a directly elected mayor, such as an upper-tier local authority, combined authority or combined county authority covering a functional economic area or the whole county geography; • The Level 1 offer is for local authorities with looser joint working arrangements, such as a joint committee model. 	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Buckinghamshire Council has been awarded a Level 2 offer. The draft agreement, subject to ratification, will devolve to the council the following functions:</p> <ul style="list-style-type: none"> • Adult education and skills functions. • Land assembly and compulsory purchase powers. <p>The devolution agreement is contingent upon Buckinghamshire Council meeting the associated governance criteria which principally means they have and will maintain the ‘leader and cabinet’ form of executive arrangements as set out in the Levelling Up White Paper. The agreement is the first step in a process of further devolution. Buckinghamshire Council will be able to deepen its devolution arrangements over time, subject to government agreement.</p>	<p><u>Actions Undertaken</u> Review of draft agreement undertaken to identify any potential opportunities or issues for the Service. None were identified at this point.</p> <p><u>Future Actions / Requirements</u> Officers will continue to monitor any further developments in the devolution process to ensure that any implications or opportunities for the Service are identified.</p> <p><u>Consequences if no further action taken:</u> None envisaged at this time.</p>

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SOCIAL / DEMOGRAPHIC

Risk / Issue / Opportunity: Rising population.

The UK's population has been rising since the late 1990s, mostly as a result of immigration and also longer life spans. On the day of the most recent census, 21 March 2021, 59,597,300 people were recorded as living in England and Wales. This is an increase of 6.3% (3.5m people) on the population recorded in the 2011 census.

Locally, the population of Buckinghamshire increased from 505,300 in 2011 to 553,100 in 2021 an increase of 9.5% (47,800 people). This means that Buckinghamshire has the fifth largest Local Authority area population - larger than Manchester, Liverpool or Bristol. The population of Milton Keynes increased from 248,800 in 2011 to 287,000 an increase of 15.3% (38,200) and the second fastest rate of population growth in the South East, where the average population increase was 7.5%. This equates to an increase of 86,000 people (11.4%) across the Buckinghamshire and Milton Keynes Fire Authority (BMKFA) area as a whole, leading to a total population of 840,100 as at March 2021.

Based on current immigration trends, further significant rises to both national and local populations can be expected over the life of the 2025-30 CRMP. Milton Keynes Council, for example, in its [Strategy for 2050](#), envisages growing the population in its area by over 40 per cent to around 410,000 by 2050, with it reaching c. 335,000 in the early 2030s.

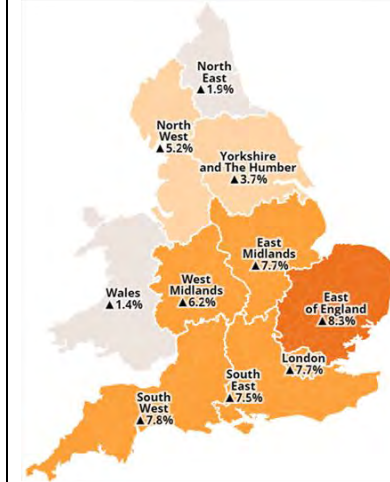


Figure 1: Population change (%) in English Regions and Wales between 2011 & 2021. Source ONS

Impact on Community and / or Fire and Rescue Service

- Rising demand for housing, transport and public services including health / medical care
- Increased pressure on existing infrastructure and utilities, including water supplies. The areas served by BMKFA are already designated by the [Environment Agency](#) as being under serious water stress.
- Potential for housing shortages leading to more people living in sub-standard, over-crowded accommodation such as HMOs with attendant fire risks.
- Increased traffic congestion with potential implications for fire and rescue service attendance times.
- Although a rising population does not necessarily imply a proportionate increase in emergency incidents, an increase can be anticipated given the current pace and scale of population growth.

Actions Undertaken / Required

Actions Undertaken / Current Mitigations

- Home Fire & Safety Visit programme upscaled and targeted at the most vulnerable in the community.
- Referral processes to other agencies for support that cannot be delivered by the Service.
- Attendance on community safer partnerships/boards

Future Actions / Requirements

The draft 2025-30 CRMP will include a review of fire and rescue service provisions in high growth areas, including:

- Pump and fire station locations; and,
- Duty / crewing systems.

Consequences if no further action taken.

Potential for increased levels of risk to life and property in the communities served by the Authority.

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<p>Risk / Issue / Opportunity: Ageing population</p> <p>Nationally, the proportion of the population aged 65 years and over on census day, was the highest percentage ever recorded, with more than one in six people falling into this age group. Locally, both Buckinghamshire and Milton Keynes have seen an increase in the proportion of residents who are aged 65 years and over. In Buckinghamshire there has been a 23.2% increase in residents in this age group, in Milton Keynes this figure is 43.6%, which is highest rate of increase in this age group of all local authorities across England.</p> <p>Also, there have been significant increases to the 80+ populations who are more likely to have age related disabilities and complex health issues. Further increases to the older population are expected throughout the life of the 2025-2030 CRMP. Accurate forecasts for the local impact of this are awaited. In the meantime, the ONS projects that nationally, by mid-2045, the 85+ population have nearly doubled from where it was in 2020, to 3.1 million, representing 4.3% of the total UK population.</p>		
<p align="center">Figure 2: Population change (%) by age group in Buckinghamshire and Milton Keynes between 2011 & 2021. Source ONS</p>		
<p>Impact on Community and / or Fire and Rescue Service</p> <ul style="list-style-type: none"> Potential for demand for affordable high quality institutional care to exceed supply, resulting in more vulnerable people with complex care needs remaining in domestic settings with little or no support. Continuing pressure on hospital resources due to need to provide care to vulnerable people due to lack of institutional social care facilities. 	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> Home Fire & Safety Visit programme upscaled and targeted at the most vulnerable in the community. Referral processes to other agencies for support that cannot be delivered by the Service. Fire Sense educational programme developed for all people who work with or support people across Buckinghamshire or Milton Keynes to help them identify and reduce the risk of fire. Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <p>Implement the Online Home Fire safety tool kit. This will allow FRSs to deliver a product available to households who may not reach the threshold for a physical visit, or to be used when and where physical visits are restricted or not possible.</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> Reduced quality of life / risk to life amongst vulnerable groups. 	

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Risk / Issue / Opportunity: Health and Disability

The results of the 2021 census show that in general residents of Buckinghamshire and Milton Keynes reported that they were in either good or very good health. In Milton Keynes 84.3% of residents reported one of these two options. In Buckinghamshire this figure was 86.3%.

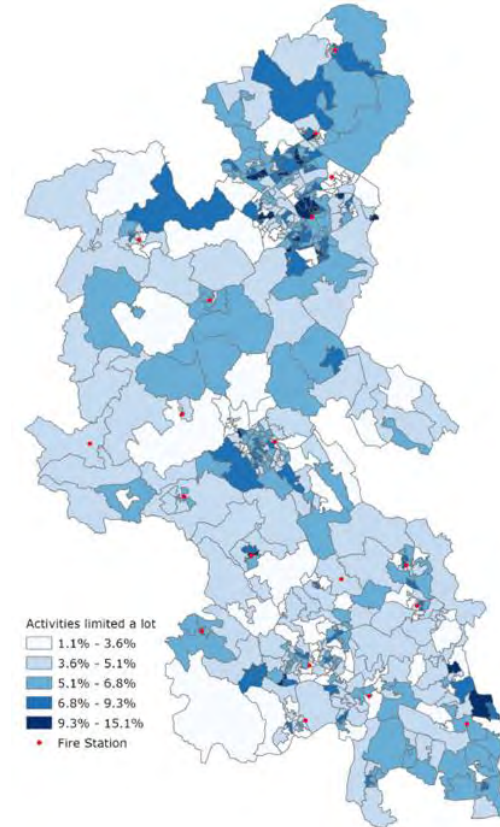
In Milton Keynes 3.2% of residents reported that they were in bad health and 0.9% reported that they were in very bad health. In Buckinghamshire 2.6% of residents reported that they were in bad health and 0.7% reported that they were in very bad health.

Nationally 4.2% of people reported that they were in in bad health and 1.2% reported that they were in very poor health. This suggests that the population of Buckinghamshire and Milton Keynes are in slightly better health compared to the national average.

Under the Equality Act 74,597 residents of Buckinghamshire are recorded by the 2021 census as having a disability, or 13.5% of the population. The equivalent figures for Milton Keynes are 42,514 individuals or 14.8% of the population.

The Office for National Statistics states that in line with the Equality Act (2010), people who assessed their day-to-day activities as limited by long-term physical or mental health conditions or illnesses were considered disabled.

The rates of residents reporting that they had a physical or mental health condition lasting 12 months or more, which limited their day-to-day activities a lot or is shown in the map.



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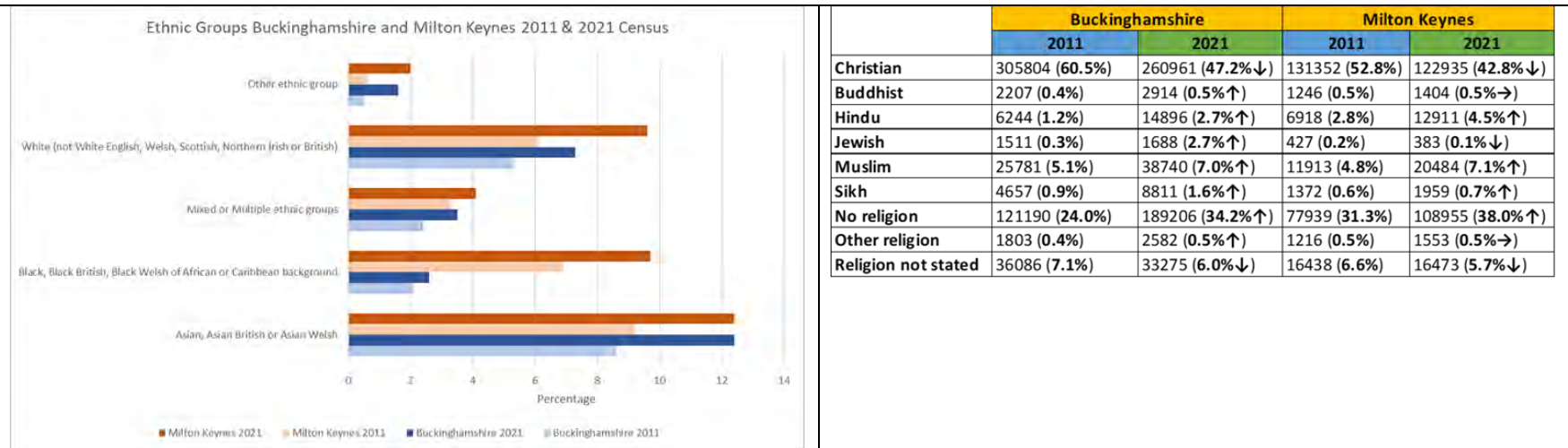
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • People with health issues / disabilities that limit their activities a lot are potentially at greater risk in the event of a fire as they may lack the ability to effect escape from the affected premises unaided and / or alert others as to enable assistance to be provided. • They are also potentially at risk from other events, such as slips and trips that could cause injury or even death in the case of extreme fragility: https://www.rospa.com/home-safety/advice/general/facts-and-figures 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Home Fire & Safety Visit programme upscaled and targeted at the most vulnerable in the community. • Referral processes to other agencies for support that cannot be delivered by the Service. • Fire Sense educational programme developed for all people who work with or support people across Buckinghamshire or Milton Keynes to help them identify and reduce the risk of fire. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <p>Implement the Online Home Fire safety tool kit. This will allow FRSs to deliver a product available to households who may not reach the threshold for a physical visit, or to be used when and where physical visits are restricted or not possible.</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Reduced quality of life / risk to life amongst vulnerable groups.

**Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: Population Diversity

In addition to growing and ageing, the population served by BMKFA has continued to become more diverse in terms of ethnicity and religion as shown in the charts below. Buckinghamshire and Milton Keynes followed national trends with a large decrease in the number of people describing themselves as Christian and rise in those stating that they were of no religion. However, Christian remained the most common response for both areas.

The tables below show the percentage of the total population identifying with non-white British ethnicities and the breakdown of the population by each religion, no religion or not stating a religion for the 2011 and 2021 census.



	Buckinghamshire		Milton Keynes	
	2011	2021	2011	2021
Christian	305804 (60.5%)	260961 (47.2%↓)	131352 (52.8%)	122935 (42.8%↓)
Buddhist	2207 (0.4%)	2914 (0.5%↑)	1246 (0.5%)	1404 (0.5%→)
Hindu	6244 (1.2%)	14896 (2.7%↑)	6918 (2.8%)	12911 (4.5%↑)
Jewish	1511 (0.3%)	1688 (2.7%↑)	427 (0.2%)	383 (0.1%↓)
Muslim	25781 (5.1%)	38740 (7.0%↑)	11913 (4.8%)	20484 (7.1%↑)
Sikh	4657 (0.9%)	8811 (1.6%↑)	1372 (0.6%)	1959 (0.7%↑)
No religion	121190 (24.0%)	189206 (34.2%↑)	77939 (31.3%)	108955 (38.0%↑)
Other religion	1803 (0.4%)	2582 (0.5%↑)	1216 (0.5%)	1553 (0.5%→)
Religion not stated	36086 (7.1%)	33275 (6.0%↓)	16438 (6.6%)	16473 (5.7%↓)

Impact on Community and / or Fire and Rescue Service

- Recent migrants with different cultural or religious backgrounds may have different attitudes towards risk and safety from those prevailing in the communities in which they are domiciled.
- Language barriers could also limit scope for fire and rescue service and partner agency engagement in relation to issues like fire and water safety. Albeit, that the 2021 Census indicated that of those people who do not identify as having English as their main language 86.3% and 84.4% can speak English either very well or well in Milton Keynes and Buckinghamshire respectively. In Milton Keynes 1.7% (591 people) responded to the census stating that they cannot speak English. In

Actions Undertaken / Required

Actions Undertaken / Current Mitigations

Working with partners to understand who and where individuals (families) will be residing. Understand what education is required and in what format/language.

Attendance on community safer partnerships/boards

Future Actions / Requirements

Continually work within our partnership arrangements for any future interventions

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<p>Buckinghamshire this figure was 2.3% (906 people). However, given recent migration trends there is the potential for this to have risen since the Census was taken.</p> <ul style="list-style-type: none">• The current profile of the Service’s workforce does not mirror that of the community, with significant groups underrepresented, such as those from South Asian and Black ethnicities. Historically, this has been a factor limiting engagement with some parts of the community. The challenges associated with improving representation from such groups were discussed with members of the public from Buckinghamshire and Milton Keynes, who participated in the ‘Listening and Engagement’ consultation undertaken by the Service in June 2023 (see pages 21-23 of linked report). Among the suggestions as to how to increase this, included following the example of the military by highlighting the range of careers available in the modern fire and rescue service, particularly non-firefighting roles, to attract people from cultural and ethnic backgrounds who would not normally consider the fire and rescue service as a career.	<p><u>Consequences if no further action taken.</u> Increased risk to life amongst vulnerable groups.</p>
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Buckinghamshire Fire & Rescue Service
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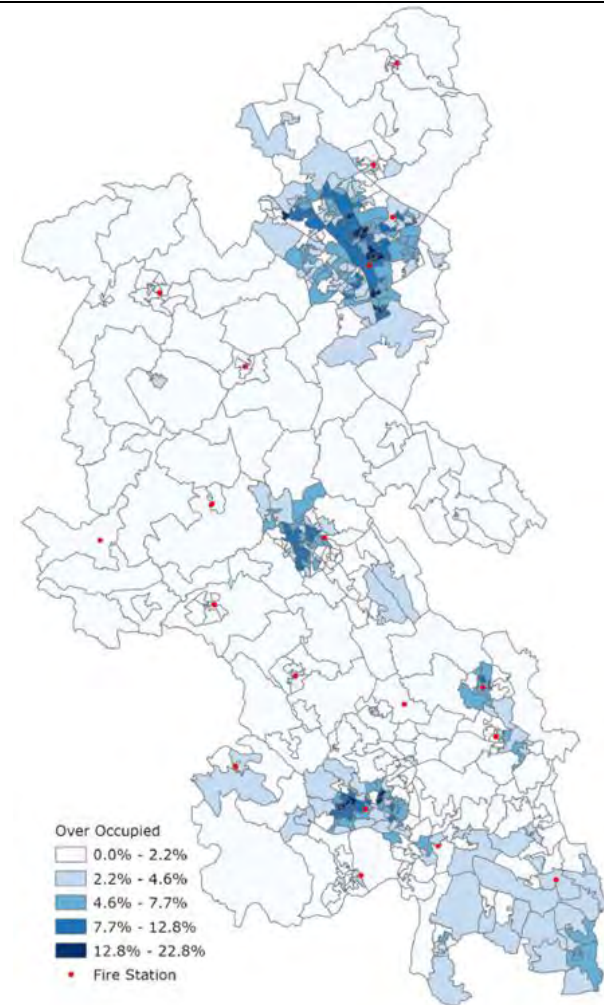
Risk / Issue / Opportunity: Overcrowded Housing

The 2021 Census asked residents how many bedrooms their property had. The ONS then used this information along with the number of residents to establish a property's occupancy rating. A property's occupancy rating provides a measure of whether a household's accommodation provides sufficient space or if it is overcrowded or under-occupied.

An occupancy rating of negative 1 or less implies that a household has fewer bedrooms than the standard requirement, positive 1 or greater implies that they have more bedrooms than required, and 0 implies that they met the standard required.

The map shows the proportion of households in each area with an occupancy rating of negative one or less; therefore, showing areas where there are more likely to be households which are overcrowded. These household are located mainly in the urban areas of Milton Keynes, Aylesbury and High Wycombe, although there are higher rates elsewhere in the county as well.

Service-wide the area with the highest proportion of houses which are likely to be overcrowded is Castlefield, High Wycombe, where it is believed that in parts of this area one in five houses is likely to be overcrowded. Other areas with high levels of predicted overcrowding are in Milton Keynes and include: Water Eaton, Fishermead and Tinkers Bridge / Netherfield.



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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Overcrowded housing is associated with higher levels of deprivation and greater risk of and from fire.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Home Fire & Safety Visit programme upscaled and targeted at the most vulnerable in the community. • Referral processes to other agencies for support that cannot be delivered by the Service. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Continually work within our partnership arrangements for any future interventions. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Reduced quality of life / risk to life and property amongst vulnerable groups.

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Risk / Issue / Opportunity: Housing without central heating

The vast majority (99.0%) of households in Buckinghamshire and Milton Keynes reported that they had central heating in the 2021 census. By far the most common type of central heating, was mains gas only, with just under three out of every four households using this type (74.8%).

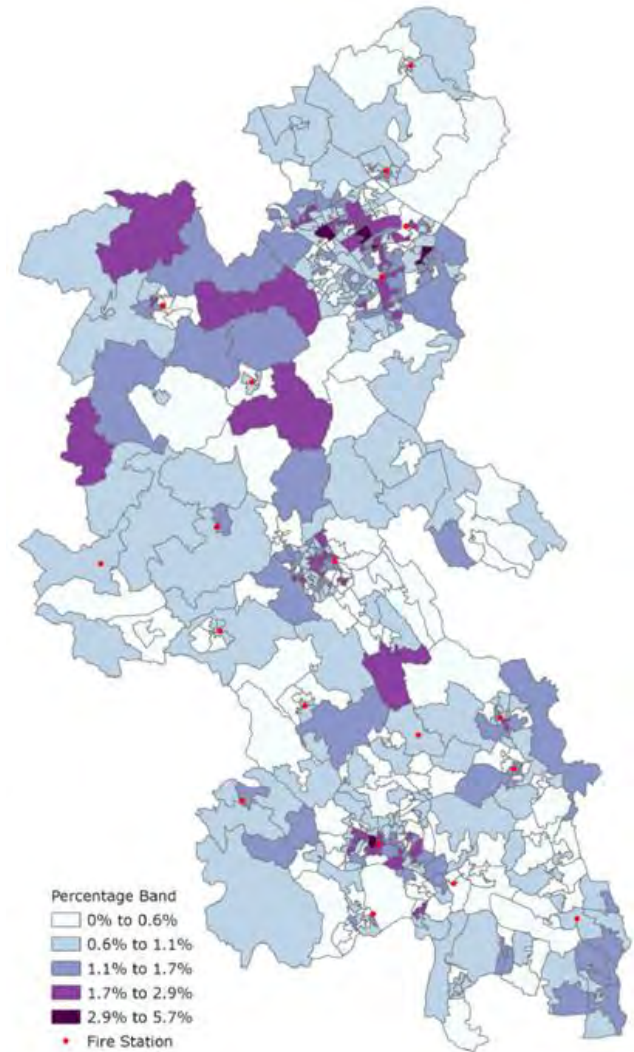
The next most common type was a mix of two or more types (excluding renewable) with 8.3% of households in Buckinghamshire recording this as their answer and 8.5% of households in Milton Keynes. The third most common was electric only with 8.1% and 8.3% of households recording this type in Buckinghamshire and Milton Keynes respectively.

A notable difference between Buckinghamshire and Milton Keynes is that 5.3% of households in Buckinghamshire use oil only as their heating type, whereas in Milton Keynes the equivalent figure is 0.9%. Renewable powered central heating is uncommon in both Buckinghamshire and Milton Keynes with 0.6% and 0.2% of households using renewables exclusively to heat their homes respectively (in Milton Keynes this equates to 207 households).

In addition to these, 0.7% of households in Buckinghamshire combined renewable energy with another type of central heating and 0.8% of households in Milton Keynes used two or more central heating types including a renewable energy source.

The map shows the areas where households recorded that they did not have central heating. In Buckinghamshire 1,990 households (0.9%) and in Milton Keynes 1,300 households (1.1%) reported having no central heating.

The areas reporting the highest levels of no central heating were all in Milton Keynes and include: part of Two Mile Ash / Wymbush / Bradwell Abbey (5.7%); part of Walnut Tree / Brinklow (4.0%); and part of Central Milton Keynes (3.5%).



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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Lack of central heating can be an indicator of social / economic deprivation. There is also the potential for occupants to use forms of heating that are unsafe, creating a higher risk both of and from fire.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Home Fire & Safety Visit programme upscaled and targeted at the most vulnerable in the community. • Referral processes to other agencies for support that cannot be delivered by the Service. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <p>Continually work within our partnership arrangements for any future interventions</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Reduced quality of life / risk to life amongst vulnerable groups.

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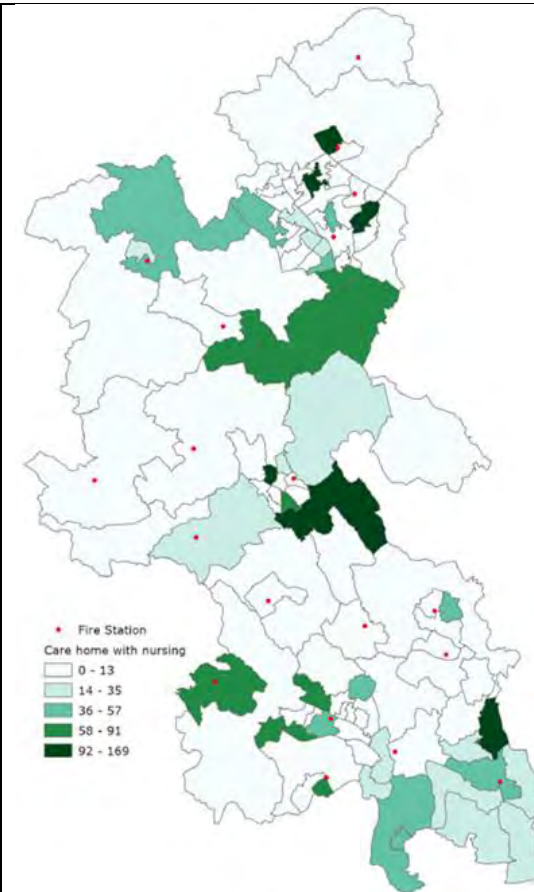
Risk / Issue / Opportunity: Communal establishments

A managed communal establishment is a place that provides managed full-time or part-time supervision of residential accommodation. Communal establishments include, for example:

- University halls of residence and boarding schools
- Care homes, hospitals and hospices
- Hotels, hostels and bed and breakfasts (with accommodation for seven or more guests)
- Prisons

In Buckinghamshire 7,285 residents responded to the census answering that they lived in a communal residence. The most common residence type within Buckinghamshire was Educational Establishments, including University Halls of Residence and Boarding School Accommodation. A third (1,504) of residents in communal accommodation lived in an educational establishment. The second most common communal establishment was Care Home with Nursing (20.6%) then Care Home without Nursing (17.3%). Two other notable establishment types are: 933 residents living in defence establishments and 613 living in prisons.

In Milton Keynes 2,065 residents lived in a communal establishment at the time of the 2021 census. Of these individuals, 35.8% (740) lived in a Care Home with Nursing, making this the most common type of communal establishment in Milton Keynes. The next most common was Prison Service accommodation, with 24.0% of communal establishment residents living in a prison. The third most common property type was Care Home without Nursing (20.2%). In Milton Keynes there are no recorded residents living in educational or defence establishments.



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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Some communal establishments present special risks:</p> <ul style="list-style-type: none"> • Care homes, hospitals and hospices contain particularly vulnerable people who would require special assistance to effect evacuation in the event of fire or other emergencies rendering the building unsafe for occupation; • Prisons also present special risks including that of deliberate fire setting and challenges in relation to effecting the safe and secure evacuation of occupants. These risks can be exacerbated by issues such as overcrowding and staff shortages. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Site Specific Risk Assessment process and Register • Fire Sense educational programme developed for all people who work with or support people across Buckinghamshire or Milton Keynes to help them identify and reduce the risk of fire. • Attendance on community safer partnerships/boards <p><u>Future Actions / Requirements</u></p> <p>Continually work within our partnership arrangements for any future interventions.</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Loss of opportunities to reduce risks to life and property.

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Risk / Issue / Opportunity: Residual / Long Term effects of Covid Pandemic

From 11 May 2023, the World Health Organisation [downgraded](#) the Covid pandemic from a global emergency to an endemic disease. The UK Government had already ended Covid related legal restrictions in England with effect from 24 February 2022 as part its [‘Living with Covid’](#) plan. A [Public Inquiry](#) began on 28 June 2022 to examine the UK’s response to and impact of the Covid-19 pandemic and learn lessons for the future. The Inquiry is currently forecast to end in 2026.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The long-term effects and consequences of the Covid pandemic are not yet fully understood. However, beyond the immediate impact on human life and health and the economic costs of measures taken during the pandemic, it is likely that there will be long-lasting effects particularly in relation to human behaviours, with social and economic consequences. The British Academy was asked by the Government Office for Science to produce an independent review on the long-term societal impacts of Covid. A summary of the findings and link to the full report, published in March 2021, is here. The report identified nine areas of long-term societal impact. Of particular interest to fire and rescue services are effects that could increase people’s vulnerability to fire and other emergencies. In particular, factors such as:</p> <ul style="list-style-type: none"> • the potential loss of trust in government and other public institutions and services that may cause disengagement and social isolation; • economic effects leading to increased levels of deprivation and / or changes in human behaviours (such as the trend towards technology enabled home / remote working discussed at page 36 of this document) that may have implications for the targeting and way in which safety and risk mitigation related interventions are delivered. 	<p><u>Actions Undertaken / Current Mitigations</u> Fire and rescue services, including BFRS, played a significant role in the response to the Covid pandemic. The HMICFRS highlighted some of the activities undertaken including: assisting with the delivery of personal protective equipment (PPE); providing logistical support to the NHS; delivering food and medicine to vulnerable people; providing transport for patients and NHS staff; and, supporting the vaccination programme. The HMICFRS’ report on the part played by BFRS is here.</p> <p><u>Future Actions / Requirements</u> BFRS Officers will continue to monitor the progress of the Covid Inquiry and other relevant research, to identify any implications and recommendations of relevance for fire and rescue services.</p> <p><u>Consequences if no further action taken.</u> Potential failure to reach and mitigate risks to people disproportionately affected by the social and / or economic effects of the pandemic leading to increased risk to life and safety. Potential for sub-optimal response to any future pandemic.</p>

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<p>Risk / Issue / Opportunity: Hoarding.</p> <p>Hoarding (Hoarding disorder) is where someone acquires an excessive number of items and stores them in a chaotic manner, usually resulting in unmanageable amounts of clutter. It representant around 2.5% of the total population of the UK. The items can be of little or no monetary value. Hoarding is challenging to treat because many people who hoard frequently do not see it as a problem or have little awareness of how it's affecting their life or the lives of others. Some may realise they have a problem but are reluctant to seek help because they feel extremely ashamed, humiliated or guilty about it.</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Impact on Community:</p> <ul style="list-style-type: none"> • Increased risk of vermin: Piles of possessions can create ideal breeding grounds for rats and other pests, posing a health risk to the wider community; • Social isolation: Hoarders often become withdrawn due to shame or fear of judgement, leading to social isolation and a strain on community support networks increasing potential safeguarding issues; • Fire hazards: Hoarding creates a cluttered environment that can easily become a fire hazard, potentially endangering neighbours; • Blocked access: Hoarding can block access ways like pavements or alleyways, causing inconvenience and potential safety hazards for pedestrians. <p>Impact on Fire and Rescue Services:</p> <ul style="list-style-type: none"> • Increased fire risk: As mentioned earlier, hoarded items create fuel for fires and hinder escape routes, making firefighting operations more dangerous and complex; • Difficulty accessing the property: Firefighters may face difficulty entering a hoarded property due to blocked doorways or exits; • Risk of injuries: Collapsed piles of possessions can injure firefighters during search and rescue operations. <p>Overall, hoarding disorder can have a cascading negative effect on both the community and emergency services. Early intervention and support for hoarders can help mitigate these impacts.</p>	<p><u>Actions Undertaken / Current Mitigations</u> Hoarding awareness training is given as part of the safeguarding initial courses and BFRS has a hoarding specific operational information note: OIN-TV-656 Hoarding as well as guidance material for scoring the level of clutter/hoarding risk.</p> <p><u>Future Actions / Requirements</u> Further work with partner agencies, local charities and community groups to support the clearance of hoarded properties and to offer guidance and support via safeguarding referrals.</p> <p><u>Consequences if no further action taken.</u> Sub-optimal response leading to potential for increased risk to life and the environment.</p>

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Risk / Issue / Opportunity: Fly-tipping.
According to data which covers 2019/20, over 75,000 fixed penalty notices (FPNs) were issued for fly-tipping - an increase of 32% since 2016 when councils were given the power to issue fly-tipping FPNs. Prosecutions have also more than doubled over the same period, with total court fines last year totalling nearly £1.2 million. For the 2022/23 year, local authorities in England dealt with 1.08 million fly-tipping incidents, a decrease of 1% from the 1.09 million reported in 2021/22. The Environment Agency also now have an ongoing operation to take commercial fly tipping for illegal waste sites.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Fly-tipping is a complex issue with far-reaching consequences. It not only undermines the well-being of communities but also places a significant burden on fire and rescue services. Addressing this problem requires a multi-pronged approach, including public awareness campaigns, stricter enforcement of waste disposal regulations, and providing residents with easier access to legal disposal options.</p> <p>Health Hazards: Piles of dumped rubbish attract vermin like rats and insects, posing a health risk to residents. The waste can also contain hazardous materials that leach into the soil and water, further contaminating the environment.</p> <p>Fuelling Fires: Fly-tipped waste often becomes fuel for deliberate fires. These fires can quickly spread, endangering nearby buildings and lives. The smoke from burning rubbish can also cause respiratory problems for residents.</p>	<p><u>Actions Undertaken / Current Mitigations</u> Ongoing liaison with the Environment Agency for awareness about their ongoing operation has been delivered to HMAs and NILOs</p> <p>Fly-tipping is noted in BFRS Prevention Strategy, it is also discussed in OIN-TV-623 Fires in the Open. Fly-tipping awareness was also noted in the November 2023 Newsletter - Initial Operational Response (IOR) published by the Operational Assurance Team.</p> <p><u>Future Actions / Requirements</u> Ongoing relationship work with local councils and the Environment agencies to continue to support the identification of illegal waste sites and fly-tipping locations.</p> <p>Support and redirection to integrate “Fix-MyStreet” as Buckinghamshire has been hailed as a success agent in the use of this app.</p> <p><u>Consequences if no further action taken.</u> Sub-optimal response leading to potential for increased risk to life and the environment.</p>

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TECHNOLOGY & INFRASTRUCTURE

Risk / Issue / Opportunity: Alternatively Fuelled Vehicles (AFV)	
<p>This refers to vehicles powered by fuels other than petrol or diesel including:</p> <ul style="list-style-type: none"> • High voltage fuel cells (batteries) • Compressed natural gas (CNG) • Liquid natural gas (LNG) • Biofuels • Hydrogen fuel cells • High voltage systems • Rechargeable batteries 	<p>According to the RAC, there are already more than 700,000 Battery Electric Vehicles (BEV) and close to 500,000 Plug-in Hybrid Electrical Vehicles (PHEV) on the UK's roads.</p> <p>With no new petrol and diesel cars and vans to be sold in the UK after 2035, the proportion of AFVs on the roads is expected to increase during the life span of the 2025-30 CRMP.</p>
Impact on Community and / or Fire and Rescue Service	
<p>National Operational Guidance identifies the following hazards associated with AFVs affected by collision, fire or submersion:</p> <ul style="list-style-type: none"> • Uncontrolled or unpredictable vehicle movements; • Gases; • High-voltage systems – the residual charge in these systems may remain for up to ten minutes after isolation; • Fuel cell explosion; • Hazardous materials, including liquid petroleum gas (LPG) and lithium-ion cells; • Electrolytes leaking from fuel cells; • Pressurised systems. 	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. • Guidance for fire crews attending incidents alternative powered vehicles OIN-TV-407 Gas Powered Vehicles, OIN-TV-404 Hybrid - Electric Vehicles • National Fire Chiefs Council and National Operational Guidance. <p><u>Future Actions / Requirements</u></p> <p>Continually work within our partnership arrangements for any future learning and interventions</p> <p><u>Consequences if no further action taken.</u></p> <p>Sub-optimal response leading to potential for increased risk to life and the environment.</p>

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Risk / Issue / Opportunity: Artificial Intelligence / Robotics / Autonomous Vehicles
Artificial intelligence (AI) is becoming increasingly capable of gathering, analysing and making decisions from real world data, without the need for direct human involvement in the process. It has a wide range of applications in many different sectors of the economy and society including various forms of transportation used on land, water and the air).

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Potential for safer roads by reducing the risk of human error through AI enabled automation of vehicles (although some risks have been identified, such as the potential for automated systems to be vulnerable to cyberattack / hacking and come under the control of third parties with hostile / criminal intent and / or inadequate 'fail-safe' measures in the event of system error / failure leading to harm to individuals and / or property. • Potential use in firefighting operations. Human controlled robotic firefighting devices are already in use in the USA with further developments underway to enable autonomous operating: Firefighting Robots Go Autonomous - Scientific American Such developments could reduce the need to deploy firefighters into burning buildings / hazardous structures to extinguish fires. Other developments with aerial technologies could facilitate remote analysis of incidents and inform the type and weight of response. While AI systems could also enhance situational awareness and modelling of potential strategies and tactics to be used at major / complex incidents. • AI enabled technologies could also be used to reduce social isolation and offer new ways of supporting vulnerable people, for example: https://www.gov.uk/government/news/care-robots-could-revolutionise-uk-care-system-and-provide-staff-extra-support 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Continually work within our partnership arrangements for any future learning interventions (proactive and collaborative efforts are essential to ensure the responsible development and deployment of AI technologies in Service / operational functions. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Failure to capitalise on new technology and / or properly integrate AI into operations / emergency response leading to loss of opportunities to: <ul style="list-style-type: none"> ○ Improve safety / reduce risk to life, property, the economy and environment; ○ Improve efficiency, productivity and effectiveness. • Failure to identify and / or address ethical considerations associated with AI deployment could lead to adverse outcomes, where, for example, it is used to target at risk groups and / or determine resource allocation.

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Risk / Issue / Opportunity: Frontier Artificial Intelligence (AI) Risks. The UK Government’s Department for Science, Innovation and Technology (DSIT) prepared a discussion paper on ‘[Capabilities and risks from frontier AI](#)’ to inform the proceedings of the AI Safety Summit 2023 which took place at Bletchley Park. The outcomes of the summit are summarised here: [1 November](#) & [2 November](#).

The DSIT paper identified a broad range of risks potentially emanating from emerging AI including: societal harms (degradation of the information environment - labour market disruption - bias, fairness and representational harms); misuse risks (dual use science risks - cyber - disinformation and influence operations); loss of control (humans might increasingly hand over control to misaligned AI systems - future AI systems might actively reduce human control).

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>As this is an area of emerging technology that is evolving at a pace and in ways that are unpredictable, it is difficult to precisely specify how adverse effects may manifest in local communities and on local services including fire and rescue. However, the DSIT paper (at p.24) considers some of the ways that AI is already being used for malign purposes: “<i>AI-enhanced social engineering is already being used by cybercriminals to conduct scams and steal login credentials, with systems that can gather intelligence on targets, impersonate voices of trusted contacts, and generate persuasive spear phishing messages. The risk is significant given most cyber attackers use social engineering to gain access to the victim organisation's networks</i>”. The report (at page 20) also highlights the potential use of AI to accelerate existing harmful trends by:</p> <ul style="list-style-type: none"> • <i>“Encouraging individuals to make dangerous decisions, for example through suggesting toxic substances as medicine.</i> • <i>Exposing young or vulnerable people to high-risk information and age-restricted content, or significantly shaping their information diet.</i> • <i>Promoting skewed or radical views as a result of model features — i.e. sycophancy -that could lead to criminal or other harmful behaviours.</i> • <i>Reducing public trust in true information, institutions, and civic processes such as elections.</i> • <i>Contributing to systemic biases in online media as a result of bias in AI-generated content.</i> 	<p><u>Actions Undertaken / Current Mitigations</u> This is an emerging area of risk which is being reviewed as part of the ongoing development of the Service’s ICT and information security controls and protective measures.</p> <p><u>Future Actions / Requirements</u> Equip BFRS personnel with training programs to understand the potential risks and opportunities associated with AI. This would also allow for new ways of working to be identified.</p> <p><u>Consequences if no further action taken.</u> Increased Vulnerability - without proactive measures, BFRS, as well as local communities, remain vulnerable to AI-driven cyber threats and disinformation campaigns. This could lead to disruptions in emergency services and public safety. Community Safety - failure to address the potential risks associated with AI may compromise community safety. Cyberattacks, misinformation, and other malicious uses of AI could lead to harm, damage to infrastructure, and loss of public trust.</p>

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- *Inciting violence.*
- *Exacerbating public health crises.*
- *Increase political divisiveness, through malicious and non-malicious mechanisms.”*

Furthermore at page 22: *“Frontier AI may help bad actors to perform cyberattacks, run disinformation campaigns and design biological or chemical weapons. Frontier AI will almost certainly continue to lower the barriers to entry for less sophisticated threat actors.”*

Many of the risks and potential effects identified are beyond the scope, capacity and capabilities of local fire and rescue services to mitigate or respond to, as these would require wider governmental, industrial and societal effort to orchestrate. However, where such risks involve the potential for risk to life, damage / destruction of infrastructure, the built and / or natural environment, fire and rescue services will need maintain and / or develop capacity and capabilities to respond either individually or as part of wider multi-agency efforts.

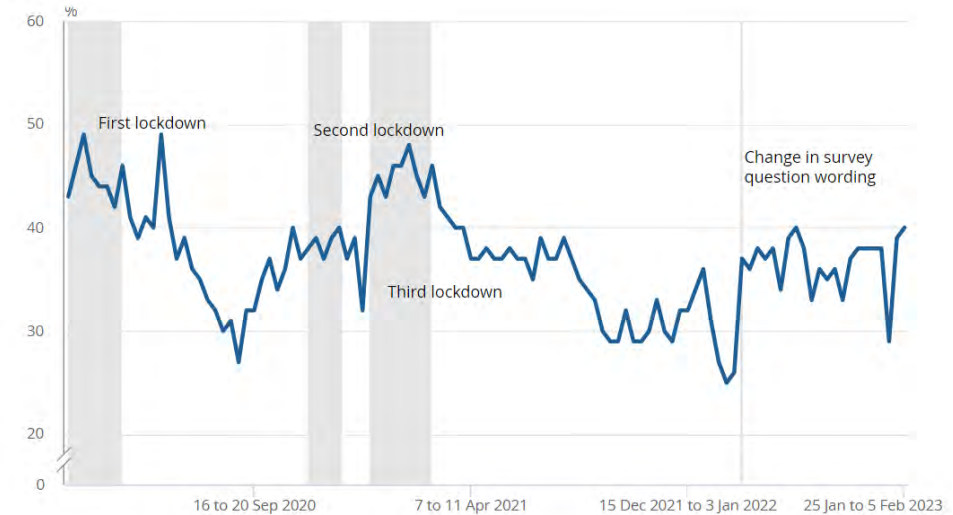
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Risk / Issue / Opportunity: Remote working technologies.

During the Covid pandemic many businesses and public services adopted new ways of working, using new technologies such as Microsoft 365, Teams and Zoom to facilitate meetings, for collaborative working and to maintain contact with customers and employees. This enabled some people to work from home or from other locations other than their normal workplace during periods of ‘lockdown’ when strict forms of social distancing were required by the Government. Prior to the Covid pandemic, ONS research indicates that only around one in eight (12.5%) working adults reported working from home. Following lifting of Government guidance to work from home, around 38% of working adults reported having worked from home. In the most recent period (25 January to 5 February 2023) around 40% of working adults reported having worked from home at some point in the past seven days. This indicates that Covid has acted as something of an accelerator for existing trends towards adoption of online, remote and virtual technologies for work and the conduct of commercial and public service activities and this is now a permanent feature of the UK economy and society.

Figure 1: Trends in working from home

Proportion of working adults in Great Britain, March 2020 to February 2023



[Characteristics of homeworkers, Great Britain - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Impact on Community and / or Fire and Rescue Service

- Reduced requirements for office and retail space in major cities and towns.
- Utilisation of ‘permitted development’ rights for conversion of redundant office and retail premises to residential use (see page xx).
- Potential for larger working age populations to be present in smaller towns and rural villages

Actions Undertaken / Required

Actions Undertaken / Current Mitigations

The Service has already adopted hybrid and flexible working policies to enable office based staff to work remotely. These are being used to rationalise premises usage enabling the [release of a leased building](#) leading to annual savings of c. £177,000.

Future Actions / Requirements

The Service will continue to explore the potential to use technology to improve productivity, efficiency and resilience and ensure that

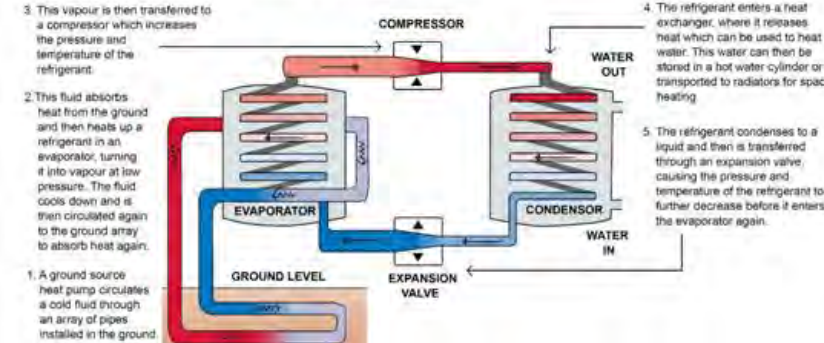
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	<p>the Service is adequately staffed, equipped, and strategically located to respond to the needs of the evolving demographic landscape.</p> <p>Establish channels for partner / community input, feedback, and involvement to ensure that the changes align with the preferences and needs of the local population.</p> <p><u>Consequences if no further action taken.</u></p> <p>Failure to take advantage of opportunities to improve productivity, efficiency, resilience and embrace new ways of working.</p>
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Risk / Issue / Opportunity: High energy density rechargeable batteries	
<p>NFCC guidance indicates that: “Newer style, high energy density rechargeable batteries are made from precious metals and organic electrolytes. The metals used often react very readily with water or air and the electrolytes can be highly flammable. These batteries are often carefully sealed so that water cannot enter making it difficult to cool or extinguish fires.</p> <p>Sensitivity to charging and discharging regimes, mechanical shock, and localised temperature gradients can lead to thermal runaway, rapid unexpected release of flammable gases and liquids under pressure, release of toxic and corrosive materials.</p> <p>Thermal runaway, an accelerating increase in temperature caused by chemical reactions, can lead to fire, explosion, release of highly combustible organic electrolyte under pressure and unpredictable fire behaviour. This can be the result of temperature variations limited to only one or a small number of damaged cells and can cause ignition that occurs spontaneously over varying time frames.”</p> <p>These types of batteries are being put to a wide range of uses as indicated in the NFCC guidance. Of particular note, are Industrial scale energy storage systems that are now being used commercially. Such systems may consist of many modular units constructed from ISO containers housing thousands of rechargeable batteries. Locally, a proposal for an installation of this type at East Claydon is currently being consulted on.</p> <p>Potential risks associated with lithium-ion batteries were among the issues discussed with members of the public from Buckinghamshire and Milton Keynes, who participated in a ‘Listening and Engagement’ consultation undertaken by the Service in June 2023. Participants were aware of these risks which they associated, in particular, with counterfeit and / or cheap, poor quality parts, rather than these types of battery per se (see pages 16-17 of linked report).</p>	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The NFCC guidance associates the following hazards with high energy density rechargeable batteries:</p> <ul style="list-style-type: none"> Explosive gases produced by reactive metals, such as lithium. Possible chemical reduction of water by a highly reactive metal can 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.

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<p>produce an alkaline solution and an explosive gas, for example lithium hydroxide (LiOH) and hydrogen (H₂)</p> <ul style="list-style-type: none"> • Rapid unexpected release of flammable gases and liquids under pressure • Release of toxic and corrosive materials • Fire water run-off containing poisonous metals, such as nickel or cadmium, which can release hazardous materials to their surroundings. • Toxic and explosive gases released can have the appearance of steam. 	<ul style="list-style-type: none"> • Guidance for fire crews attending incidents involving high energy density rechargeable batteries: OIN-TV-415 Batteries (non-lithium-ion), OIN-TV-413 Lithium-ion Batteries • National Fire Chiefs Council and National Operational Guidance <p><u>Future Actions / Requirements</u> Continually work within our partnership arrangements for any future interventions.</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Sub-optimal response leading to increased life risk and environmental damage.
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<p>Risk / Issue / Opportunity: Air Sourced Heat Pumps</p> <p>In the 'Clean Growth Strategy (2017)' the Government committed to 'phase out the installation of high-carbon fossil fuel heating in new and existing homes currently off the gas grid during the 2020s, starting with new homes. It proposes to do this via targeted regulations, including:</p> <ol style="list-style-type: none"> 1. An end to the installation of fossil fuel heating in homes off the gas grid from 2026; 2. A 'heat pump first' approach to replacement heating systems from 2026; and 3. Requiring high performing replacement heating systems where heat pumps cannot reasonably practicably be installed. <p>The Government is also considering whether it is appropriate to end the use of fossil fuel heating in all homes off the gas grid, potentially by the late-2030s.</p>	<p>Figure 2: How does a ground source heat pump work?</p>  <p>The diagram illustrates the refrigeration cycle of a ground source heat pump. It shows a closed loop of pipes with four main components: a compressor at the top, an evaporator on the left, a condenser on the right, and an expansion valve at the bottom. The cycle is shown in two directions: a red loop for heating (water out) and a blue loop for cooling (water in). The ground level is indicated between the evaporator and condenser. Five numbered steps describe the process: 1. A ground source heat pump circulates a cold fluid through an array of pipes installed in the ground. 2. The fluid absorbs heat from the ground and then heats up a refrigerant in an evaporator, turning it into vapour at low pressure. The fluid cools down and is then circulated again to the ground array to absorb heat again. 3. The vapour is then transferred to a compressor which increases the pressure and temperature of the refrigerant. 4. The refrigerant enters a heat exchanger, where it releases heat which can be used to heat water. This water can then be stored in a hot water cylinder or transported to radiators for space heating. 5. The refrigerant condenses to a liquid and then is transferred through an expansion valve, causing the pressure and temperature of the refrigerant to further decrease before it enters the evaporator again.</p>
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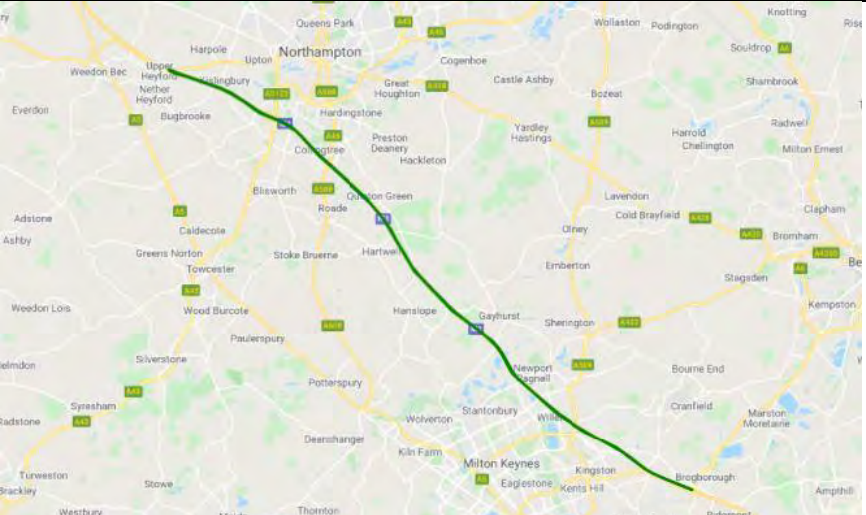
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The insurance company, Swiss Re, has identified a fire risk associated with refrigerants in air source heat pump systems that “...may be combustible ...commercial systems contain quantities that, if released, pose a significant fire hazard. Insulation for piping systems may also be combustible, increasing the overall fire load. This fire hazard is exacerbated by the fact that air source heat pumps are often installed in equipment rooms where ignition sources are present.”</p> <p>air-source-heat-pumps-factsheet.pdf (swissre.com)</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Emerging Risk Group (ERG) assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Include within scope of ERG risk evaluation process to evaluate safety features, potential hazards and mitigations. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Potential for increased risk to life and property

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Risk / Issue / Opportunity: Solar PV Systems
 Solar Photovoltaic technologies convert sunlight into electrical energy. They are typically: roof mounted on residential, commercial or industrial premises; or ground mounted in the case of much larger, dedicated ‘solar farms’ connected to the electricity grid.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>A comprehensive study of the fire risks associated with Solar PV systems was undertaken by the Building Research Establishment in 2018: Fires and solar PV systems - Investigations Evidence Issue 2.1 (publishing.service.gov.uk)</p> <p>Solar PV systems are installed at some BMKFA sites as part of its contribution to reducing CO2 emissions.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. • Guidance for fire crews attending incidents involving Solar PV systems OIN-TV-428 Photovoltaic Solar Panels <p><u>Future Actions / Requirements</u> None additionally at this time</p> <p><u>Consequences if no further action taken.</u> Existing capabilities considered sufficient at this time. The Emerging Risks Group will monitor the impact of ongoing development of this technology and evaluate any potential risks and mitigations when required.</p>

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<p>Risk / Issue / Opportunity: Smart Motorways</p> <p>On 15 April 2023, the Government announced that:</p> <ul style="list-style-type: none"> plans for new smart motorways will be cancelled in recognition of the current lack of public confidence felt by drivers and cost pressures; smart motorways earmarked for construction during the third Road Investment Strategy (2025 to 2030) and previously paused schemes will now not go ahead; existing smart motorways will continue to benefit from £900 million safety improvements. <p>Locally this means that the planned M25 J10-16 upgrade is one of the schemes being cancelled.</p> <p>However, the conversion of the 23-mile section of the M1 between junctions 13 and 16, which passes through the area served by BMKFA, to an All-Lane Running (ALR) motorway was completed in March 2023.</p>	 <p>Source: M1 junction 13 to junction 16: smart motorway - National Highways</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> Heightened risk of collisions in the event of technology failures such as stopped vehicle detection systems. The lack of a dedicated hard shoulders on sections of ALR enabled motorways can impede the access and transit of emergency services vehicles where closed lanes remain congested with traffic. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. Guidance for fire crews attending incidents on Smart Motorways is provided in an Operational Information Note (OIN) – ‘Incidents on Roads and Motorways’. Work continues with external partners regarding monitoring the construction and development of Smart Motorways although there are currently none under construction in BFRS area, following the Government announcement regarding the cancellation of future conversions not already underway. <p><u>Future Actions / Requirements</u> None additionally at this time</p> <p><u>Consequences if no further action taken.</u> Emerging Risks Group will monitor developments and identify any new risks.</p>

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Risk / Issue / Opportunity: High Speed Rail

[HS2](#) is a Nationally Significant Infrastructure Project (NSIP) and the largest project of its type currently underway in Europe.

Construction of HS2 infrastructure is underway across the BMKFA area. Works are being undertaken by two different companies - Align and EKFB. Align is responsible for the southern section from the South Portal towards Great Missenden, then EKFB assume responsibility stretching North and into Oxfordshire. The route through Buckinghamshire includes a number of bridges, viaducts and tunnels with multiple compounds and sites.

Of particular note is the 10-mile tunnel, which starts in Hertfordshire and runs under the Chilterns, and exits the ground at Great Missenden. There are five vent shafts along the route of the Chiltern Tunnel, the deepest of these is at Chalfont St Peter at a depth of 65m, some fourteen stories below ground. The impact of HS2 was discussed with members of the public from Buckinghamshire and Milton Keynes, who participated in a 'Listening and Engagement' consultation undertaken by the Service in June 2023 (see page 15 of [linked report](#)).




Map displaying five vent shafts along the Chiltern Tunnel route.

Impact on Community and / or FRS	Actions Undertaken / Required
<ul style="list-style-type: none"> • Disruption to road networks along the HS2 route: closures / 'no emergency access' road closures; temporary and permanent re-routing). • Protest activity. • Criminal activity (e.g. theft of construction equipment). • Working at height risks. • Working at depth risks (including fire). • Water hazards (e.g. below viaducts). 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks. • An external HS2 traffic group is well established and informs BFRS of all road closures, including 'no emergency access' road closures, which pose a potential risk to response times. • BFRS has a positive working relationship with Align and EKFB with regular engagement occurring, both as part of the Thames Valley Civil Contingencies Act (CCA) partnership group and individually with single points of contact for all organisations. • a number of exercises have taken place at HS2 sites with all parties engaging constructively and striving to reduce risk and improve communication sharing. BFRS

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	<p>have undertaken a comprehensive programme of exercises including: a USAR drill at the Chalfont St Peter vent shaft (trapped protestor scenario) and a further fire scenario; and, a Water rescue scenario at the Colne Valley viaduct;</p> <ul style="list-style-type: none"> • Multiple visits to capture site specific risk information. <p><u>Future Actions / Requirements</u> None additionally at this time</p> <p><u>Consequences if no further action taken.</u> Emerging Risks Group will monitor developments and identify any new risks.</p>
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<p>Risk / Issue / Opportunity: The Elizabeth Line</p>	
<p>The Elizabeth Line, formally known as the Cross-rail project, is a 73-mile railway line crossing London from West to East, each end splits into two branches: in the west to Reading and Heathrow Airport and in the east to Abbey wood. The line is owned and operated by the Transport for London (TfL).</p> <p>The line runs through Buckinghamshire at Taplow, Burnham, Iver and parts of Langley on existing rail track infrastructure, with the station end equipment, trains and platforms being upgraded to support the London Underground infrastructure.</p>	

<p>Impact on Community and / or Fire and Rescue Service</p>	<p>Actions Undertaken / Required</p>
<p>The Elizabeth line is now open and as such this now represents ‘business as usual’ for BFRS with standard range of rail related hazards and risks such as derailments, collisions and onboard fires.</p>	<p><u>Actions Undertaken / Current Mitigations</u> Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p>BFRS monitored progress of the construction of this infrastructure project by having a representative on the Elizabeth Line Emergency Services Group (ELESF). A number of exercises were conducted by London Fire Brigade during the construction phase and learning was shared with relevant partners including BFRS.</p> <p><u>Future Actions / Requirements</u> None additionally at this time</p>

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Risk / Issue / Opportunity: Western Rail Link into Heathrow

There is a proposal for a rail connection from the west of Britain to Heathrow. The Western Rail Link to Heathrow (WRLTH) would leave the main line between Langley and Iver.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>No immediate impact as this project is currently paused.</p>	<p><u>Actions Undertaken / Current Mitigations</u> Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p><u>Future Actions / Requirements</u> BFRS will monitor developments and carry out engagement and risks assessment activities in the event that the project recommences.</p> <p><u>Consequences if no further action taken.</u> No further action required at this time.</p>

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Risk / Issue / Opportunity: East West Rail (EWR)

East West Rail is a major railway project which comprises:

- Upgrading an existing section of railway between [Oxford and Bicester](#)
- Bringing back a section of railway between [Bicester and Bletchley](#)
- Refurbishing existing railway between Bletchley and Bedford
- Building brand new railway infrastructure between Bedford and Cambridge

Enabling and construction work is well underway between Bicester and Bletchley. This includes bridge and structure refurbishments / renewals.

The current [construction plan](#) envisages that the infrastructure will be ready for testing with trains in 2024.



Impact on Community and / or Fire and Rescue Service

- Road closures / temporary re-routing
- Working at height risks

Actions Undertaken / Required

Actions Undertaken / Current Mitigations

Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.

BFRS is a member of the HS2/EWR Thames Valley CCA Partnership. This ensures that the emergency responders, HS2, EWR and the identified contractors work together as effectively as possible, at all levels of command from planning and preparedness to responding to minor, major or complex incidents.

Future Actions / Requirements

None additionally at this time

Consequences if no further action taken.

Emerging Risks Group will monitor developments and identify any new risks.

Buckinghamshire Fire & Rescue Service
2025 – 2030 CRMP
PESTELO Analysis

ENVIRONMENTAL (NATURAL AND BUILT)

Risk / Issue / Opportunity: Climate Change	
<p>The Met Office advises that across the UK, climate change is expected to lead to:</p> <ul style="list-style-type: none"> • Warmer and wetter winters • Hotter and drier summers • More frequent and intense weather extremes <p>On the 19 July 2022 the UK recorded its highest ever temperature of 40.3°C (104.5°F). The months of July (16 - 19) and August (9 - 15) 2022, brought record high temperatures and dry weather that presented many challenges for Fire and Rescue Services (FRSs) and other emergency responders across the country. Major incidents were declared by fifteen FRSs across the country including two in the BMKFA service area.</p>	<p>The Met Office produces a Fire Severity Index that provides localised forecast maps, up to five days ahead, of how severe a fire could become if one were to start. It is not an assessment of the risk of wildfires occurring. The FSI shows the current day's fire severity and a forecast of likely fire severity over the coming five days. The index values are from 1 to 5, which represents an increasing degree of fire severity as follows:</p> <ul style="list-style-type: none"> • FSI level 1 = low fire severity • FSI level 2 = moderate fire severity • FSI level 3 = high fire severity • FSI level 4 = very high fire severity • FSI level 5 = exceptional fire severity
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>These changes can lead to hazards that can have adverse effects on people, infrastructure, buildings, the economy and the environment. These include events such as:</p> <ul style="list-style-type: none"> • Heat stress, affecting human health, behaviours and habitability; • More frequent and intense fires (including Wildfires); • Droughts leading to water shortages; • Intense / prolonged periods of rainfall leading to flooding; • Storms that cause damage to buildings, infrastructure and disruption transport networks. <p>https://www.gov.uk/guidance/climate-change-explained</p>	<p><u>Actions Undertaken / Current Mitigations</u> BFRS has an Environment and Climate Action Plan that is regularly updated and reviewed with Fire Authority Members. The Plan contains several actions designed to improve the Service's response to extreme weather events, as well as taking action to reduce its own carbon emissions. Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p><u>Future Actions / Requirements</u> The draft 2025-2030 CRMP includes proposals for improving Service capabilities for responding to extreme weather related incidents such as wildfire.</p> <p><u>Consequences if no further action taken.</u> Loss of opportunities to reduce risk to life, property, the economy and environment.</p>

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Risk / Issue / Opportunity: Rewilding
Rewilding seeks to restore areas of land to a more natural state by withdrawing active human management and allowing wild flora and fauna to reshape the ecosystem. It is seen as an effective and sustainable way to restore damaged landscapes and improve biodiversity. The UK Government has announced support for elements of rewilding with plans to restore 300,000 hectares of wildlife habitat across England by 2042. Rewilding projects are already underway across the areas served by BMKFA in both rural and urban environments.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Changes to land use can alter the risk profile of landscapes and their associated ecosystems, potentially increasing or decreasing the likelihood and / or severity of, for example, fire or flooding. • Proponents of rewilding argue that more varied vegetation, wetland habitats, reintroduction of key species of wildlife, and healthier water-retaining soils can provide more resilience against the effects of extreme weather events like wildfires and also reduce vulnerability to risks associated with flooding. 	<p><u>Actions Undertaken / Current Mitigations</u> Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p><u>Future Actions / Requirements</u> Work more closely with Landowners and the community to identify and reduce / mitigate risks of emergency incidents. Investment in suitably equipped multi-terrain vehicles.</p> <p><u>Consequences if no further action taken.</u> Loss of opportunity to reduce risks to life and the environment.</p>

Buckinghamshire Fire & Rescue Service
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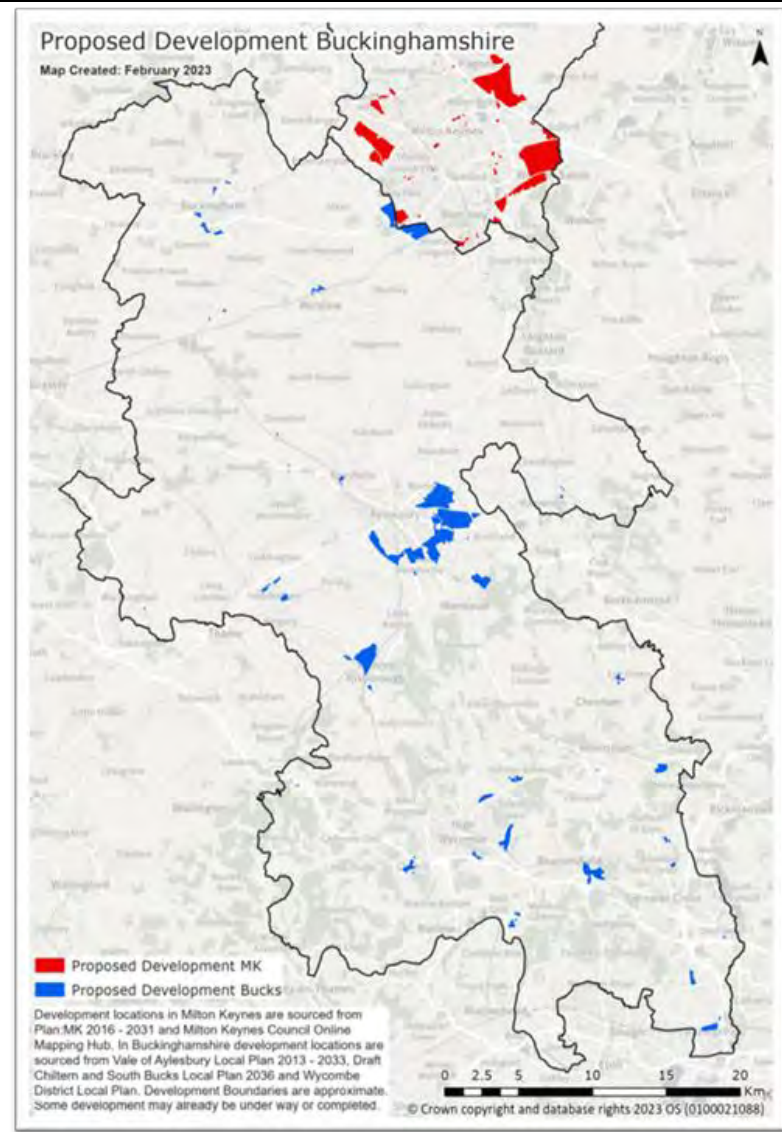
Risk / Issue / Opportunity: Housing and associated infrastructure development

The current [local plan for Milton Keynes](#) envisaged construction of 26,500 new homes between 2016 and 2031 to accommodate the growth of the population to an estimated 335,000 by the early 2030s. This is primarily in the areas shaded red in the accompanying map. Looking further out, Milton Keynes has set out ambitious plans for the further growth of the city in its [Strategy for 2050](#). This includes the potential for 30,000 - 35,000 additional homes over the coming decades to meet the needs of the 410,000 people that are expected to be living in Milton Keynes by 2050. This would be achieved via a combination of intensification and extensification of existing urban areas as illustrated in the map at page 73 of the [linked strategy document](#).

Current housing growth projections for Buckinghamshire are set out in the local plans prepared by the district councils prior to the formation of the new unitary authority that merged the county and district councils: [Local development plans | Buckinghamshire Council](#).

Areas earmarked for significant housing development over the period 2013 - 2033 include:

- 30,000 new homes in the Aylesbury Vale area, primarily via the extension of the existing urban areas to the east, south and south west of Aylesbury (where shaded blue in the accompany map). More detailed information on development proposals is available from the [Vale of Aylesbury Local Plan](#) (VALP).
- 10,925 new homes in the former Wycombe District Council area. Most of this development is taking place in Wycombe, Princes Risborough, and Bourne End with about 15% being in the rural areas. Half of the homes to be built in Wycombe District will be on brownfield land. The proposals include a significant expansion of Princes Risborough, with a housing allocation of 2,083 new homes, to 2033, distributed where shown on the map at page 142 of the [Wycombe Local Plan](#). A need for a further 540 beyond 2033 is also identified.



Buckinghamshire Fire & Rescue Service
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The creation of new homes at scale does not necessarily lead to a proportionate increase in fire risk relative to that pertaining to the existing 'legacy' housing stock. Nonetheless, given the scale of development planned, some increase in the number of emergency incidents in homes can be anticipated. Fire risks can also be present during the construction phase, particularly where timber framed methods are used.</p> <p>Other issues experienced with some new housing developments include restricted access for emergency vehicles and fire hydrants where:</p> <ul style="list-style-type: none"> • insufficient dedicated car parking has been provided leading to casual parking on narrow sections of road and / or pavements; • certain types of traffic calming measures have been used. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The scale of new housing development and perceived lack of supporting infrastructure across the BMKFA area was among the key concerns raised by members of the public from Buckinghamshire and Milton Keynes, who participated in a 'Listening and Engagement' consultation undertaken by the Service in June 2023 (see page 16 of linked report).</p> <p>The Service reviews and responds to all local plan consultations.</p> <p>Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p><u>Future Actions / Requirements</u></p> <p>The draft 2025-30 CRMP will include a review of fire and rescue service provisions in high growth areas, including:</p> <ul style="list-style-type: none"> • Location of fire and specialist appliances; and, • Duty / crewing systems. <p><u>Consequences if no further action taken.</u></p> <p>Failure to optimise services in relation to changes to the built environment leading to loss of opportunities to reduce risks to life and property.</p>

Buckinghamshire Fire & Rescue Service
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PESTELO Analysis

<p>Risk / Issue / Opportunity: UK Government’s Long Term Plan for Housing / Permitted Development</p> <p>On 24 July 2023, as part of a long-term plan for housing, the Prime Minister and Secretary of State for Levelling Up announced a programme for regeneration, inner-city densification and housing delivery across England.</p> <p>As part of the Plan, the Government will consult on new Permitted Development Rights, to provide more certainty over some types of development, and how design codes might apply to certain rights to protect local character and give developers greater confidence. New and amended permitted development rights would make it easier to convert larger department stores, space above shops and office space. The plan also envisages changes to support farm diversification and development, to allow businesses to extend and more outdoor markets to be held. The government will also consult on further measures in the Autumn of 2023 on how to better support existing homeowners to extend their homes. The government will continue to ensure that local removal of permitted development rights through Article 4 Directions will only be agreed where there is evidence of wholly unacceptable impacts.</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Increases in numbers of people resident in areas and buildings originally designed for non-domestic purposes such as town centre high streets, offices, shops and department stores. • Repurposing of buildings not originally designed for domestic residential use. • Potential for accessibility issues in repurposed buildings and built environments. 	<p><u>Actions Undertaken / Current Mitigations</u> RBIP identifies property types which require building design consultation and audit. From a protection perspective, we can have a level of confidence that any permitted development which falls under high risk identification will be scrutinised.</p> <p><u>Future Actions / Requirements</u></p> <p><u>Consequences if no further action taken.</u> Potential for prevention / response risk for those premises which do not fall under high risk / Regulatory Reform Order</p>

**Buckinghamshire Fire & Rescue Service
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<p>Risk / Issue / Opportunity: Reinforced Autoclaved Aerated Concrete (RAAC)</p> <p>On 31 August 2023, the Education Secretary made an announcement regarding the risks associated with the presence of reinforced autoclaved aerated concrete, more commonly known as RAAC, in educational settings, together with new guidance in relation to this. RAAC is a lightweight form of pre-cast concrete used primarily in, but not limited to, roof construction in the UK from the mid-1950s to the mid-1990s. RAAC panels have been linked with a risk of sudden full, or partial collapse.</p> <p>A list of 156 schools nationally has been published (52 with mitigations already in place, 104 pending implementation). Of these three are located in Buckinghamshire and one in Milton Keynes.</p> <p>RAAC is also present in other buildings, dating from the 1960s – 1980s, with flat roofs as indicated in a SCOSS Alert published in May 2019. More technical information is available here: Information on Reinforced Autoclaved Aerated Concrete (RAAC) Local Government Association.</p>	 <p>Figure 2 A lump sample of AAC [10]</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>A National Operational Learning Action Note was published in February 2022 which summarised the risks associated with RAAC:</p> <p><i>“There may be a risk of sudden full or partial structural collapse due to instability of the material. Fire and rescue services may be called to these types of incidents and should be aware of the risk of further collapse when attending. Although there has been little research into how this material would behave involved in fire, it is thought that thermal radiation may cause it to collapse. Likewise, if water was applied this may trigger a structural collapse.”</i></p> <p>Central Government has confirmed locations of all schools with RAAC present in buildings and the means by which remedial works will be funded.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The National Operational Learning User Group recommended that fire and rescue services should:</p> <ul style="list-style-type: none"> • Identify the risk of this material in the building stock of their area; • Provide Site-Specific Risk Information for personnel on identified risk sites; • Provide training and awareness to personnel on the hazards presented by RAAC and what control measures to implement to prevent a structural collapse. <p>Emerging Risk Group assembled to identify potential impacts of all major infrastructure projects and emerging environmental and technological risks.</p> <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Ongoing monitoring. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Risk of structural collapse, pending implementation of remedial works.

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Risk / Issue / Opportunity: Defective External Wall Systems (Cladding)
<p>There are many types of cladding, ranging from traditional brickwork or rendered systems to more modern metallic rainscreen systems or curtain walls made from glass. Cladding systems can be complicated constructions with voids, breather membranes, cavity barriers etc. but the two main cladding materials are the thermal insulation and the front façade panel. Thermal insulation is generally made from either a mineral (stone) wool or a foam, such as phenolic foam or PIR foam. Façade panels can be made from a wide variety of materials including wood, metal, brick or vinyl, and are often made from composite materials. Two types of composites have been associated with increased fire risk:</p> <ul style="list-style-type: none"> • ACM (aluminium composite material) façade panels are made up of two aluminium skins bonded to a non-aluminium core which can be highly combustible. This is the type of façade panel that was responsible for the rapid vertical fire spread during the Grenfell Tower fire in 2017. • HPL (high pressure laminate) façade panels are a type of timber cladding made by pressurising layers of wood or paper fibres into a resin and then bonding them together using heat. This is the type of façade panel that was used on the University of Bolton student accommodation block that caught fire in 2019. <p>Source: What is cladding? Fire Protection Association (thefpa.co.uk)</p>

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Heightened concerns over fire risks amongst occupants in buildings with unsafe forms of cladding. • Costs of remedial works. • Uncertainty over responsibility for cost of remedial works. • Cost of interim safety measures, such as fire wardens, pending removal of unsafe cladding. • Reduced saleability and value of affected properties. • Cost / opportunity cost of fire and rescue safety interventions in affected buildings. 	<p><u>Actions Undertaken / Current Mitigations</u> Details of prevention, protection and response interventions to mitigate risks associated with affected buildings are set out in recent report to BMKFA (see pages 5 - 7). These form part of a comprehensive programme to implement all relevant recommendations from the Grenfell Tower Inquiry (GTI).</p> <p><u>Future Actions / Requirements</u> Phase 1 of the GTI focused on the cause of the fire, its subsequent development and the course of events during the night. Phase 2 of the inquiry focuses on how and why the decisions were made that led to the fitting of a highly combustible cladding system and also explore other areas that emerged from the information gathered during Phase 1. It is anticipated that there will be additional recommendations for fire and rescue services to review and action once the phase 2 report is published.</p> <p><u>Consequences if no further action taken.</u> Potential failure to implement further measures to reduce risks to life and property.</p>

Buckinghamshire Fire & Rescue Service
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PESTELO Analysis

Risk / Issue / Opportunity: Presence of asbestos at emergency incidents and other interventions in buildings, industrial plant etc.	
<i>“Although it is now illegal to use asbestos in the construction or refurbishment of any premises, many thousands of tonnes of it were used in the past in such things as: lagging on plant and pipework; insulation products such as fireproof panels; asbestos cement roofing material; sprayed coatings on structural steel work to insulate against fire and noise. Much of this material is still in place. However, buildings constructed after 2000 are unlikely to contain asbestos materials.”</i> Source: Health & Safety Executive (HSE).	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The HSE advises as follows in relation to this risk:</p> <p><i>“Asbestos is the single greatest cause of work-related deaths in the UK.</i></p> <p><i>As long as asbestos is in good condition and is not disturbed or damaged there is negligible risk. However, if it is disturbed or damaged, it can become a danger to health, because asbestos fibres are released into the air and people may breathe them in.”</i></p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Service has established operational procedures for dealing with incidents involving asbestos: “OIN-TV-602 (v4) Incidents Involving Asbestos Containing Materials”. Qualified Hazardous Materials Advisors in place.</p> <p><u>Future Actions / Requirements</u></p> <p>Maintain HMA cadre to ensure a minimum of one is available on all occasions within the Thames Valley area.</p> <p><u>Consequences if no further action taken.</u></p> <p>Increased risks to personnel responding incidents in contaminated sites.</p>
Risk / Issue / Opportunity: Unoccupied and Derelict Buildings	
Unoccupied and derelict buildings awaiting demolition are an extremely hazardous environments. They are likely to be secured against trespassing using such measures as boarding; metal security screens; or brick or block work. Nevertheless, these sites can attract rough sleepers, vandals, children and people looking to conduct illegal activities such as the cultivation and production of drugs or the manufacture of illicit alcohol. Also, a management company or the property owner may have “property guardians” living in the building to provide security and general property maintenance. It is also possible that utilities will not have been isolated.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
Such sites can attract rough sleepers, vandals, children and people looking to conduct illegal activities such as the cultivation and production of drugs or the manufacture of illicit alcohol. Resulting hazards could include: Discarded drug paraphernalia; Tampered with utilities and meters; Malicious trap; Illegal storage of hazardous materials, including gas cylinders; Fly-tipped waste which could increase fire loading; Animals, animal waste and carcasses; Damaged or removed structural elements causing structural weakness; Damaged pipework or electrical cables.	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>Operational Information Note: “Fires in Buildings under Construction or Demolition” (OIN-TV-652).</p> <p><u>Future Actions / Requirements</u></p> <p>Work with partner agencies to identify high risk sites.</p> <p><u>Consequences if no further action taken.</u></p> <p>Sub-optimal response leading to increased risk to life.</p>

Buckinghamshire Fire & Rescue Service
2025 – 2030 CRMP
PESTELO Analysis

LEGISLATIVE AND REGULATORY CHANGE

Risk / Issue / Opportunity: [The Fire Safety Act 2021](#)

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

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The Act specifies 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:</p> <ul style="list-style-type: none"> • 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 	<p><u>Actions Undertaken / Current Mitigations</u> BFRS has made changes to its Fire Safety audit methodology to take account of these changes. All high rise residential feature in the Risk Based Inspection Programme (RBIP). In particular, the following have been informed / will be informed:</p> <ul style="list-style-type: none"> • Duty Officers / Group Commanders / Principal Officers so they understand the legislative changes and therefore offer suitable advice when required; • Prevention team staff who visit multi-occupied residential buildings so they can offer appropriate advice; • Members of the Fire Authority so that they are aware of legislative Fire Safety changes. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Support Building Safety Regulator with inspection. • Enforcement as required for non-compliance. <p><u>Consequences if no further action taken.</u> Loss of opportunities to reduce risks to life, property and the economy.</p>

**Buckinghamshire Fire & Rescue Service
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<p>Risk / Issue / Opportunity: The Fire Safety (England) Regulations 2022</p> <p>These regulations were introduced in response to the recommendations of the Phase 1 Grenfell Tower Inquiry. They came into full force on 23 January 2023.</p> <p>The regulations impose additional requirements on the responsible person of multi-occupied residential buildings. These depend upon the height of the buildings as illustrated in the accompanying diagram.</p>	<p>Scope</p> <ul style="list-style-type: none"> Residential buildings with 2 or more domestic premises with common areas Residential buildings between 11m and 17.9m in height Residential buildings 18m (or 7 storeys) and above in height <p>Provisions that Apply</p> <ul style="list-style-type: none"> 1 Fire Risk Assessment Prioritisation Tool 2 Information to residents – fire safety instructions 3 Information to residents – fire doors* 4 Fire door checks 5 Secure information box 6 Design and materials of external walls 7 Floor plans and building plan 8 Lifts and firefighting equipment 9 Wayfinding signage <p>* Please note: fire door requirements differ for buildings above and below 11m in height.</p> <p><small>This diagram is illustrative only, and does not represent official guidance. Please go to gov.uk for the full guidance from the Home Office on The Fire Safety Act 2021 and The Fire Safety (England) Regulations 2022.</small></p>
<p>Impact on Community and / or Fire and Rescue Service</p> <p>The new regulations require that for all multi-occupied residential buildings, the following is provided:</p> <ul style="list-style-type: none"> • Fire Safety instructions; • Fire Door Information. <p>For all residential buildings above 11 metres in height:</p> <ul style="list-style-type: none"> • The above, plus • Fire Doors <p>For high-rise residential buildings above 18 metres or 7 storeys</p> <ul style="list-style-type: none"> • All of the above, plus • Building Plans • External Wall Systems • Lifts and other key Fire-fighting Equipment • Secure Information Boxes • Wayfinding Signage 	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u></p> <p>BFRS has taken steps to assist Responsible Persons (RPs) with complying with the new regulations, including:</p> <ul style="list-style-type: none"> • The provision on the BFRS website of electronic forms for RPs to complete and send to the Protection Teams (including floor plans, defective fire-fighting equipment and external wall systems information); • Prevention staff informed to ensure that they 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 RPs. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Ensure Responsible Person compliance through RBIP. <p><u>Consequences if no further action taken.</u></p> <p>Loss of opportunities to reduce risks to life, property and the economy.</p>

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<p>Risk / Issue / Opportunity: The Building Safety Act 2022</p> <p>The Act provides for a new regulator (the Building Safety Regulator [BSR]) to be established under the Health and Safety Executive. The aim of the regulator is to: secure the safety of people in and around buildings with respect to the risk arising from them; improve the standards of buildings; assure the safety of higher-risk buildings; improve the competence of those involved; provide clearer standards and guidance</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The Act applies to new and existing buildings above 18m with at least two residents (including care homes and hospitals above this height). It creates:</p> <ul style="list-style-type: none"> • a universal change in responsibility and culture within the building industry; • puts residents at the heart of safety in buildings; • Clarifies who is responsible for Fire and Building Safety throughout the life cycle of such buildings. <p>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 into force.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Thames Valley Memorandum of Understanding (MOU) / resource allocated to support BSR. • RBIP already includes HRRB's. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • BFRS dedicated resource may be required to support BSR. • Potential enforcement action where Responsible Persons are not meeting requirements of the Act. <p><u>Consequences if no further action taken.</u> Loss of opportunities to reduce risks to life, property and the economy.</p>

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Risk / Issue / Opportunity: [The Strikes \(Minimum Service Levels\) Act 2023](#)

The Act received Royal Assent on 20 July and is designed to require unionised workforces in England, Scotland and Wales to provide a minimum level of service during a strikes in certain sectors deemed essential on public safety or other grounds. Ambulance and fire and rescue services are included within its scope.

It amends the Trade Union and Labour Relations (Consolidation) Act 1992 to:

- Protect the public’s access to essential services by imposing conditions on the protection of trade unions from legal action in respect of strikes relating to services where provision has been made for minimum service levels (MSL). The services will be prescribed by regulations, following consultation;
- impose obligations on trade unions and individuals to comply with minimum service levels and enabling employers within specified services to issue work notices to roster the workforce required to secure the minimum service level on a strike day.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Although the Act has received Royal Assent, Minimum Service Levels (MSL) will not take effect until the regulations that detail the sector specific MSL come into force. Once implemented, MSL may be applied in relation to any strike in the specified services.</p> <p>The Government conducted a public consultation on the most appropriate approach for delivering minimum service levels for fire and rescue services between 9 February and 11 May 2023. Details of the consultation can be viewed here: Minimum service levels for fire and rescue services (accessible) - GOV.UK (www.gov.uk)</p> <p>The outcomes of the consultation and Government’s response to the feedback have yet to be published but will appear here when released: https://www.gov.uk/government/consultations/minimum-service-levels-for-fire-and-rescue-services</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Service responded to the Government consultation on the fire and rescue MSL.</p> <p><u>Future Actions / Requirements</u></p> <p>An impact analysis and options / plans for complying with the requirements of the fire and rescue MSL regulations will be prepared as soon as they are available.</p> <p><u>Consequences if no further action taken.</u></p> <p>Failure to comply with statutory requirements.</p> <p>Sub-optimal response to incidents leading to increased risks to life, property, the economy and / or the environment.</p>

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<p>Risk / Issue / Opportunity Serious Violence Duty (SVD): Serious Violence Duty Statutory Guidance</p> <p>The Duty came into effect on 31st January 2023, when Fire and Rescue Authorities (FRAs) as specified partners were required to collaborate and plan together with local authorities, the police, specified criminal justice agencies and health authorities, to reduce and prevent serious violence in their local area.</p> <p>The Duty is aligned to the statutory duties set out in existing legislation, notably the Fire and Rescue Services Act (2004) and the Policing and Crime Act (2017) and has the overarching aim of enhancing collaboration, data sharing and training to empower Fire and Rescue Services in the course of their Prevention, Protection and Response functions to tackle serious violence.</p>	
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<p>Impact on Community and / or Fire and Rescue Service</p> <ul style="list-style-type: none"> • Specific requirements of Fire and Rescue Services are specified at paragraphs 304-308 of the Statutory Guidance. • Analysis of serious violence trends and the demographic characteristics of victims and perpetrators for Buckinghamshire and Milton Keynes are set out at pages 3 – 4 of the Service’s 2024-27 Serious Violence Duty Strategy <i>[add hyperlink to Fire Authority paper]</i>. 	<p>Actions Undertaken / Required</p> <p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • BFRS has begun implementation of its 2024-27 Serious Violence Duty Strategy that was approved by the Fire Authority on 6 December 2023 <i>[hyperlink to Fire Authority Paper]</i>. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • A mid-term review of the SVD Strategy will be completed when the Prevention Strategy is reviewed in 2025 and when required by any change in legislation, the statutory guidance, or the Serious Violence Strategies of Buckinghamshire Council or Milton Keynes City Council. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Failure to comply with legislative requirements pertaining to the Service / Authority. • Failure to deliver reductions to the incidence of serious violence across the areas served by BFRS / BMKFA.
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Risk / Issue / Opportunity: Procurement Act 2023	
<p>The Procurement Bill received Royal Assent on 26 October 2023. The Act is intended to bring a range of benefits, including:</p> <ul style="list-style-type: none"> • creating a simpler and more flexible commercial system that better meets the country’s needs while remaining compliant with international obligations; • opening up public procurement to new entrants such as small businesses and social enterprises so that they can compete for and win more public contracts; • tougher action on underperforming suppliers and excluding suppliers who pose unacceptable risks; • embedding transparency throughout the commercial lifecycle so that the spending of taxpayers’ money can be properly scrutinised. <p>The new regime is planned to take effect from October 2024, following a notice period of at least 6 months.</p>	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Opportunity for BFRS to support economic development and growth across the area it serves by making more use of smaller local suppliers; • Potential for reduction in procurement costs and contract risks. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Training of procurement staff of the changes required to embed the changes to current procurement processes and procedures following the introduction of the new Procurement Act is due to commence Nov 2023 to Oct 2024. • Ongoing guidance and collaboration with NFCC Procurement Hub & Fire Services procurement network to introduce outcomes of the new Procurement Act. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • BMKFA internal processes & procedures to be updated to reflect the new Procurement Act, where applicable. • BFRS Procurement & Contract Management Training packages to be updated to reflect changes. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Failure to comply with new legislative requirements.

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Risk / Issue / Opportunity: Failure to comply with equal pay legislative requirements.
Failing to adhere to equal pay legislation could mean being at risk of expensive employment tribunal litigation, low employee morale, reputational damage, loss of productivity and key employees.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Reputational damage of not paying employees fairly, could mean our communities would not be attracted to join us; this in turn could impact our diversity . • Our employees could leave the service for another fire and rescue service or alternative work – this would impact us as we would have the recruit more and we could lose our highly skilled workforce, putting our communities at risk. • Employment tribunal costs for equal pay claims could be high and this could mean we would not be able to finance important work . • Employee morale could be affected by not treating employees fairly; this could impact employee engagement and productivity 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Robust job evaluation scheme (KornFerry Hay) in place; procedure consulted upon and published; all evaluators trained. • Support Services Pay scales transparency; Grey book pay scales agreed nationally. • Pay Policy reviewed annually and approved by February Fire authority. • Recruitment and Selection procedure consulted on and published; processes reviewed regularly to ensure no bias. • Recruiting Managers trained and supported by Human Resources. • Operational Promotions Procedure consulted upon and published. • Interim selection process to enable employees to have the opportunity to be substantive in roles .sooner, and therefore contributing to an enhanced pension. • Gender Pay gap report published yearly. • Equal Pay audit undertaken in 2020. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Ethnicity Pay gap report undertaken and published yearly. • Pay and Allowance review and Support Service Pay scales review undertaken – January 2024. <p><u>Consequences if no further action taken.</u></p> <p>Processes and procedures under constant review and scrutiny to ensure equality.</p>

Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: Potential amendments to Conduct of Employment Agencies and Employment Business Regulations 2003

The [Conduct of Employment Agencies and Employment Businesses \(Amendment\) Regulations 2022](#) is a statutory instrument of the Parliament of the United Kingdom. The regulations removed Regulation 7 of the Conduct of Employment Agencies and Employment Businesses Regulations 2003, which prevented employment agencies from supplying agency workers to employers to replace workers taking part in official industrial action. The regulations were struck down in a High Court case in July 2023, and quashed from 10 August 2023.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>If employees take strike action, the Service can employ agency employees or contractors to cover. This will ensure the community are protected if industrial action takes place.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • The Service has contributed to the Minimum Service Levels consultation. • Resourcing requirements are reviewed and planned for the future. • The Service communicates with the community and employees to ensure they are aware of the industrial action and implications. • The Service continues working with the recognised Trade Unions. • The Service works closely with other Fire and Rescue Services and partners to minimise disruption. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Officers will continue to monitor developments and take action as required. <p><u>Consequences if no further action taken.</u></p> <p>The community could be impacted by less resources and may not be able to respond accordingly, as per our statutory requirements under legislation.</p>

Buckinghamshire Fire & Rescue Service
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PESTELO Analysis

Risk / Issue / Opportunity: Firefighters Pensions (Remediable Service) Regulations 2023
The Firefighters’ Pension Scheme (England) Regulations 2014 are the scheme regulations establishing the successor firefighters’ pension scheme to the schemes established by the Firemen’s Pension Scheme Order 1992 and the Firefighters’ Pension Scheme (England) Order 2006. The 2014 Regulations provided for transitional protection for certain cohorts of legacy scheme members. Transitional protection of this sort was subsequently found to unlawfully discriminate between legacy scheme members on the basis of age. These Regulations are scheme regulations in relation to a member’s remediable service in a firefighters’ pension scheme.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>A number of employees who transferred from their legacy schemes into the new scheme are now entitled to be treated as if they had remained in their legacy scheme.</p> <p>There is no direct impact to the community, but a large administrative burden will be placed on the Service, who must review all historic information and ensure all pension entitlements are recalculated correctly.</p>	<p><u>Actions Undertaken / Current Mitigations</u> The Service had already identified a number of potential cases and sought to remedy those before the individuals retired. However, there are still a number of historic cases that need to be recalculated, and those that were processed before the Regulations were introduced will need to be revisited.</p> <p><u>Future Actions / Requirements</u> The Service needs to continue to process cases, with the Regulations providing a period of 18 months for this to be done. One-off funding has been confirmed for 2024-25 to allow the Service to engage staff on a temporary basis to support this additional administrative burden.</p> <p><u>Consequences if no further action taken.</u> Retirees would not receive the correct pension they are entitled to, which could result in complaints to the Pensions Regulator and potential legal action against the Service, as well as a detrimental impact on the individuals concerned.</p>

Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: Safeguarding	
Fire and rescue services have a statutory duty to safeguard their communities, people, and organisation through efficient and effective safeguarding practices. Safeguarding means protecting people’s health, wellbeing, and human rights, enabling them to live free from harm and abuse.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Protecting people and safeguarding responsibilities should be a governance priority for all fire and rescue services. It is a fundamental part of operating for the public benefit.</p> <p>Services must take reasonable steps to protect from harm people who come into contact with the organisation.</p> <p>This includes:</p> <ul style="list-style-type: none"> • people in the community, whether it be from responding to a call for emergency assistance, a scheduled home fire safety visit or other means of contact • staff • other people who come into contact with the Service through its work <p>A wide range of risks and harms exist, including but not limited to:</p> <ul style="list-style-type: none"> • sexual harassment, abuse and exploitation • an organisation’s culture, which may allow poor behaviour and poor accountability • people abusing a position of trust they hold within an organisation • bullying or harassment 	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The Service has an approved safeguarding policy statement (https://bucksfire.gov.uk/wp-content/uploads/2024/03/bfrs_policy_statement_safeguarding_v2.pdf) and internal safeguarding procedure. This is aligned with the national safeguarding fire standard. The Service is also represented across a range of safeguarding boards.</p> <p>All staff are required to obtain an enhanced DBS check.</p> <p><u>Future Actions / Requirements</u></p> <p>Continue to ensure procedure is updated in line with new legislation and best practice guidance.</p> <p><u>Consequences if no further action taken.</u></p> <p>Potential harm to vulnerable people could occur or continue unchallenged.</p>

Buckinghamshire Fire & Rescue Service
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ORGANISATIONAL

Risk / Issue / Opportunity: Risk that Service funding over the medium term is insufficient to achieve 2025-30 CRMP objectives.

By law, fire and rescue services must set a balanced budget. The only aspect of its funding that the Service can directly control is the level of council tax that it sets, sometimes also referred to as the precept. For the majority of the last ten years, increases to this amount have been restricted to either 2% or 3%. BFRS has one of the lowest band D equivalent council tax charges of any fire and rescue service so was disproportionately affected by these restrictions. For the financial years 2022-23 and 2023-24 BFRS was able to increase the band D charge by £5, firstly allowing the Service to increase its operational establishment, and then to maintain the level in the face of high inflation during 2023-24. However, this flexibility was determined on a year by year basis, and the current core principle is that increases are limited to 3%.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>During its most recent inspection HMICFRS described BFRS as being a very lean service. If the Service is required to make savings to balance the budget it is likely that these will have an adverse impact on the service delivered to the community.</p> <p>In previous periods where funding has been particularly stretched, this has manifested itself in a reduction in the availability of appliances on several occasions.</p> <p>Limited funding also restricts the Service’s ability to address some of the concerns and recommendations within the HMICFRS inspection report as quickly as the Service would like to.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Financial Strategy, Reserves Strategy and Medium-term Financial Plan produced to ensure plans are affordable and sustainable. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Operational Resource requirements to be reviewed in-line with revised response strategy. • Efficiencies to be delivered and re-invested into the Service. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Service delivery could be compromised to balance the budget.

Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: BFRS resilience issues e.g. staff availability, recruitment, retention, loss of key staff.
There are a range of risks and issues that can affect the resilience, effectiveness and availability of the Service including: staff inability or reduced ability to work due to disruption caused by factors such as pandemics, fuel supply issues, industrial action etc.; impact of employment market conditions on attraction of new staff, retention of existing staff, and overall workforce stability (specifically the ratio of experienced / competent staff to inexperienced staff / staff in development.)

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Potential detrimental effects on service delivery to the community resulting in increased risks to life, property, the economy, other public services and the environment.</p> <p>Increased pressure on remaining staff with health, safety and welfare implications.</p>	<p><u>Actions Undertaken / Current Mitigations</u> The Service has used the opportunity of Precept flexibility offered by Central Government, in relation to Council Tax over the last two financial years, to increase the size of its operational firefighting workforce, providing additional capacity and resilience.</p> <p><u>Future Actions / Requirements</u> An associated risk has been included in the Service’s Corporate Risk Register (CRR). The CRR, which includes progress reporting relating to the mitigation of included risks, is scrutinised in public at every meeting of the Fire Authority’s Overview and Audit Committee: Report.</p> <p>Further measures to improve the resilience of the Service are included in the draft 2025-30 CRMP.</p> <p><u>Consequences if no further action taken.</u> Failure to discharge statutory duties. Loss of critical knowledge / skills / capacity / competency levels. Disruption to integrity and continuity of the incident command structure and / or Service strategic leadership structure. Potential for reputational damage / loss of public confidence in the Service</p>

**Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: Ageing workforce: health and wellbeing.																						
<p>An ageing workforce could have implications for the Service – for example:</p> <ul style="list-style-type: none"> • Positive – skills and expertise are retained and shared with other employees, positive attitude to work. • Negative - a loss of skills and expertise, absence costs, health concerns, technology concerns, productivity, younger people not joining the Service as no vacancies, employees may not be able to afford to retire or reduce hours, due to cost of living. 	<p>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.</p> <table border="1"> <caption>Age breakdown as % of all staff</caption> <thead> <tr> <th>Age Group</th> <th>BFRS (%)</th> <th>Working population (%)</th> </tr> </thead> <tbody> <tr> <td>16-19</td> <td>0.8%</td> <td>6.1%</td> </tr> <tr> <td>20-24</td> <td>9.2%</td> <td>6.7%</td> </tr> <tr> <td>25-34</td> <td>21.2%</td> <td>17.5%</td> </tr> <tr> <td>35-49</td> <td>46.1%</td> <td>29.7%</td> </tr> <tr> <td>50-64</td> <td>20.8%</td> <td>27.1%</td> </tr> <tr> <td>65-74</td> <td>2.0%</td> <td>12.8%</td> </tr> </tbody> </table>	Age Group	BFRS (%)	Working population (%)	16-19	0.8%	6.1%	20-24	9.2%	6.7%	25-34	21.2%	17.5%	35-49	46.1%	29.7%	50-64	20.8%	27.1%	65-74	2.0%	12.8%
Age Group	BFRS (%)	Working population (%)																				
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Older workers are highly skilled and can work with younger less experienced employees, to ensure their skills, experience and knowledge are shared. Older works may have a more positive work ethic. This should positively impact our communities.</p> <p>As employees get older; they may find the more physical aspects of the role harder, there may be opportunities in the service for them to apply for alternative roles. Some struggle with technology and the pace of change; this could impact the service to our communities.</p> <p>If older workers do not leave the Service, it may impact the diversity of the service, as the community will not be able to join, this could impact how we reflect the diversity of our community.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Occupational Health Provision, Employee Assistance Programme, Welfare Officer, Mental Wellbeing Champions, reasonable adjustments, retirement courses, Support Services can work from home or alternative location. • Procedures in place to support throughout career – i.e. Menopause, Absence Management, Flexible and Hybrid Working, Flexible Retirement, supporting employees with mental and physical disabilities. • Regular meetings with Line Manager • Absence Statistics and trends reviewed at the Health, Safety and Wellbeing Committee • Healthy Workplace Standard – Absence, silver award achieved. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Wellbeing procedure to be reviewed. • Dying to Work Charter. • Continually review procedures to help support the ageing workforce. <p><u>Consequences if no further action taken.</u></p> <p>Each employee needs to be treated fairly, to support them at work - procedures and support are in place to do so.</p>

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Risk / Issue / Opportunity: FRS workplace culture: risk of misconduct / behaviours at odds with Service Values on the part of individuals or groups in the employ of, or associated with, the Service and / or the Fire Authority.

There have been a number of recent high profile cases of unacceptable behaviours by employees of Fire and Rescue Services that have attracted national media attention e.g. [South Wales FRS](#) & [Dorset and Wiltshire FRS](#). Alongside these are the findings of recent FRS Culture reviews identifying cases of bullying, harassment and discrimination including: [London Fire Brigade](#) and, more widely, in a national report produced by the [HMICFRS](#).

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>This issue was discussed with a representative sample of the public from the areas served by BFRS. Awareness of the issue was low although a range of concerns were raised once it was explained to them. See pages 19 – 21 of the linked report: 2025-30 CRMP Listening and Engagement Consultation Outcomes.</p> <p>However, there is potential for more widespread local concern, were serious issues to emerge within BFRS, potentially leading to public and / or staff loss of confidence in the Service and consequential reputational damage.</p>	<p><u>Actions Undertaken / Current Mitigations</u> Steps being taken by Service management to address the recommendations made by the HMICFRS in their national ‘Values and culture in fire and rescue services’ were considered at an exceptional meeting of the Fire Authority on 28 April 2023: bucksfire.gov.uk/documents/2023/04/bmkfa-extraordinary-meeting-28-april-2023-item-8-values-and-culture-in-fire-and-rescue-services.pdf/</p> <p><u>Future Actions / Requirements</u> An associated risk has been included in the Service’s Corporate Risk Register (CRR). The CRR, which includes progress reporting relating to the mitigation of included risks, is scrutinised in public at every meeting of the Fire Authority’s Overview and Audit Committee: Report</p> <p><u>Consequences if no further action taken.</u> Harm to members of the public and / or Service personnel. Potential exposure to litigation and financial loss. Reputational damage resulting in negative publicity locally / nationally leading to public loss of confidence in the Authority / Service. Staff / Fire Authority Member loss of confidence in Authority and / or Service leadership / management.</p>

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Risk / Issue / Opportunity: TVFCS mobilising issues.
BFRS entered into a inter authority fifteen-year agreement with our Thames valley FRS partners and Thames Valley Fire Control Service (TFCS) to ensure a suitable provision was provided for effective emergency control room function. This term is from 2015 to the end of 2030.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Under the Fire and Rescue National Framework for England:</p> <p>Section 2.15 - Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver intraoperability (between fire and rescue authorities);</p> <p>Section 2.16 - Intraoperability includes, but is not limited to:</p> <ul style="list-style-type: none"> ○ compatible communications systems, control rooms and equipment; ○ common command and compatible control and co-ordination arrangements. <p>Section: 2.17 Interoperability includes, but is not limited to:</p> <ul style="list-style-type: none"> ○ compatible communications systems, control rooms and equipment, as appropriate; ○ compatible command, control and co-ordination arrangements; ○ effective inter-agency working and liaison and, where appropriate, information, intelligence and data sharing. 	<p><u>Actions Undertaken / Current Mitigations</u> Currently BFRS are in a fifteen year inter authority agreement for the full TVFCS provision which is due for renewal at the end of 2030.</p> <p><u>Future Actions / Requirements</u> This agreement will require a timely review to ensure a command & control provision is tendered for, consulted on and agreement made on a suitable provider prior to the end of the agreement period.</p> <p><u>Consequences if no further action taken.</u> BFRS will not a have a control/mobilising provision.</p>

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<p>Risk / Issue / Opportunity: Strategic Partnership Opportunities/Collaboration</p> <p>The Policing and Crime Act 2017 states: “... a new statutory duty on police, fire and rescue and emergency ambulance services to keep under consideration opportunities to collaborate with one another, and further, where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration. This new duty will ensure that all opportunities for collaboration to improve efficiency or effectiveness are fully explored.”</p> <p>The Fire and Rescue National Framework for England outlines the importance of collaboration in delivering the functions of the fire service. It identifies collaboration as one of the key priorities for the fire service and highlights the need for collaboration in identifying and assessing risks, preventing and protecting against risks, and responding to incidents.</p>
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Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>HMICFRS state: “We were pleased to see the service meets its statutory duty to collaborate. It continues to consider opportunities to collaborate with other emergency responders.”</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>BFRS is part of the Thames Valley Collaboration group made up of:</p> <ul style="list-style-type: none"> - Buckinghamshire Fire & Rescue Service - Oxfordshire Fire & Rescue Service - Royal Berkshire Fire Service - South Central Ambulance Service - Thames Valley Police <p>Ongoing monitoring of neighbouring Fire and Rescue Service CRMPs including responding to consultations relating to draft plans.</p> <p>Review of other Thames Valley blue light service strategic plans to identify future collaboration opportunities and any implications for BFRS:</p> <ul style="list-style-type: none"> - South Central Ambulance Service plan - Thames Valley Police <p><u>Future Actions / Requirements</u></p> <p>Improve evaluation of outcomes / value of collaborative working and initiatives.</p> <p><u>Consequences if no further action taken.</u></p> <p>Loss of opportunities to improve efficiency and effectiveness leading to poorer value and service outcomes for the public.</p>

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Risk / Issue / Opportunity: Contaminants management / liabilities.

A growing body of evidence suggests that firefighters have an increased risk of developing cancer and other diseases compared to the general population. This increased risk may be linked to firefighters’ occupational exposure to toxic fire effluents (LeMasters et al., 2006). The university of Central Lancashire released a report entitled Minimising firefighters’ exposure to toxic fire effluents *Interim Best Practice Report* [Minimising firefighters' exposure to toxic fire effluents | Fire Brigades Union \(fbu.org.uk\)](#)

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Potential for adverse health consequences leading to reduced quality and length of life amongst at risk staff. • Additional demands on already stretched health and social services due to emergence of treatment and care needs. 	<p><u>Actions Undertaken / Current Mitigations</u> Contaminants management project launched, reporting into the Service’s Business Transformation Board and Health Safety and Wellbeing committee.</p> <p>Gap Analysis undertaken against Interim Best Practice Report Minimising Firefighters’ Exposure to Toxic Fire Effluents from University of Central Lancashire. 158 actions identified, 101 compliant or complete 57 outstanding.</p> <p><u>Future Actions / Requirements</u> Development and implementation of an action plan to address areas of concern identified in the gap analysis.</p> <p>National sector guidance/best practice will be forthcoming from NFCC within life of CRMP any further identified gaps will be incorporated into action plan.</p> <p><u>Consequences if no further action taken.</u> Failure to reduce / mitigate risks to health and life of firefighters / staff potentially exposed to carcinogenic toxins during the course of their work.</p> <p>Potential pursuit of legal claims by staff adversely affected by exposure to toxins encountered during the course of their work.</p>

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Risk / Issue / Opportunity: Impact of public inquiries e.g. Grenfell, Manchester Arena, Covid Pandemic.
The Grenfell Tower fire took place on 14 June 2017 and led to the loss of 72 lives and more than 70 injured making it the worst residential building fire since World War 2. It was preceded by the terrorist attack at the Manchester Arena on 22 May 2017 in which 22 people were killed and 1,017 injured as a result of the bombing. Both of these events have led to changes to legislation designed to improve public safety as well as recommendations for the emergency services, including fire and rescue.


Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Building safety related legislation and regulations have been comprehensively updated in light of the findings from the Grenfell inquiry. In particular, the roles of persons responsible for tall and multi-occupancy buildings have been clarified and extended as detailed at page 54 of this document. In addition, draft legislation known as ‘Martyn’s Law’ is currently being enacted by Parliament. This seeks to improve safety and security at publicly accessible venues with a capacity of 100 or more people.</p> <p>Phase 1 of the Grenfell Inquiry made 46 recommendations directed at London Fire Brigade, other fire and rescue services, the emergency services, Government and owners and managers of residential buildings.</p> <p>The Manchester Arena Inquiry (MAI) led to 50 recommendations directly applicable to fire and rescue services and a further 24 to multiple agencies including fire and rescue.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>Of the 46 Grenfell recommendations, BFRS adopted 46 related actions of which 37 have been completed.</p> <p>The nature of the (MAI) recommendations has required multi-agency planning at national and regional levels. Monthly Thames Valley (TV) MAI working group meetings have commenced with representation for the three TV fire & rescue services and TV Fire Control Service. A single action plan has been created to ensure an aligned response to the recommendations.</p> <p>BFRS action plan progress will be reported internally by the MAI project team to the Overview and Audit Committee via the Performance Monitoring Board and Operational Assurance Group. A more detailed report on BFRS’ response to both Inquiries is available here.</p> <p><u>Future Actions / Requirements</u></p> <p>BFRS has well established, dedicated resources, planning processes and decision making structures to ensure that learning from all types of incidents, including those of national significance, in the form of its Operational Assurance Team, Operational Assurance Improvement Plan and Operational Assurance Group</p> <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Potential failure to comply with legislative and regulatory requirements. • Increased risks to life and property.

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Risk / Issue / Opportunity: Demand for SCAS or TVP services exceeds available capacity to respond. This can be a result of seasonal factors such as flu and / or staff shortages.

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Injured / vulnerable persons left in the care of BFRS personnel when attending incidents requiring multi-agency response.</p> <p>Potential for BFRS appliances committed to incidents being unavailable for other incidents due to safeguarding responsibilities until relieved.</p> <p>Adverse outcomes for members of the public injured at incidents due to lack of availability of required care / interventions.</p>	<p><u>Actions Undertaken / Current Mitigations</u> TVOB2023-019 agreed and in place for casualty discharge at scene.</p> <p><u>Future Actions / Requirements</u> Continually working with blue light partners to understand impacts.</p> <p><u>Consequences if no further action taken.</u> Potential for:</p> <ul style="list-style-type: none"> • Increased pressure on remaining BFRS capacity. • Slower response times.

Buckinghamshire Fire & Rescue Service
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Risk / Issue / Opportunity: Results from Audits / Inspections	
<p>The Service is subject to a comprehensive regime of audit and inspections undertaken by various bodies including:</p> <ul style="list-style-type: none"> • internal audits procured from Buckinghamshire Council; • external audits of the Authority’s financial management processes and reporting (currently undertaken by Ernst and Young); • Inspection of operational, financial and people related performance by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). 	

Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>The outcomes of audits and inspections, particularly those undertaken by the HMICFRS, can have a significant impact on the Service’s:</p> <ul style="list-style-type: none"> • Strategic and service improvement priorities; • Reputation, public image and key stakeholder perceptions / expectations; • Staff morale • Public confidence. <p>The Service received the following judgements from the HMICFRS’ most recent inspection undertaken in 2023:</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>The outcomes of all audits and any Service Management action plans to address the findings are reported to the Authority’s Overview and Audit Committee on a regular basis: Overview and Audit Committee - 8 November 2023 - Buckinghamshire Fire & Rescue Service (bucksfire.gov.uk)</p> <p>The Service has an established process for action planning and reporting in relation to recommendations for improvement made by the HMICFRS. The most recent Action Plan, addressing the issues identified in the 2023 inspection report were presented to the Fire Authority on 6 December 2023: bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-15-hmicfrs-action-plan.pdf/</p> <p><u>Future Actions / Requirements</u></p> <p>The Service continues to have ongoing dialogue with HMICFRS at both a strategic and tactical level to ensure that progress is in line with their expectations. The HMICFRS enhanced monitoring process provides additional scrutiny and support from the Inspectorate to help the Service address key causes of concern and improvement recommendations.</p>

**Buckinghamshire Fire & Rescue Service
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Outstanding	Good	Adequate	Requires improvement	Inadequate
		Responding to major incidents	Understanding fire and risk Preventing fire and risk Responding to fires and emergencies Best use of resources Future affordability Promoting values and culture Right people, right skills Promoting fairness and diversity Managing performance and developing leaders	Public safety through fire regulation

The detailed findings from the inspection can be viewed here: bucksfire.gov.uk/documents/2023/10/extraordinary-fire-authority-meeting-24-october-2023-item-9-hmicfrs-inspection-report.pdf/

The inspection findings resulted in the HMICFRS placing the Service under ‘enhanced monitoring’: [Buckinghamshire Fire and Rescue Service moved into enhanced monitoring - His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/buckinghamshire-fire-and-rescue-service-moved-into-enhanced-monitoring/)

Consequences if no further action taken.

- Failure to address key issues and recommended improvements identified by auditors or the HMICFRS with consequential implications for public safety and / or value.
- Potential loss of confidence in Service leadership by key stakeholders (HMICFRS, Home Office, other local government and public / emergency services within the Service’s operating area, Service staff and the general public).
- Poorer service outcomes for the public.
- Damage to staff morale and motivation.
- Adverse impact on staff retention and recruitment.

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Risk / Issue / Opportunity: Fire and Rescue Service Pension Scheme Changes	
Court of Appeal ruling on the McCloud / Sargeant cases: potential impact on staff retirement profile, resourcing to implement required changes and financial impacts thereof.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<ul style="list-style-type: none"> • Failure to discharge statutory duties. • Failure to comply with legal requirements. • Exposure to potential claims / litigation. • Unknown / unquantified budgetary impacts. 	<p><u>Actions Undertaken / Current Mitigations</u></p> <ul style="list-style-type: none"> • Potential impacts on costs are factored into future Medium-Term Financial Planning process. • Recruitment of dedicated specialist resource to evaluate requirements arising from the Court of Appeal ruling and implement necessary administrative changes. • The Service has now recruited a dedicated Pensions Officer to manage the additional administrative burden. <p><u>Future Actions / Requirements</u></p> <ul style="list-style-type: none"> • Continue to monitor costs of the scheme and factor into the medium-term financial plan. <p><u>Consequences if no further action taken.</u></p> <ul style="list-style-type: none"> • Potential breach of legislation and consequential claims

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Risk / Issue / Opportunity: Maintaining cadres of specialist skills: NILO, HMA, DIM, WIM, Tac-Ads.	
Impact on Community and / or Fire and Rescue Service	Actions Undertaken / Required
<p>Currently the FRSs are mobilised or called upon to provide a response carry out activities which stretch us beyond the traditional core functions. These do, on many occasions require specialist advice and/or a specialist response capability.</p> <p>This can be provided through internal investment by building cadres of specialists and/or can be requested through National Resilience funding.</p> <p>Having a specialist provision and capability will assist in the more timely and safer resolution of incidents, which benefit, not only the FRS, but all other responding agencies.</p>	<p><u>Actions Undertaken / Current Mitigations</u></p> <p>Currently have healthy agreed headcounts within each Cadre</p> <ul style="list-style-type: none"> - Haz mat advisors x 8 - DIM advisors x 4(x 12 optimum in Thames valley) - NILOs x 5 - Water Incident Managers x 8 - Communication Tac-ads - CBRNe tactical Commanders (Strategic x1, Tactical x 1) <p>All of the above receive appropriate training, development, refreshers, requalification/assessment and CPD as required per role.</p> <p><u>Future Actions / Requirements</u></p> <p>Maintain the current levels of specialist cadres, and where possible, increase these numbers where appropriate.</p> <p>Skills maintenance must remain and succession planning to ensure these agreed numbers do not fall below agreed levels. This will need to be managed by the cadre leads through the TNA process.</p> <p><u>Consequences if no further action taken.</u></p> <p>The possibility of not providing specialist advice or response could lead to incidents having a prolonged attendance, increase necessity to require OTB or NR attendance requests.</p> <p>Further consequences could lead to Incident Commanders not having the appropriate immediate advice available to make critical early appropriately assessed incident interventions.</p>

Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Terrorism			
<p>Terrorist attacks</p> <p>Explosive devices</p> <p>Marauding Terror Attack</p> <p>Cyber</p> <p>Hostages</p> <p>Affecting:</p> <p>Transport (Road, Rail and Air)</p> <p>Infrastructure (Gas, Electricity, Water)</p> <p>Fuel supplies</p> <p>Telecommunications</p> <p>Banking</p>	Medium	<p>Potential for multiple fatalities and casualties, damage to property, infrastructure, and transport links with increased demands on all emergency services, disruption to essential services and economic damage.</p> <p>Likelihood of power outages occurring within affected areas.</p> <p>Loss of heating and cooking facilities.</p> <p>Limited access to fuel supplies in affected areas leading to panic buying.</p> <p>Limited or no access to the internet, mobile networks, or landlines.</p> <p>Limited or no access to banking facilities including ATM's.</p> <p>Potential for long lasting psychological injuries to attending personnel and the public.</p>	<p><u>Current Preparations / Capabilities:</u></p> <p>Urban Search and Rescue (USAR) for collapsed buildings and search & rescue.</p> <p>National Interagency Liaison Officers (NILO) cadre in daily liaison with Police.</p> <p>Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p>Collaborating with Thames Valley Fire and Rescue Services and Fire & Rescue Services nationally, to implement the recommendations from the Manchester Arena Enquiry.</p> <p>Access to Cross border and National Assets for assistance.</p> <p>Strategically placed generators across the Service to maintain operational response.</p> <p><u>Future Requirements:</u></p> <p>Maintain a technical search and rescue capability.</p> <p>Exercises on new Infrastructure (HS2, East/West Rail)</p> <p><u>Consequences if no further action taken:</u></p> <p>Sub-optimal response increasing risk to life and property.</p>

Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Chemical, Biological, Radiological and Nuclear (CBRN) attacks			
<p>CBRN is the term used to describe the terrorist use of, or threatened use of, Chemical Biological Radiological or Nuclear material as a weapon with the intention to cause harm.</p> <p>Malicious attack on chemicals infrastructure</p>	Low	<p>Potential for contamination of air, land, waterways, water supplies, buildings, food - resulting in fatalities and casualties in proportion to the scale and nature of the attack.</p> <p>Irrespective of the scale of attack the impact will remain high. Unlike Gas and Electricity, the water network cannot be redistributed from other areas.</p>	<p><u>Current Preparations / Capabilities:</u></p> <p>CBRN Strategic, Tactical Commanders and Tactical-Advisors in service.</p> <p>Trained Hazmat (Hazardous Materials) and Detection Identification and Monitoring (DIM) Officers in Service.</p> <p>National Interagency Liaison Officers (NILO) cadre in daily liaison with Police.</p> <p>Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p>Risk information available to Crews for known high risk sites.</p> <p><u>Future Requirements:</u></p> <p>Identify additional CBRN Commanders to increase the cadre.</p> <p>Continue to exercise with Thames Valley Partners.</p> <p><u>Consequences if no further action taken:</u></p> <p>The possibility of not providing specialist advice or response could lead to incidents having a prolonged attendance,</p> <p>Further consequences could lead to Incident Commanders not having the appropriate immediate advice available to make critical early appropriately assessed incident interventions.</p>

Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Accidents and System Failures			
<p>To include.</p> <p>Insolvency of supplier(s) of critical services to the public sector</p> <p>Insolvency affecting fuel supply.</p> <p>Transport accident (Road, Rail or Air) including transport of dangerous goods.</p> <p>Simultaneous loss of all fixed and mobile forms of communication.</p> <p>Failure of the regional/ National Electricity Transmission System (NETS).</p> <p>Failure of gas supply infrastructure.</p> <p>Water infrastructure failure or loss of drinking water.</p>	Low	<p>The reasonable worst-case scenario is multiple casualties or fatalities, and significant environmental or economic damage.</p> <p>Potential for failure of infrastructure which supports operational systems or back-office processes impacting on critical service delivery.</p> <p>Potential for widespread disruption to fuel supplies for both commercial and domestic purposes due to limited production. Panic buying by members of the public.</p> <p>Significant disruption to the road/ rail network with the closure of affected routes whilst investigations and repairs take place. Potential contamination and damage to the environment.</p> <p>Public unable to contact friends/ family or to summon help in the event of an emergency.</p> <p>Loss of electricity for up to seven days would result in widespread disruption to all forms of transport networks, communication methods, utilities, businesses, and domestic services.</p> <p>Loss of gas supplies may result in power outages for commercial and domestic premises as many UK power stations are gas fired.</p> <p>The impacts of a loss of water supply would have significant impacts on the community with the closure of schools, and workplaces. The inability to flush toilets, shower, or bathe.</p>	<p><u>Current Preparations / Capabilities:</u></p> <p>National Interagency Liaison Officers (NILO) cadre in daily liaison with Police.</p> <p>Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p>National Fuel Plan</p> <p>Strategically placed generators across the Service to maintain operational response.</p> <p><u>Future Requirements:</u></p> <p>Investigate alternative water sources for firefighting e.g., using treated wastewater.</p> <p><u>Consequences if no further action taken:</u></p> <p>Sub-optimal response increasing risk to life and property.</p>

		There would be limited supplies for firefighting. Alternative water supplies may be available until the supply is restored.	
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Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Natural and Environmental Hazards			
<p>To include.</p> <p>Major Fire</p> <p>Wildfire</p> <p>High Temperatures and Heatwaves including drought.</p> <p>Low Temperatures and snow</p> <p>Storms</p> <p>Flooding (River, Groundwater, Surface)</p>	High	<p>The reasonable worst-case scenario is multiple casualties or fatalities, significant environmental and/ or economic damage.</p> <p>A major fire within a commercial or domestic setting has the potential for large scale evacuations to occur, could significantly disrupt the road/ rail network within the affected area with the closure of affected routes whilst firefighting operations and investigations take place, and result in contamination and damage to the environment.</p> <p>Wildfires require protracted Emergency Service attendance resulting in significant impacts on responder resilience. The resulting consequences of a wildfire could see lasting damage to the environment and may take several years to recover.</p> <p>High temperatures, heatwaves and drought can cause significant health impacts to the general population. Disruptions to transport networks, supply chains, power supplies and water supplies would. Other hazards are likely to occur concurrently with, or immediately after, the heatwave, including flooding from severe</p>	<p><u>Current Preparations / Capabilities:</u></p> <p>Wildfire Tactical Specialists</p> <p>Flood Response Tactical Advisor</p> <p>Water Rescue capability</p> <p>Access to National Resilience Tactical Advisors and Assets.</p> <p>Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p>Access to the Met Office and Environment Agency advisors and alerting systems.</p> <p><u>Future Requirements:</u></p> <p>Work more closely with Landowners and the community to reduce the risks of wildfires.</p> <p>Investment in suitably equipped multi-terrain vehicles.</p> <p><u>Consequences if no further action taken:</u></p> <p>Sub-optimal response increasing risk to life and property.</p>

		<p>thunderstorms, poor air quality, drought, and wildfires.</p> <p>Low temperatures and snow also have the potential to cause significant impacts on health, disruption to transport and power supplies.</p> <p>Significant storms are usually issued as a wind warning and are named. They can cause significant damage to property, infrastructure, and the environment and can have major impacts on the local and wider economy.</p> <p>All types of flooding also cause significant damage and disruption to the community, environment, and infrastructure along with substantial impacts to the economy.</p>	
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Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Human, Animal and Plant Health			
<p>To include.</p> <p>Human: Outbreak of an emerging infectious disease including a pandemic.</p> <p>Animal: Major outbreak of Foot and mouth disease major outbreak of highly pathogenic avian influenza</p>	High	<p>The reasonable worst-case scenario is multiple fatalities, significant environmental and/ or economic damage.</p> <p>As seen during the Covid 19 pandemic the biggest risk to humans is the constant mutations of a virus that infects via contact, blood, and droplets.</p> <p>Foot and mouth disease is a highly infectious notifiable disease that affects cloven hoofed animals (Pigs, Cattle, Deer, Sheep and Goats). Although transmissible to humans it is extremely rare and is not generally considered a risk to the public.</p> <p>Highly pathogenic avian influenza is also a highly infectious notifiable disease that affects domestic as well as wild birds. Although transmissible to humans it is extremely rare, and is not generally a risk to the public.</p> <p>Any outbreaks would have a significant economic impact as animals will have to be culled to control the disease.</p> <p>For foot and mouth disease biosecurity measures would be implemented with rights of way and rights of access for the public being closed in affected areas.</p>	<p><u>Current Preparations / Capabilities:</u> Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p>Links into UK Health Security Agency (UKHSA).</p> <p>Links into Department for Environment, Food and Rural Affairs (DEFRA).</p> <p><u>Future Requirements:</u> Service’s Emerging Risks Group will monitor and evaluate new / emerging risks and consider potential mitigations.</p> <p><u>Consequences if no further action taken:</u> Increased risk to Service personnel attending incidents in affected areas.</p> <p>Sub-optimal response increasing risk to life and property.</p>

Risk: NRR Definitions	Risk Score	Impact / Effects if risk crystallises From NRR 2023	Current preparedness and future capability requirements
Societal			
<p>To include.</p> <p>Public disorder</p> <p>Industrial Action</p>	High	<p>The reasonable worst-case scenario is based on large-scale disorder with criminal damage to public and private property, increased crime, arson, rioting, looting and reduced community cohesion. There is the potential for fatalities and casualties to the public and responding Emergency Services personnel.</p> <p>The reasonable worst-case scenario for industrial action is based on action being taken by a significant number of staff and/or staff in critical roles, taking action over a prolonged period of time.</p> <p>Industrial action can lead to temporary closures of sites, reductions in the availability of key services with impacts ranging from inconvenience and frustration to severe risk to welfare and safety.</p>	<p><u>Current Preparations / Capabilities:</u></p> <p>National Interagency Liaison Officer (NILO) in daily contact with Police.</p> <p>Operational Procedures.</p> <p>Multi Agency Plans in place via Thames Valley Local Resilience Forum (TVLRF).</p> <p><u>Future Requirements:</u></p> <p>Implementation of Minimum Service Levels Legislation requirements.</p> <p>Investigate options for resilience contracts.</p> <p><u>Consequences if no further action taken:</u></p> <p>Potential for no, or reduced, response to incidents.</p> <p>Increased risk to life, property, economy, and environment.</p>



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: Positive Action Programme Review 2024 and Policy Statement

Lead Member: Councillor Shade Adoh, Lead Member for People, Equality and Diversity and Assurance

Report sponsor: Anne Stunell, Head of Human Resources

Author and contact: Oli Finch, Station Commander – HR Projects

ofinch@bucksfire.gov.uk

Action: Approval/ Noting

Recommendations:

It is recommended that:

- 1 The Positive Action Policy Statement (at Appendix 6) be approved.
 - 2 It be noted that:
 - a. The Physical Training programme to support underrepresented groups will form part of all future recruitment campaigns;
 - b. A programme to keep attendees that are unsuccessful for the current Wholetime campaign engaged for future opportunities is being explored; and
 - c. All essential joining criteria will be reviewed, and recommendations/risks presented to a future Strategic Management Board for approval.
-

Executive summary:

The workforce of Buckinghamshire Fire and Rescue Service needs to be more reflective of the diverse community it serves. The average population demographics (as reported in 2021 Census) are:

- Ethnic Minority – (251,329) 29.92% of the overall population within Buckinghamshire & Milton Keynes.
- Female – (428,451) 51% of the overall population within Buckinghamshire & Milton Keynes
- The current establishment of 360 operational members of staff, 6.5% Female – 6.7% Ethnic Minority

The HMICFRS report of Buckinghamshire Fire and Rescue Service (BFRS) which was published in October 2023 identified a number of causes for concern. One of these areas related to Equality, Diversity, and Inclusion. The report stated:

- *be more ambitious in its efforts to attract a more diverse workforce that better reflects the community it serves.*

An HMIFCRS Action Plan was developed, to addresses the Causes of Concern.

Action 3.4.2 states “Introduce a sustained “Have a Go” operational programme for identified underrepresented groups, including a plan for positive action, offering a range of targeted activities across the county”.

Appendix 5 shows the Positive Action Programme review.

The success of the positive action work undertaken is demonstrated in the make up of the successful candidates who are due to start with us in September 2024 - 5 females and 7 males; 7 of the 10 who attended the interview workshops secured a role with BFRS.

The Positive Action Policy Statement (Appendix 6) demonstrates BFRS’s aim to have a workforce that is reflective of the communities it serves. It states what Positive Action is under the Equality Act 2010. It will be communicated internally, published on BFRS’s website and communicated via social media platforms.

Financial implications: Overtime has been paid to support this programme, it has been run by the Service Fitness Instructor (SFI), and there has been ongoing support throughout the programme by several female employees. The total cost of the overtime for the sixteen physical training (PT) sessions is £2,100.

Risk management: A significant identified risk is the Authority’s ability to attract a more diverse workforce within the funding and recruitment constraints against a background of changing demographics. This programme along with other work streams captured within the HMICFRS Action Plan will support the Service in identifying barriers to attracting and recruiting a more diverse workforce.

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).

Legal implications: This review will support the Service’s delivery of its statutory Equality Duty, HMMICRS Action plan and the EDI Objectives.

The Authority is subject to the general and specific duties set out in the Equality Act 2010.

The Service is working within Section 158 of the Equality Act (2010), which allows employers to use the positive action general provisions to take proportionate steps

giving individuals from underrepresented groups the opportunity to access support and training, in preparation for and throughout the recruitment process, to overcome disadvantages when competing with others.

Section 159 of the Equality Act 2010 allows an employer to treat an applicant or employee with a protected characteristic (e.g. race, sex or age) more favourably in connection with recruitment or promotion than someone without that characteristic who is as qualified for the role.

The Positive Action Policy Statement shows BFRS's intent for a workforce that is reflective of communities it serves. The Equality and Human Rights Commission Employment Statutory Code of Practice (the EHRC Code), provides (at paragraphs 12.35 and 12.36) as follows:

“Implementing positive action lawfully”.

12.35 An employer does not have to take positive action but if they do, they will need to ensure they comply with the requirements of the Act to avoid unlawful discrimination. To establish whether there is any basis to implement a positive action programme, employers should collate evidence, for example through their monitoring data, and analyse that evidence to decide on the most appropriate course of action to take.

12.36 In considering positive action measures, employers might consider drawing up an action plan which:

- sets out evidence of the disadvantage, particular need and/or disproportionately low levels of participation, as appropriate, and an analysis of the causes;*
- sets out specific outcomes which the employer is aiming to achieve;*
- identifies possible action to achieve those outcomes;*
- shows an assessment of the proportionality of proposed action;*
- sets out the steps the employer decides to take to achieve these aims;*
- sets out the measurable indicators of progress towards those aims, set against a timetable;*
- explains how they will consult with relevant groups such as all staff, including staff support groups and members of the protected group for whom the programme is being established;*
- specifies the time period for the programme;*
- sets out periods for review of progress of the measures towards the aim to ensure it remains proportionate.'*

Employment tribunals are obliged to take the EHRC Code into account when considering claims under the Equality Act 2010.

Fire Authority, 12 June 2024 | Item 17 - Positive Action Programme Review and Policy Statement

Privacy and security implications: There are no privacy or security issues arising from this report.

Duty to collaborate: The Policing and Crime Act 2017 requires the Authority to consider opportunities for collaboration with the police and ambulance services.

Neither the Police nor Ambulance Services have a requirement for completing similar entry tests. Our Thames Valley partners complete similar role relating testing; and we are looking to collaborate with these partners when a full review is completed.

Health and safety implications: All applicants were asked to complete a health declaration, prior to role related testing (RRT). These are assessed and stored confidentially, a safety brief was conducted prior to any activity.

As part of the PT programme all candidates were asked to fill out a health declaration, and briefed if there are any concerns to let the SFI know prior to any activity. To ensure there was no lone working and to support the programme, the SFI had operational colleagues to assist with the running of the programme.

Environmental implications: None arising from the recommendations.

Equality, diversity, and inclusion implications:

Equality, diversity, and inclusion is at the heart of all Service activities. In the Service's most recent HMICFRS report the inspectorate assessed that we 'required improvement' which identified the Service should do more when promoting fairness and diversity.

This will enable the Service to work towards the HMICFRS Action Plan Priority 3, Recommendation 4: "Be more ambitious in our efforts to attract a more diverse workforce that better reflects the community we serve."

HMICFRS action plan 3.4.3 states "Map out and review recruitment process end to end to understand impact on different underrepresented groups, including the applicants' feedback at various stages of the application process."

Our Recruitment and Selection Procedure, has a section on Positive Action; including lawful action, positive discrimination managers responsibilities and positive action initiatives.

An equality impact assessment (Appendix 2) has been undertaken as part of the review process to prevent no one being disadvantaged.

Consultation and communication: Following previous papers presented to Business Transformation Board in July and September 2022, November 2023, April 2024, this report was presented to April and May 2024 Strategic Management Board.

An update has been given to employees, via the Joint Consultation Forum and EDI Group.

Background papers:

BFRS People Strategy

[People Strategy - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

BFRS EDI objectives 2020 – 2025

[Equality and Diversity Objectives - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

BFRS HMICFRS Action Plan

[HMICFRS Inspection Report Action Plan - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

BFRS Public Safety Plan

[Public Safety Plan - Buckinghamshire Fire & Rescue Service \(bucksfire.gov.uk\)](https://bucksfire.gov.uk)

[The Equality and Human Rights Commission Employment Statutory Code of Practice](#)

	Title	Protective Marking
1	Apprentice Firefighter Recruitment Process	None
2	Equality Impact Assessment	None
3	Engagement Proposal	None
4	Candidate’s Feedback	Anonymised
5	Positive Action Programme review	None
6	Positive Action Policy Statement	None

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Apprentice Firefighter recruitment process

Application stage analysis:
Cohorts 10 & 11



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

Introduction

Data is sourced from BFRS' HR& Payroll system.

For the purpose of this report, the process stages follow a specific order whereas, in reality, this is not always the case and may be reflected in some of the figures. Some cohorts have slight differences in the number of stages due to changes in the recruitment process and how it is recorded.

Cohorts 10 & 11 are shown later in the document following the breakdown of Cohorts 6, 7 & 8 and 9.

Summary

	Cohort 6	Cohort 7&8	Cohort 9	Cohort 10& 11
Asian or Asian British		0.4%		3.6%
Black or Black British	2.7%	1.7%	3.0%	2.4%
Mixed	5.0%	4.2%	5.0%	5.9%
White	88.4%	89.5%	90.1%	75.7%
Not Stated	1.6%	0.4%		0.6%
Other Ethnic Groups	0.4%	1.7%	1.0%	1.8%
Not Captured	1.9%	2.1%	1.0%	10.1%

The above table shows the percentage breakdown of applicants by ethnicity for each Cohort.

Cohorts 10 and 11 were the most diverse to date with each of the main ethnic groups represented.

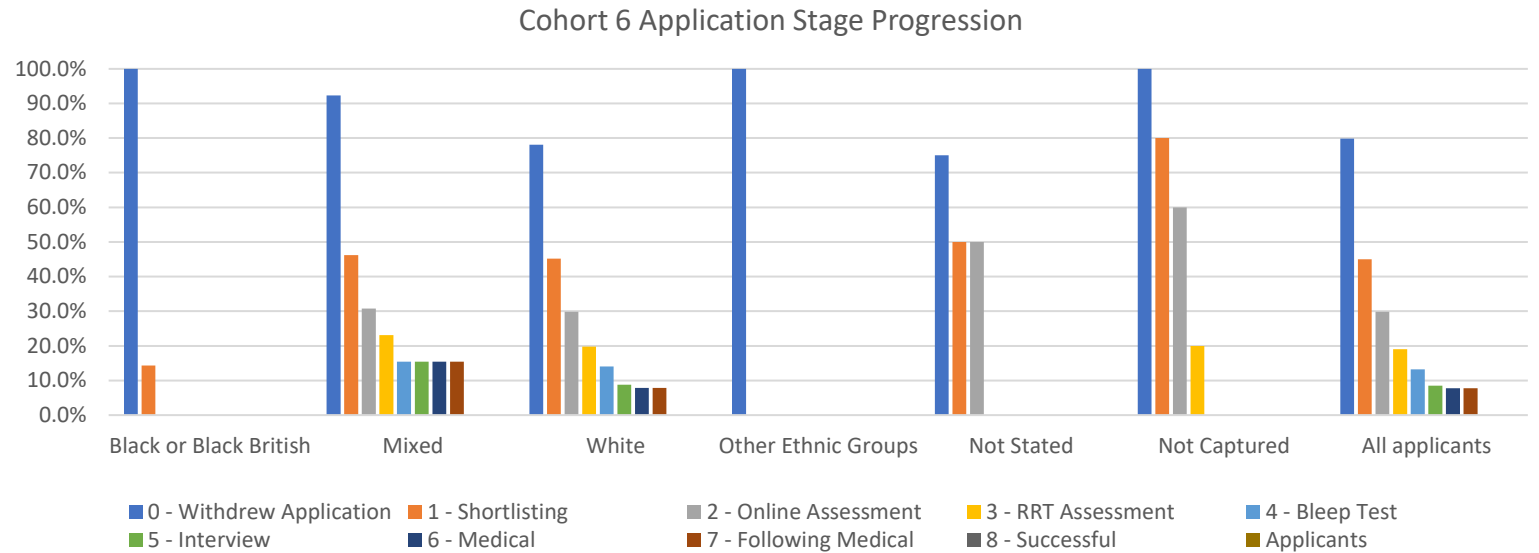
	Cohort 6	Cohort 7&8	Cohort 9	Cohort 10& 11
Male	87.60%	86.50%	87.1%	83.4%
Female	9.30%	10.55%	9.9%	12.4%
Unspecified	3.10%	2.95%	3.0%	4.1%

The above table shows the percentage breakdown of each Cohort by gender.

As seen with ethnicity above, Cohorts 10 and 11 were also the most diverse to date with a higher percentage of female and unspecified gender applicants than in previous cohorts.

Cohort 6

	Applicants	% of Applicants	Success Rate
Black or Black British	7	2.7%	0.0%
Mixed	13	5.0%	15.4%
Not Stated	4	1.6%	0.0%
Other Ethnic Groups	1	0.4%	0.0%
White	228	88.4%	7.9%
Not Captured	5	1.9%	0.0%
Total Applicants	258	100.0%	7.8%

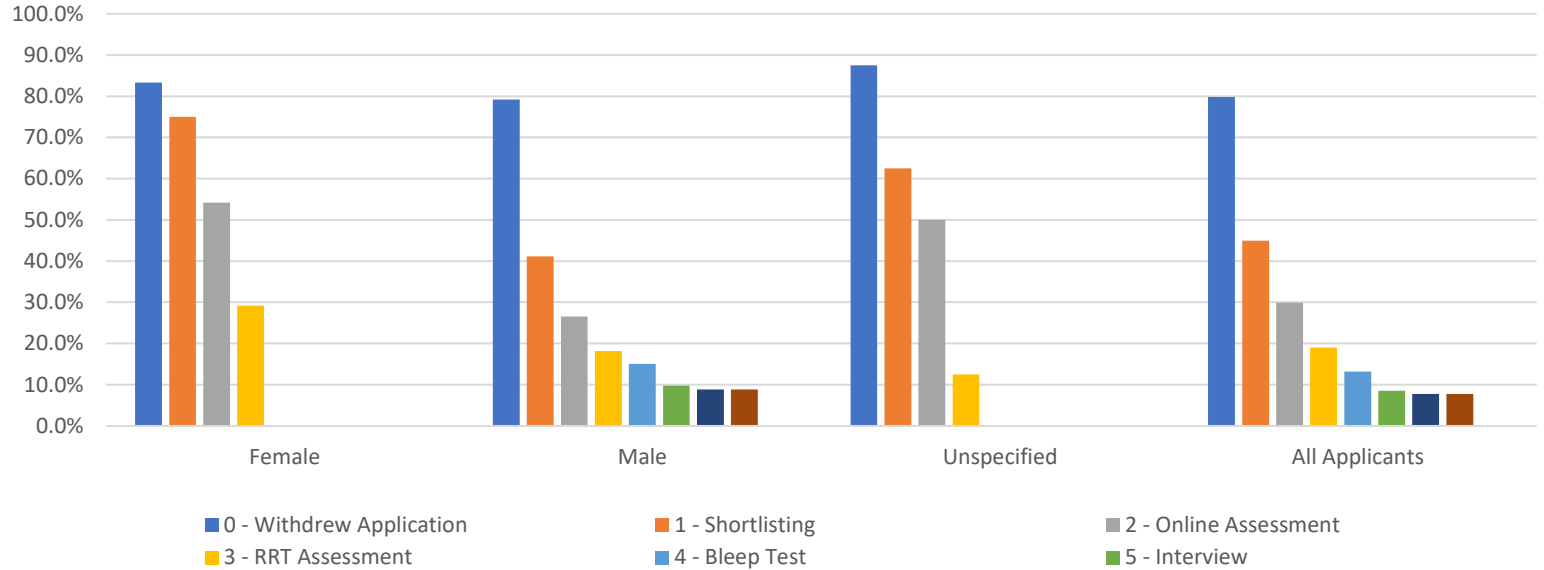


	0 - Withdrew Application	1 - Shortlisting	2 - Online Assessment	3 - RRT Assessment	4 - Bleep Test	5 - Interview	6 - Medical	7 - Following Medical
Asian or Asian British								
Black or Black British		6 (86%)	1 (14%)					
Mixed	1 (8%)	6 (46%)	2 (15%)	1 (8%)	1 (8%)			
White	50 (22%)	75 (33%)	35 (15%)	23 (10%)	13 (6%)	12 (5%)	2 (1%)	2 (1%)
Other Ethnic Groups		1 (100%)						
Not Stated	1 (25%)	1 (25%)		2 (50%)				
Not Captured		1 (20%)	1 (20%)	2 (40%)	1 (20%)			
All Applicants	52 (20%)	90 (35%)	39 (15%)	28 (11%)	15 (6%)	12 (5%)	2 (1%)	2 (1%)

The above table shows the number of applicants that dropped out at each stage of the process with the percentage of each group in brackets. No Black or Black British applicants progressed further than the online assessment stage. Mixed ethnicity applicants were the most successful minority group that progressed through all recruitment stages. A number of applicants did not record their protected characteristics.

	Applicants	% of Applicants	Success Rate
Female	24	9.3%	0.0%
Male	226	87.6%	8.8%
Unspecified	8	3.1%	0.0%
Grand Total	258	100.0%	7.8%

Cohort 6 Application Stage Progression

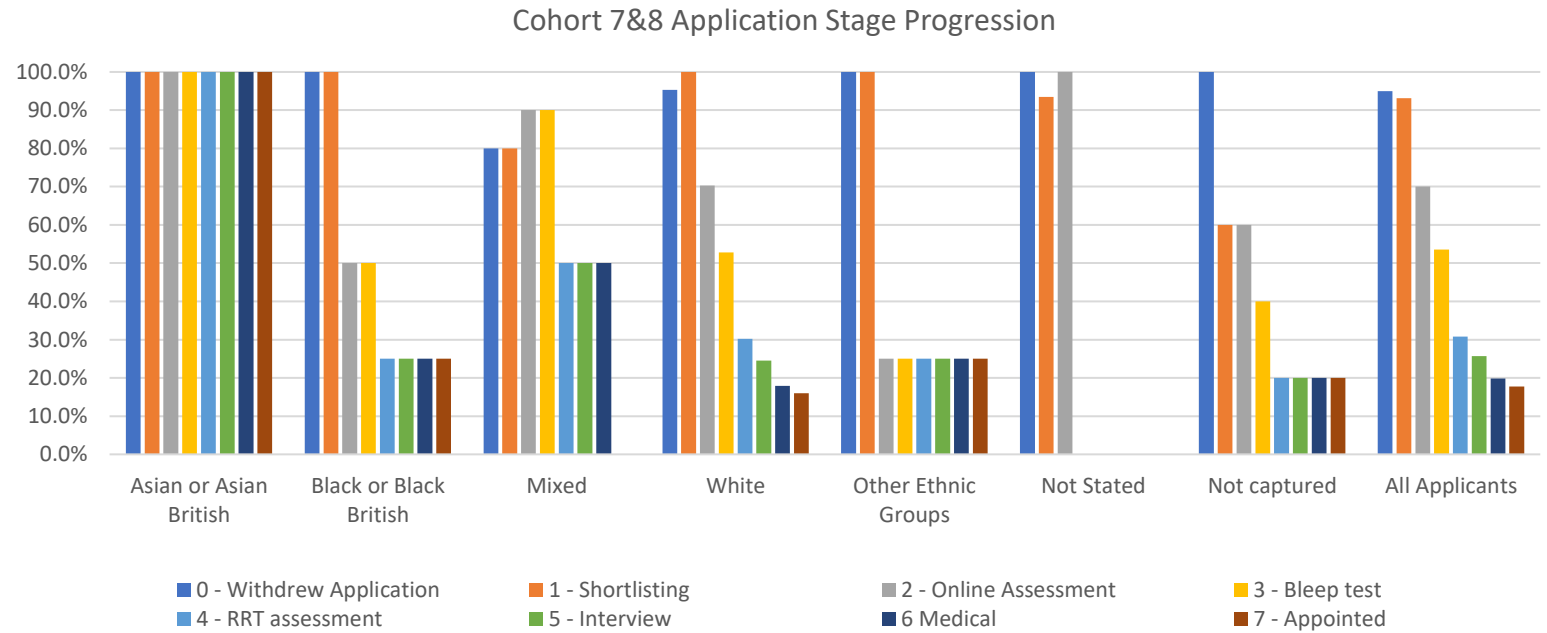


	0 - Withdrew Application	1 - Shortlisting	2 - Online Assessment	3 - RRT Assessment	4 - Bleep Test	5 - Interview	7 - Following Medical
Female	4 (17%)	2 (8%)	5 (21%)	6 (25%)	7 (29%)		
Male	47 (21%)	86 (38%)	33 (15%)	19 (8%)	7 (3%)	12 (5%)	2 (1%)
Unspecified	1 (13%)	2 (25%)	1 (13%)	3 (38%)	1 (13%)		
All applicants	52 (20%)	90 (35%)	39 (15%)	28 (11%)	15 (6%)	12 (5%)	2 (1%)

The above table shows the number of applicants that dropped out at each stage of the process. No females or unspecified gender applicants progressed further than the Bleep test stage.

Cohort 7 & 8

	Applicants	% of Applicants	Success Rate
Asian or Asian British	1	0.4%	100.0%
Black or Black British	4	1.7%	25.0%
Mixed	10	4.2%	20.0%
White	212	89.5%	11.3%
Other Ethnic Groups	4	1.7%	25.0%
Not Stated	1	0.4%	0.0%
Not captured	5	2.1%	0.0%
Total Applicants	237	100.0%	12.2%

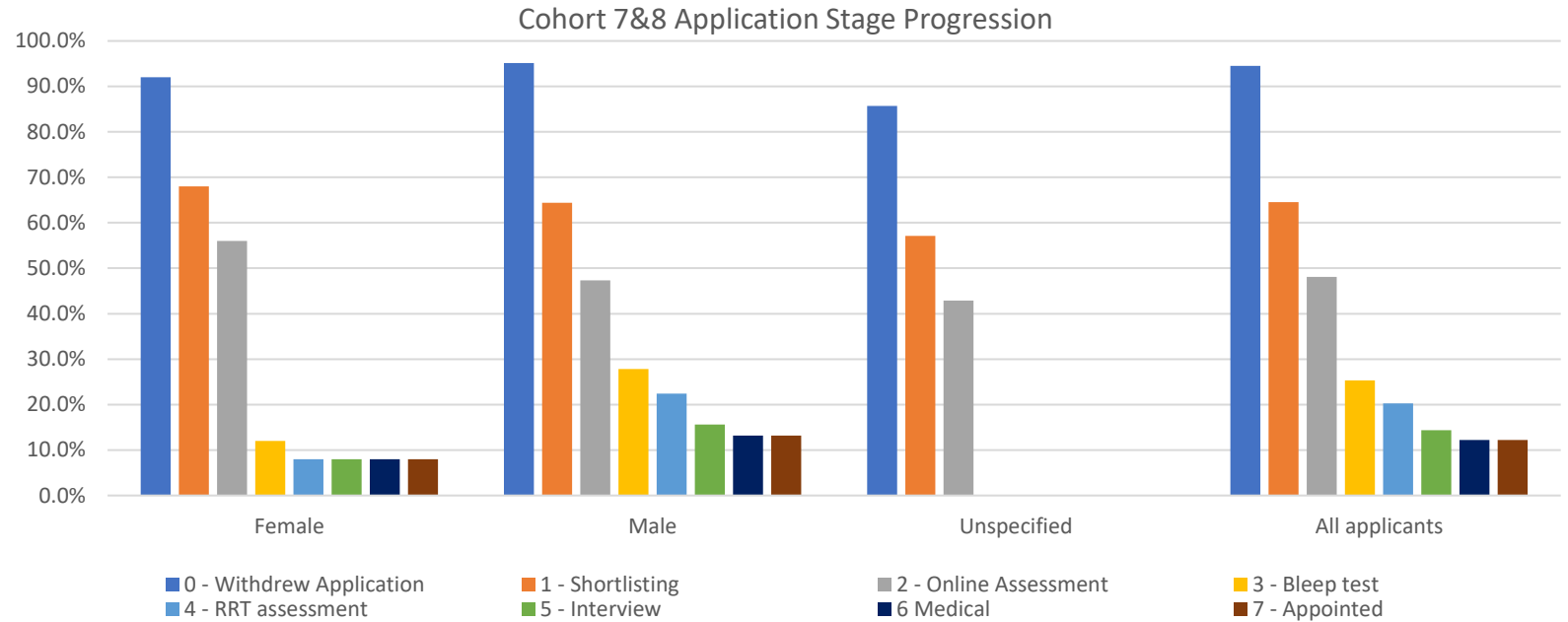


The above chart shows the number of applicants that drop out at each stage of the process. The percentage of each group is shown in brackets.

	0 - Withdrew Application	1 - Shortlisting	2 - Online Assessment	3 - Bleep test	4 - RRT assessment	5 - Interview	6 Medical
Asian or Asian British							
Black or Black British		2 (50%)		1 (25%)			
Mixed	2 (20%)	1 (10%)		4 (40%)			1 (10%)
White	10 (5%)	63 (30%)	37 (17%)	48 (23%)	12 (6%)	14 (7%)	4 (2%)
Other Ethnic Groups		3 (75%)					
Not Stated			1 (100%)				
Not captured		2 (40%)	1 (20%)	1 (20%)			
All Applicants	12 (5%)	71 (30%)	39 (16%)	54 (23%)	12 (5%)	14 (6%)	5 (2%)

There was only one applicant of Asian or Asian British ethnicity in Cohort 7&8 compared to none in Cohort 6. That applicant successfully completed the entire process.

	Applicants	% of Applicants	Success Rate
Female	25	10.5%	0.8%
Male	205	86.5%	6.8%
Unspecified	7	3.0%	0.0%
Grand Total	237	100.0%	5.9%

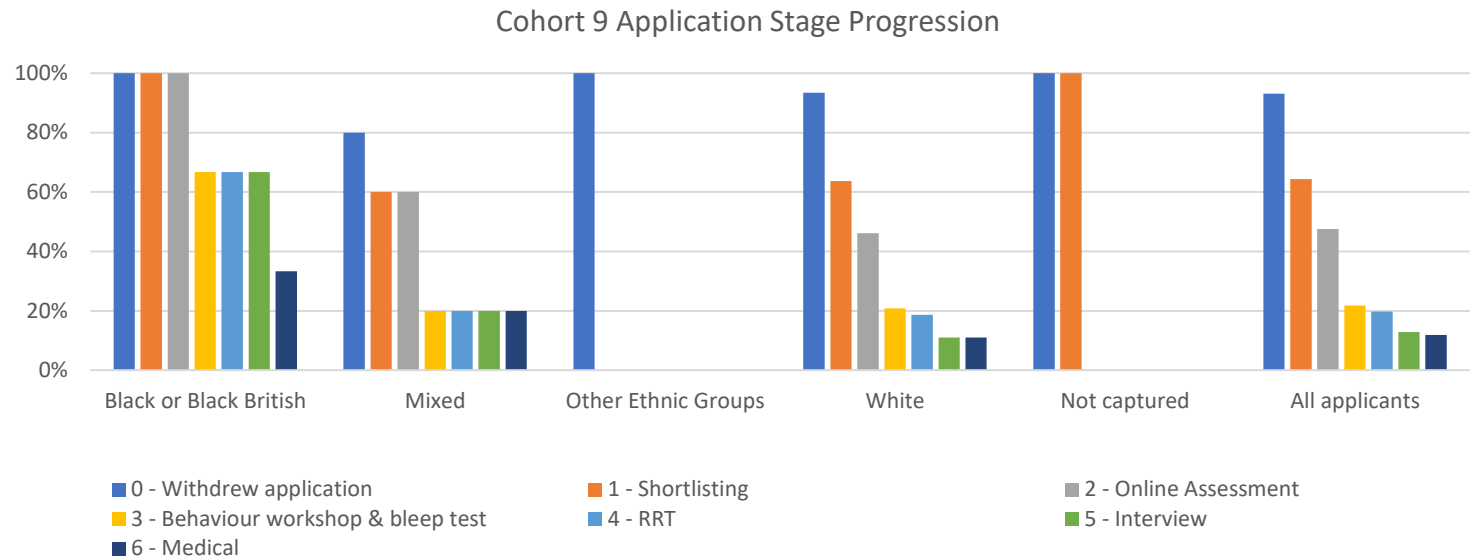


	0 - Withdrew Application	1 - Shortlisting	2 - Online Assessment	3 - Bleep Test	4 - RRT assessment	5 - Interview	6 -Medical
Female	2 (8%)	6 (24%)	3 (12%)	11 (44%)	1 (4%)		
Male	10 (5%)	63 (31%)	35 (17%)	40 (20%)	11 (5%)	14 (7%)	
Unspecified	1 (14%)	2 (29%)	1 (14%)	3 (43%)			
All applicants	13 (5%)	71 (30%)	39 (16%)	54 (23%)	12 (5%)	14 (6%)	

No applicants whose gender was recorded as 'unspecified' progressed further than the Bleep Test stage in Cohort 7&8.

Cohort 9

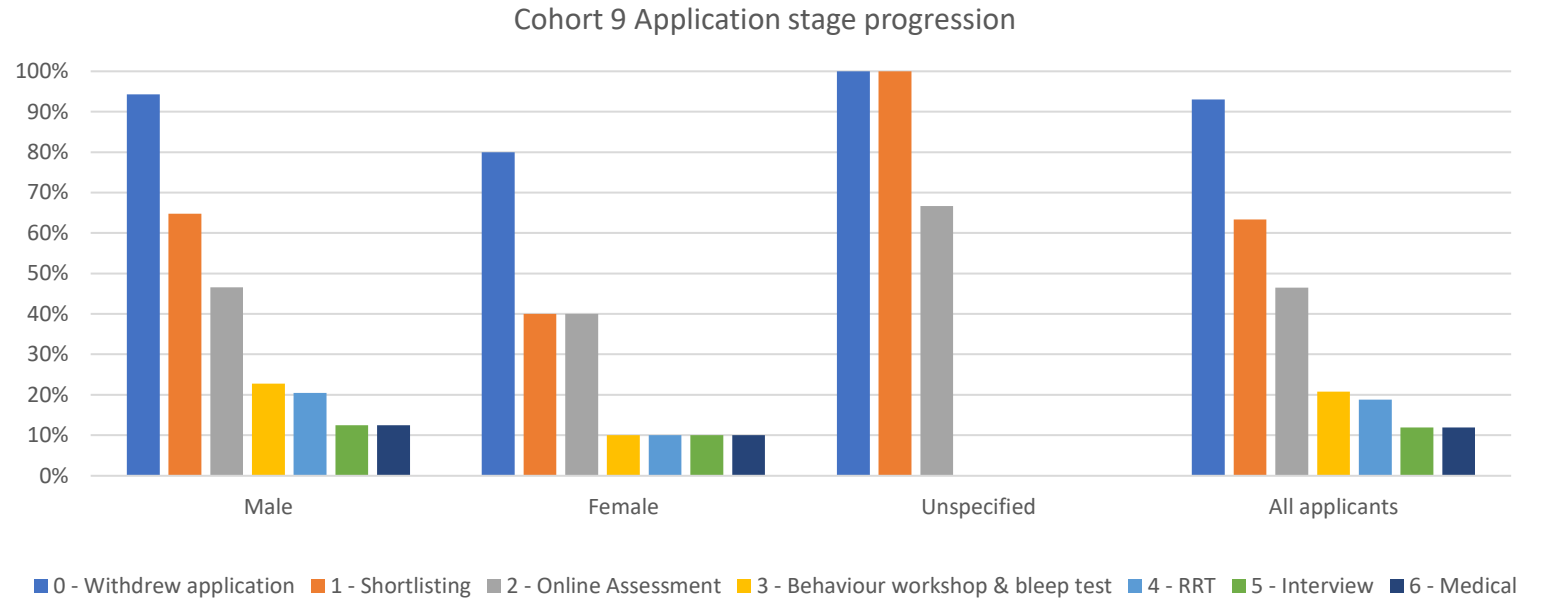
	Applicants	% of Applicants	Success Rate
Asian or Asian British	0	0.0%	0.0%
Black or Black British	3	1.0%	33.3%
Mixed	5	1.0%	20.0%
White	91	8.9%	9.9%
Other Ethnic Groups	1	0.0%	0.0%
Not Stated	0	0.0%	0.0%
Not captured	1	0.0%	0.0%
Total Applicants	101	10.9%	10.9%



The above chart shows the percentage of applicants at each stage of the process by ethnicity.

	0 - Withdrew application	1 - Shortlisting	2 - Online Assessment	3 - Behaviour workshop & bleep test	4 - RRT	5 - Interview	6 - Medical
Asian or Asian British							
Black or Black British		1 (33%)		1 (33%)			1 (33%)
Mixed	1 (20%)	1 (20%)		2 (40%)			1 (20%)
White	6 (7%)	27 (30%)	16 (18%)	23 (25%)	2 (2%)	7 (8%)	10 (11%)
Other Ethnic Groups		1 (100%)					
Not stated							
Not captured			1 (100%)				
All Applicants	7 (7%)	30 (30%)	17 (17%)	26 (26%)	2 (2%)	7 (7%)	12 (12%)

	Applicants	% of Applicants	Success Rate
Female	10	9.9%	1.0%
Male	88	87.1%	12.5%
Unspecified	3	3.0%	0.0%
Grand Total	101	100.0%	11.9%

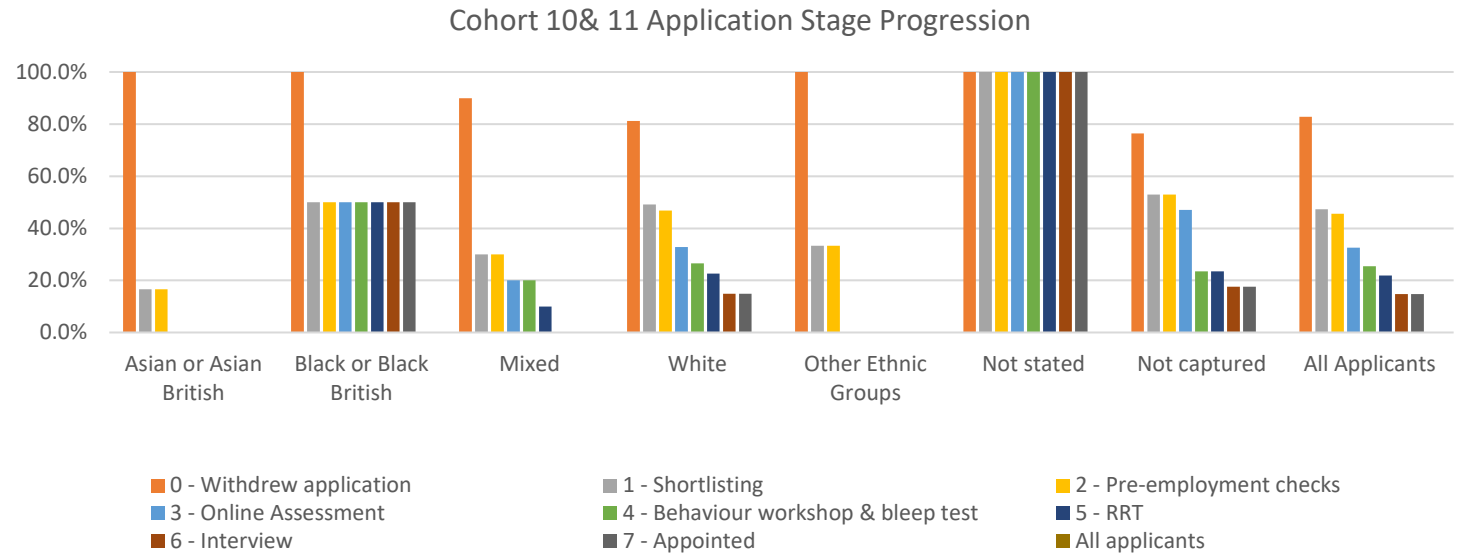


	0 - Withdrew application	1 - Shortlisting	2 - Online Assessment	3 - Behaviour workshop & bleep test	4 - RRT	5 - Interview	6 - Medical
Female	2 (20%)	4 (40%)		3 (30%)			1 (10%)
Male	5 (6%)	26 (30%)	16 (18%)	21 (24%)	2 (2%)	7 (8%)	11 (13%)
Unspecified			1 (33%)	2 (67%)			
All applicants	7 (7%)	30 (30%)	17 (17%)	26 (26%)	2 (2%)	7 (7%)	12 (12%)

Only one female (10%) made it the entire way through the process. 90% of successful candidates were male.

Cohort 10

	Applicants	% of Applicants	Success Rate
Asian or Asian British	6	3.6%	0.0%
Black or Black British	4	2.4%	50.0%
Mixed	10	5.9%	0.0%
White	128	75.7%	14.8%
Other Ethnic Groups	3	1.8%	0.0%
Not Stated	1	0.6%	100.0%
Not captured	17	10.1%	17.6%
Total Applicants	169	100%	14.8%

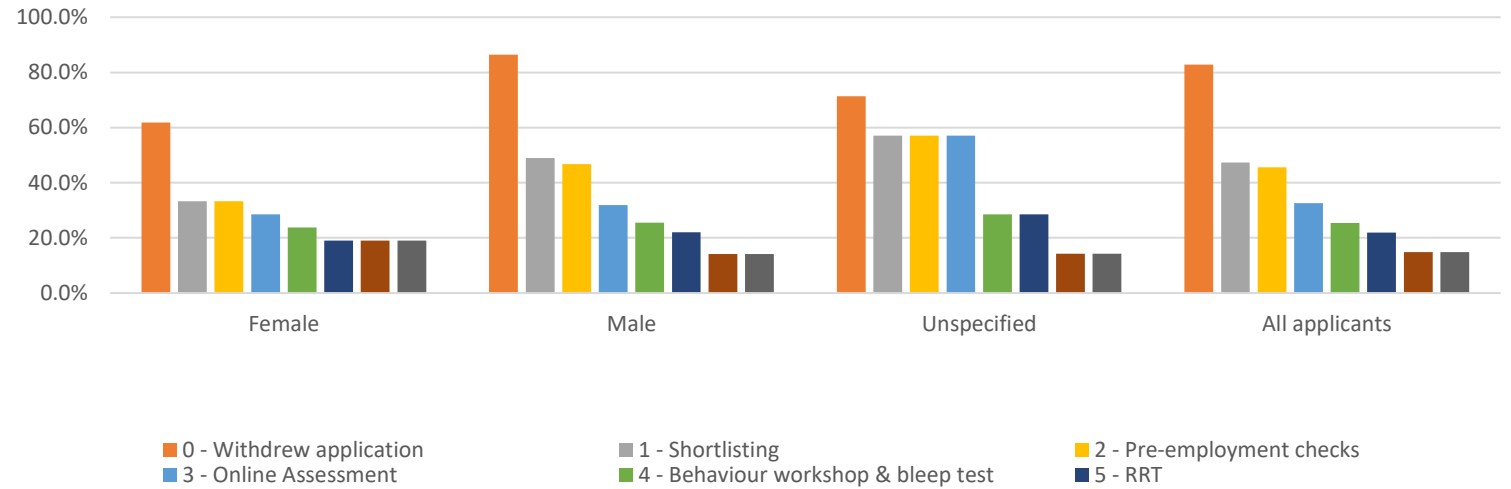


The above chart shows the percentage of applicants at each stage of the process by ethnicity.

	0 - Withdrew application	1 - Shortlisting	2 - Pre-employment checks	3 - Online Assessment	4 - Behaviour workshop & bleep test	5 - RRT	6 - Interview
Asian or Asian British		5 (83%)		1 (17%)			
Black or Black British		2 (50%)					
Mixed	1 (10%)	6 (60%)		1 (10%)		1 (10%)	1 (10%)
White	22 (17%)	41 (32%)	3 (20%)	18 (14%)	8 (6%)	5 (4%)	10 (8%)
Other Ethnic Groups		2 (67%)		1 (33%)			
Not stated							
Not captured	4 (24%)	4 (24%)		1 (6%)	4 (24%)		1 (6%)
All Applicants	27 (16%)	60 (36%)	3 (2%)	22 (13%)	12 (7%)	6 (4%)	12 (7%)

	Applicants	% of Applicants	Success Rate
Female	21	12.4%	19.0%
Male	141	83.4%	14.2%
Unspecified	7	4.1%	14.3%
Grand Total	169	100.0%	14.8%

Cohort 10& 11 Application stage progression



	0 - Withdrew application	1 - Shortlisting	2 - Pre-employment checks	3 - Online Assessment	4 - Behaviour workshop & bleep test	5 - RRT	6 - Interview
Female	13 (62%)	7 (33%)	7 (33%)	6 (29%)	5 (24%)	4 (19%)	4 (19%)
Male	122 (87%)	69 (49%)	66 (47%)	45 (32%)	36 (26%)	31 (22%)	20 (14%)
Unspecified	5 (71%)	4 (57%)	4 (57%)	4 (57%)	2 (29%)	2 (29%)	1 (14%)
All applicants	140 (83%)	80 (47%)	77 (46%)	55 (33%)	43 (25%)	37 (22%)	25 (15%)

For the first time all gender groups saw applicants progress all the way through the process.

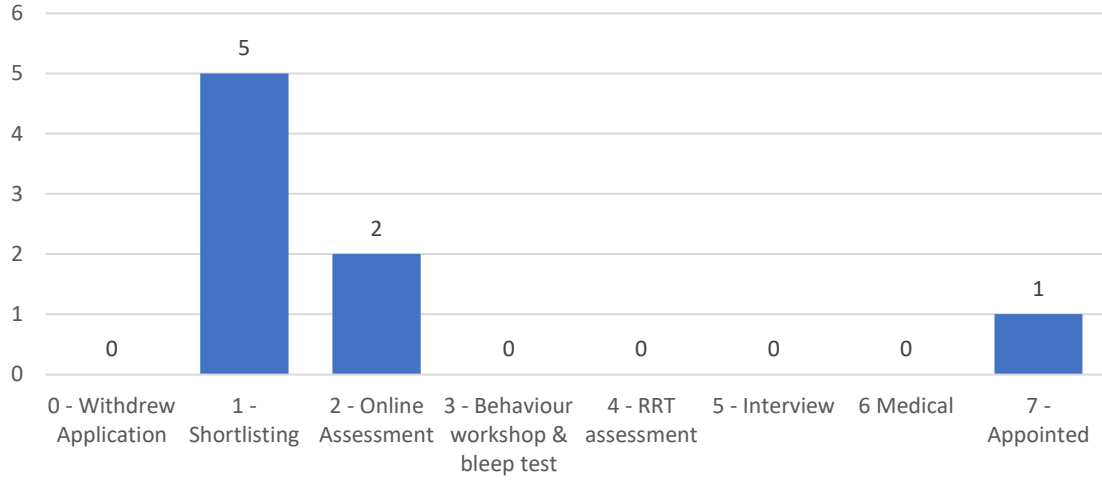
*some figures may differ due to rounding



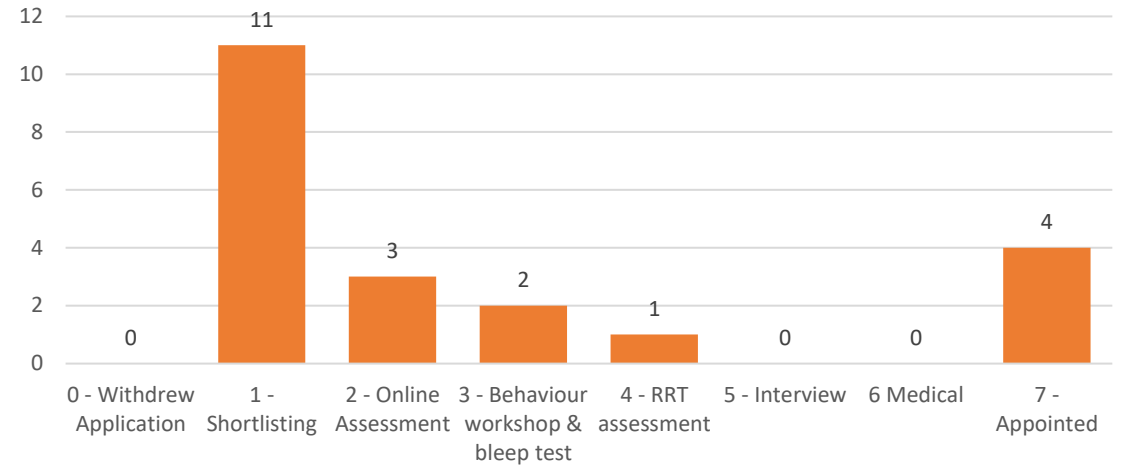
Cohort comparisons: Stages by ethnic group



Asian or Asian British



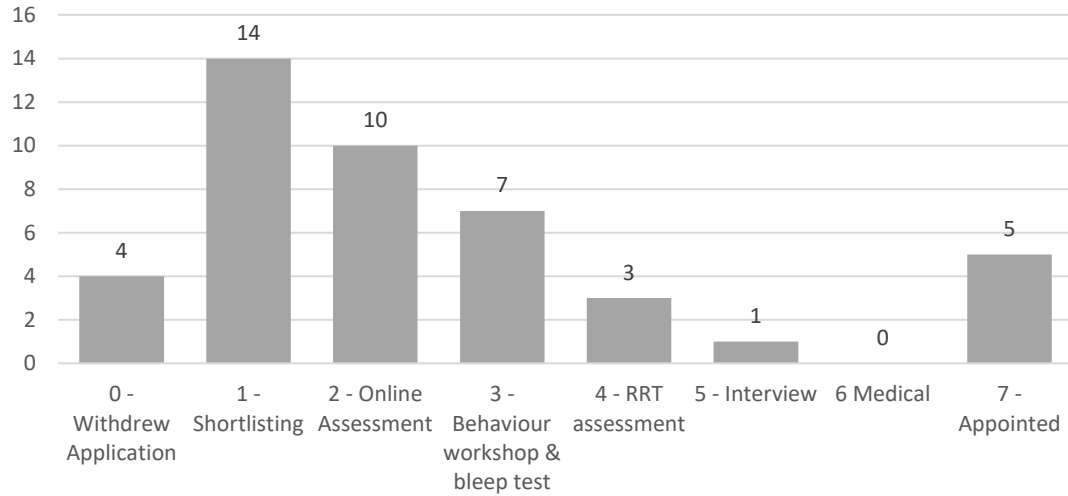
Black or Black British



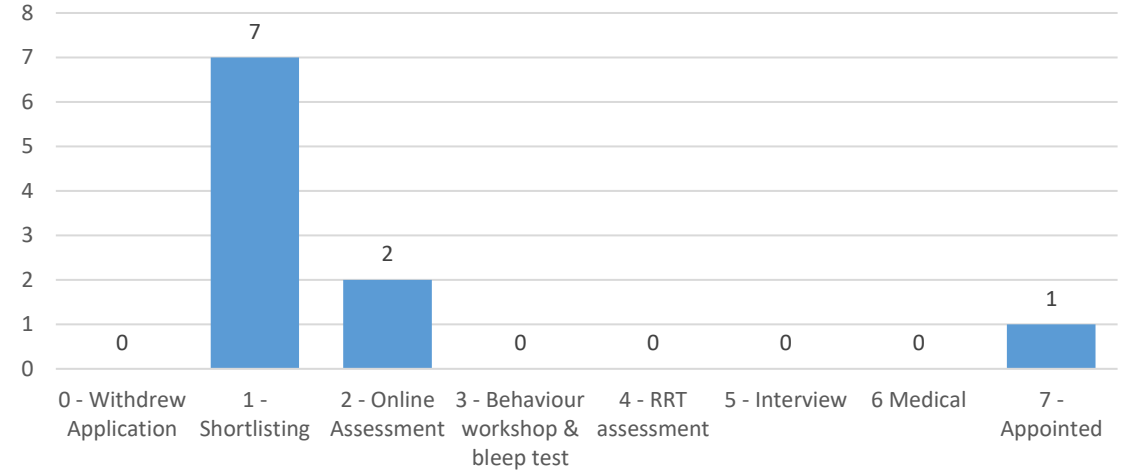
There have been relatively few Asian or Asian British applicants. Of those that did apply, the majority did not make it past the shortlisting or online assessment phases. Cohorts 7 & 8 saw an Asian or Asian British applicant successfully reach the end of the recruitment process.

Although no Black or Black British applicants from Cohort 6 progressed further than the online assessment, the following cohorts proved more successful with a small number being appointed in each subsequent intake.

Mixed



Other Ethnic Groups



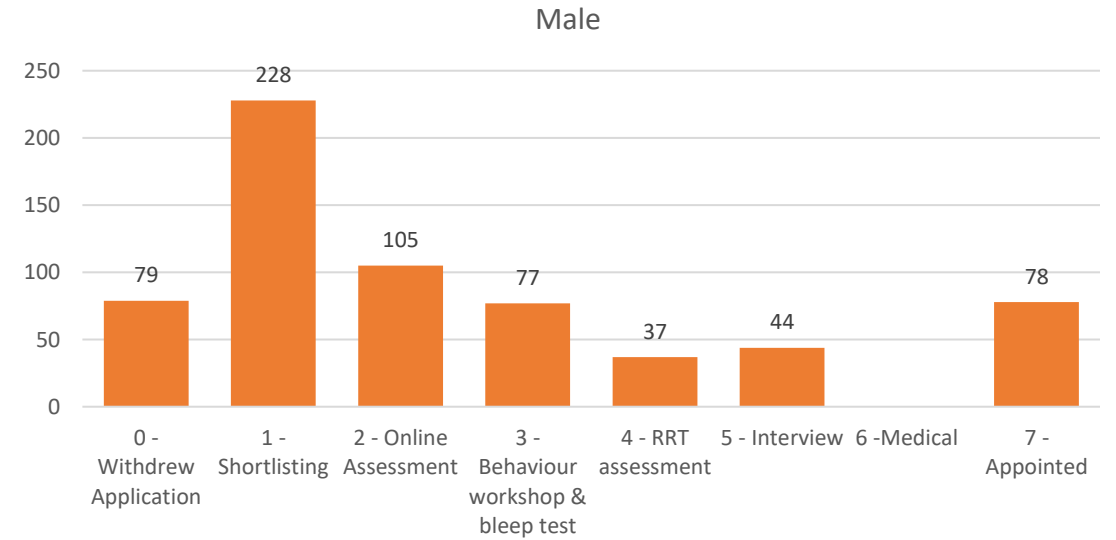
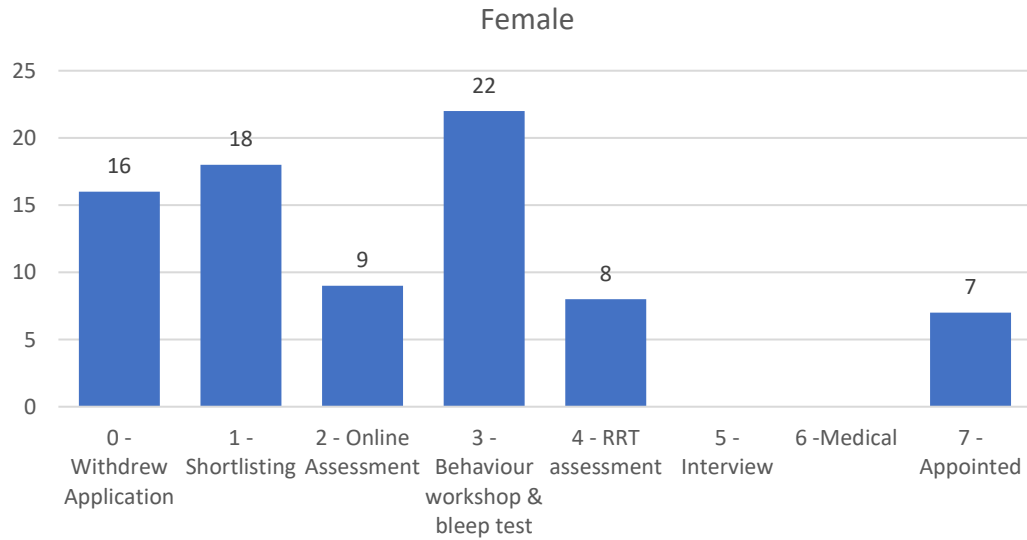
Of the minority ethnic groups, the mixed ethnicity group has provided the most applicants over the recent cohorts. It has also seen the highest number successfully navigating through the entire process. The Black or Black British group came a close second with the number of applicants appointed.

Other ethnic groups had a similar outcome to Asian or Asian British. Despite having a higher number of applicants, the majority did not progress beyond shortlisting and online assessments and only one successfully completed the process to the appointment stage.



Cohort comparisons: Stages by gender group

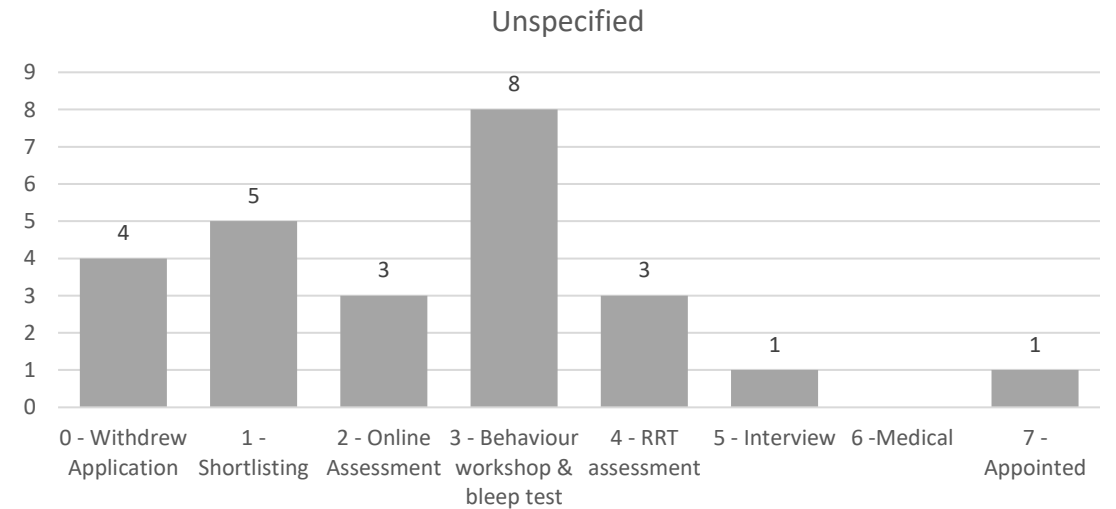




Cohorts 10& 11 saw applicants with unspecified gender progress further than the Behaviour workshop & bleep test for the first time to a successful appointment.

Females, once able to progress past stages 3 and 4 above, successfully completed the process with no drop-outs at the interview and medical stages.

Although a higher percentage of females withdrew from the process (20% compared to 12% of males), they fared better in the shortlisting (23% dropped out compared to 35% of males) and the online assessment phases (11% compared to 16% of males).



Service Document Standard Form:

Equality Impact Assessment (EIA)
Positive Action

Linked documents: *Equality Impact Assessment Guidance note*



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1: Overview information

Name of activity / change / policy / procedure/project:	Positive Action
Directorate/department:	Human Resources
Name(s) of person(s) completing the assessment	Oli Finch
Date of commencement of assessment:	03/04/2024

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

The aim is to create a programme of positive action initiatives for operational applicants that will reduce barriers, assist with physiological disadvantage, to increase the diversity of our operational establishment.

Positive Action engagement will be embedded into our recruitment.

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

All applicants will be affected by the programme, this will either be a positive or neutral affect.

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?

Our workforce needs to be more reflective of the diverse community we serve. The average population demographics (as reported in 2021 Census)

- Ethnic Minority – (251,329) 29.92% of the overall population within Buckinghamshire & Milton Keynes.
- Female – (428,451) 51% of the overall population within Buckinghamshire & Milton Keynes
- The current operational establishment of 360 operational members of staff, 6.5% Female –

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6.7% Ethnic Minority

The HMICFRS report of Buckinghamshire Fire and Rescue Service, which took place during May and June 2023 identified a number of causes for concern. One of these areas related to Equality, Diversity, and Inclusion. The report stated:

- *be more ambitious in its efforts to attract a more diverse workforce that better reflects the community it serves.'*

An HMIFCRS Action Plan was developed, to addresses the Causes of Concern.

Action 3.4.2 states "Introduce a sustained "Have a Go" operational programme for identified underrepresented groups, including a plan for positive action, offering a range of targeted activities across the county"-

This programme will enable the service to complete one of the success and impact measure aligned to this action 'A clear plan is in place to deliver and maintain positive action.'

Seven females and five males were invited to the programme from the current recruitment campaign, along with some females that are currently applying for an On-Call roles, were areas of improvement were identified during previous 'Have a Go" Events.

Of those that attended over 80% of the programme all passed the seven stages of the RRT, and were put forward for the next stage, were as for the simulated RRT none of the females would have progressed to the next stage, these figures are similar when reviewing the dropout rates for previous cohorts.

This programme has successfully supported five female applicants to complete RRT. following this the applicants were invited to an interview and presentation workshop on 3 April, in preparation for the interview and presentation stage.

The success of the positive action work undertaken is demonstrated in the make up of the successful candidates who are due to start with us in September 2024 - 5 females and 7 males; 7 of the 10 who attended the interview workshops secured a role with us.

The Positive Action Policy Statement demonstrates our aim to have a workforce that is reflective of the communities we serve. It states what Positive Action is under the Equality Act 2010. It will be communicated internally, published on our website and communicated via our social media platforms.

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5: Does the activity/change / policy/procedure/project have the potential to impact differently on individuals in different groups? Complete the table below by ✓ the likely impact.

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

Protected characteristic	Positive	Negative	Neutral	Rationale for decision (<i>use action plan in section 14 for negative impacts</i>)
Individuals of different ages	✓			The programme is designed to enhance cardiovascular and strength endurance in preparation for the physical elements within Role Related Testing. All cardiovascular and weight related fitness assessments become more challenging with age.
Disabled individuals			✓	The programme is designed to enhance cardiovascular and strength endurance in preparation for the physical elements within Role Related Testing, this will support individuals of all abilities, however reasonable adjustments would be put in place to accommodate individuals, however due to the physical nature of the role, some may not be able to proceed in an operational role. The Interview and presentation session will not

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				affect anyone unduly
Individuals transitioning from one gender to another			✓	This is highly dependent on the individual and their stage of gender transition. Support would be provided to all individual applicants and reasonable adjustments put in place where appropriate
Individuals who are married or in civil partnerships			✓	Relationship status has no impact on the tests completed
Pregnancy, maternity and new parents	✓			The introduction of a more accurate assessment of ability, would place less pressure on new parent's bodies, as they prepare for the physical training programme and the role related testing. Pregnant applicants are not able to complete the tests on a risk assessed basis. These individuals should be supported and encouraged to apply for future campaigns.
Individuals of different race	✓			To increase the diversity of our workforce, females and ethnic minorities were invited to the positive action programme
Individuals of different religions or beliefs	✓			To increase the diversity of our workforce, females and ethnic minorities were invited to the positive action programme
Individual's gender identity			✓	An individual's gender identity has no impact on the

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				tests completed
Individual's sexual orientation			✓	An individual's sexual orientation has no impact on the tests completed
<i>Individuals living in different family circumstances</i>	✓			Access to testing events should be regularly reviewed to ensure that applicants social and economic circumstances do not reduce their ability to attend positive action events.
<i>Individuals in different social circumstances</i>	✓			Access to testing events should be regularly reviewed to ensure that applicants social circumstances do not reduce their ability to attend positive action events.
<i>Different employee groups</i>			✓	
<i>Other, please specify</i>	✓			Applicants of smaller stature and lower body weight will be more likely to pass the RRT following the programme.

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?

None identified.

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?

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None identified.

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?

No amendments to be made.

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

No

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

Yes, under the Equalities Act 2010, applicants will only be positively or neutrally affected by the change being recommended.

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

Continue to review the drop out rates and the programme of support required ongoing

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

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All seven stages tests of RRT now captures dropout rates to better understand. Barriers and impacts, changes are monitored measured and reviewed, the specific data gathered from this paper will be fed back into the future BTB role related test review.

13: Sign off

Name of department head / project lead	Oli Finch
Date of EIA sign off:	3/4/2024
Date(s) of review of assessment:	

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Service Document Standard Form:

Equality Impact Assessment (EIA)
Positive Action

*Linked documents: Equality Impact Assessment
Guidance note*



14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e. increase the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments

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Appendix 3 - Engagement Proposal

Following the conclusion of our current Wholetime recruitment campaign there may be applicants from underrepresented groups who are unsuccessful, the aim of this proposal is to keep those applicants engaged with the Service, until a full programme of 'Have a Go' events is established, further work on this is required with consultation with stakeholders a priority.

The proposal is that working with stations local to the applicants that have the fixed ladder installations (West Ashland, Beaconsfield, Aylesbury) we create a programme that minimises the impact to those delivering and the applicants attending.

The programme could include Physical Training sessions, Have a Go session, or simply sitting and engaging with operational crews, it will give the applicants a better understanding of the types of incidents we attend and specialist appliances available, the shift patterns and working times, the apprenticeship requirements, whilst helping the Service better understand the barriers present for us to increase the diversity of our workforce.

The date and times for these would need to be coordinated to suit both parties, the below table shows an idea how the schedule could look, and could be adapted to suit the specific needs of the individuals attending:

Location:	Month:	Day/Date	Time	Activity
TBC depending on applicants	June	Saturday 1st	09:30	PT Session
TBC depending on applicants	July	Sunday 7th	09:30	Have A Go
TBC depending on applicants	August	Wednesday 7th	19:30	Brew with the Crew
TBC depending on applicants	September	Saturday 7th	09:30	PT Session
TBC depending on applicants	October	Sunday 6th	09:30	PT Session
TBC depending on applicants	November	Wednesday 6th	19:30	Have A Go
TBC depending on applicants	December	Saturday 7th	09:30	Brew with Crew

This proposal is one element of the HMICFRS action 3.4.2 "Introduce a sustained "Have a Go" operational programme for identified underrepresented groups,

including a plan for positive action, offering a range of targeted activities across the county”

The Station Commander - Human Resources Projects will work with the crews running the proposal to ensure they are fully supported, this will allow an ongoing review to ensure we are meeting the needs of the Service and applicants.

Appendix 4 Candidate's Feedback

1. What did you like most about training?

- I enjoyed how interactive and engaging each of the training sessions were. Each week, our progress was reviewed, and our strengths were highlighted, leading to the successful achievement of our own individual goals. Every training session I would leave feeling motivated. Not only have I felt the physical benefits, such as increased strength, but I noticed a visible change in my upper body with noticeable gains in my muscular mass.
- I liked the circuits during the week and then practicing for the test at the weekend sessions. It was great to do both each week. This enabled us to see improvements over time and really build confidence in my ability to complete the tests on the day. I took some of the circuit training and incorporated it into my personal training programme so I could improve week on week.
- The training created a team building environment as well which was brilliant.
- Shaun designed and created different exercises to build strength in areas which were relevant to the tests. It was a customised training programme.

We also met various people from different stations and roles within BFRS which was a nice benefit as it meant we could ask questions and get to develop insight into the fire service which we might not have been able to otherwise. Everyone who helped Shaun during the sessions was fantastic and it was great to see some familiar faces at the RRT day.
- Shaun made the training harder than it should be on the RRT day, which was great as this then made some of the tests feel easier than they had been during training.

2. What aspect of training could be improved?

- It is hard to suggest improvements as I thought it was brilliant.

It was a shame that the ladder extension rig was out of action for a few weeks as this was one area that I felt least confident in and wanted to practice as much as possible. However, we did still get to practice it plenty and on the last session we could choose what we wanted to practice, so I got to have lots of attempts on the ladder extension then.

Maybe it would be good to have a similar type of course leading up to starting the actual training for those who get through. So that we can be even more

prepared and developed as a team for the training which will be more challenging than the RRT.

- No improvements needed – Every session was tailored specifically and perfectly to what was required in order to help me build strength for the role related test day as well as my individual needs.

I'd say that this course would definitely be beneficial for people to participate in, in the future and I strongly believe that this course would help others wanting to join the Bucks Fire and Rescue Service – Particularly those who may not have the resources immediately available, in order to gain knowledge on what training is essential, in order to build strength for the role.

3. Do you feel your fitness improved and how?

- These sessions have been highly beneficial for conditioning and strength for the functionality of the role. I have personally benefitted from the rope work and have gone from quite literally swinging on the rope, to being able to extend and lower the weight! On the have a go day, this was a very rude awakening for me and without the training sessions I wouldn't have been able to understand my faults and improve on them. Through these training sessions I have also been able to understand the fitness requirements, take that away and change up my training routine outside of this programme. I recognised that I needed to incorporate more functional fitness, weighted running, grip strength and forearm work. These are all areas that I shall continue to work on even after the assessment day.
- My fitness improved throughout the course. As we started the course shortly after completing the 'have a go' day, it was easy to measure improvements on each test. I improved on all of them by the end of the course, completing the equipment carry quicker than I did on the 'have a go' day.
- I enjoy working on improving my cardiovascular endurance; I have noticed that my aerobic fitness has definitely improved as I no longer feel so fatigued when running and carrying heavy pieces of gym equipment. I have also been able to increase the weight I lift in the gym, indicating an improvement in my strength. Similarly, the physical changes are evident, particularly in my arms - I now have visible biceps!

4. Do you feel the course was beneficial?

- Absolutely – Having participated in this course, I believe that I have more of an in-depth understanding of the appropriate training exercises essential to ensuring I am effectively preparing myself for the role of a Firefighter.
- Absolutely. Without doubt. I went into the test day feeling confident. I was nervous about some of the test but knew that I could pass every test as we

had completed everything during the course as it was required for the test day. I felt fitter, stronger and well prepared.

I think people would benefit from it more than they realise, I would be happy to provide verbatim to encourage more people to attend if this course is offered again in future.

It was really great to meet others who wanted to succeed as well, who were as committed and driven as I was and who supported and encouraged each other all the way through, right up to and on the test day itself.

5. Any additional comments.

- Shaun's leadership during the training sessions has been exceptional. He has been a true inspiration, motivating me to persevere through the recruitment process and pursue my goal of becoming a Firefighter. I am incredible grateful for Shaun's understanding, encouragement, engagement, and expertise. Participating in the course has allowed me to connect with fantastic individuals from people who work within Bucks Fire and Rescue service to other people within my community.

I'd like to say to Shaun,

Thank you for your service, sacrifice and for believing in the whole team. Your expertise and mentorship have made a significant difference, and I feel fortunate enough to have had your support every step of the way. Your selfless actions and tireless efforts have not gone unnoticed, and I am continually inspired by your courage and commitments. I strongly believe that you have brought our wider community together and I am fortunate to have met the people on our course as everyone has become such a supportive network.

And,

Thank you to Oli and everyone who helped make this possible, I am sincerely grateful for this opportunity, and I will continue my journey in becoming a Fire Fighter for Bucks Fire and Rescue Service.

- The course was brilliant in many ways. It was a great team building exercise and everyone who went supported and encouraged each other. We will be continuing to train together going forward.

In addition, we had input into the contents of the course, areas we wanted to focus on or improve on, or just build confidence in, we were all taken into consideration and were included.

Asking for feedback early on was a good idea and all feedback I mentioned was taken on board and implemented – thank you.

Thank you very, very much Shaun. I loved the course and the training, and I am grateful for your time and commitment to helping us do well at the RRT. I am going to miss the weekly sessions.

Appendix 5 - Positive Action Programme Review

This programme will enable the service to complete one of the success and impact measure aligned to this action 'A clear plan is in place to deliver and maintain positive action.'

Previous work that has been undertaken to reduce barriers to increase the wholetime application rates and selection processes for underrepresented groups include:

- Introduction of the behaviour workshops
- Amendments to the order in which the selection process takes place.
- Review of dropout rates to inform next recruitment campaign and monitoring.
- Focus on the South Asian community – Eid in the Park, visits to schools in High Wycombe as per Recruitment Oversight Board recommendations.
- Targeted recruitment for females using the Marcomms department to assist with targeted recruitment advertising.
- Growth bids approved for recruitment merchandise.
- Pausing the multistage fitness test (bleep test) allowed a review the dropout rates on the demographics moving through the selection stages.
- The purchase and fitting of three fixed ladder facilities, across the county.

Following a decision to move the Fire Fighters Development Programme (FFDP) from June to October, it allowed an opportunity to conduct a positive action programme. Twelve applicants with characteristics the Service is underrepresented in, were invited to participate in a simulated Role Related Test (RRT) Day, this enabled the Service to identify barriers, areas of strength and areas of improvement for the candidates.

Following this a review of the candidates scores were evaluated and it was decided to create a programme of Physical Training (PT) Sessions, which would focus on increasing the candidate's Cardiovascular fitness and Strength.

These barriers had been identified when comparing the dropout rates for the previous cohorts (see Appendix 1), with many of the female applicants not passing the multistage fitness test or RRT.

A programme of sixteen PT sessions was established; managed by the Service Fitness Instructor (SFI). The programme was not solely focused on Physical Training, it also afforded the applicants the ability to assess themselves at all the seven test stations within the RRT, and to benchmark progress throughout the programme.

To help evaluate the programme this report will use the females scores from the simulated RRT against the recently held RRT held in test conditions.

Seven females and five males were invited to the programme from the current recruitment campaign, along with some females that are currently applying for an On-Call roles, were areas of improvement were identified during previous 'Have a Go' Events.

Of those that attended over 80% of the programme all passed the seven stages of the RRT, and were put forward for the next stage, were as for the simulated RRT none of the females would have progressed to the next stage, these figures are similar when reviewing the dropout rates for previous cohorts (Appendix 1)

This programme has successfully supported five female applicants to complete RRT. following this the applicants were invited to an interview and presentation workshop on 3 April, in preparation for the interview and presentation stage.

To fully understand and evaluate the barriers during RRT, data is now captured on the dropout rates for each seven stages of RRT, this will allow the Service to work with those applicants that are underrepresented prior to RRT, to ensure we reduce disadvantage whilst maintaining a standard entry requirement. This will be reviewed regularly and fed into the Workforce Planning Group and key stakeholders.

To help the evaluation of the programme feedback was sought from attendees see Appendix 4.



Policy Statement

Our aim is to have a workforce that is reflective of the communities we serve. Having a diverse workforce will enable us to deliver a service that understands and respects the needs of our communities. To support this, we strive to remain an inclusive employer, recruiting, and retaining the best people to work for us from all walks of life.

We only select the best candidates based on their performance, skills, and merit.

BFRS is continually improving the way it engages with, attracts, and recruits candidates. We know that some people may never consider the Fire & Rescue service as a career path. Others do not think the role of a Firefighter is something they can do or worry they may not fit in. We want to ensure that talented individuals know that there are opportunities for them at BFRS and they are wanted and welcome.

What is Positive Action?

Positive Action is lawful under the Equality Act 2010. Section 158 and 159 allow a range of measures to promote equality of opportunity. The act allows employers to take Positive Action measures to help people overcome certain barriers and improve representation in the workforce, where it can demonstrate it is under-represented within particular groups.

There are two types of Positive Action that are set out in the Equality Act 2010: general and recruitment or promotion.

- ❖ General Positive Action involves proportionate Actions that are designed to meet the three aims of: reducing disadvantage, meeting different needs, and increasing participation.
- ❖ Recruitment or promotion Positive Action involves actions that reduce disadvantage and/or increase representation specifically when it comes to deciding between equally qualified candidates.

Positive Action does not mean lowering or diluting standards to help people from underrepresented or disadvantaged groups pass our tests and meet our role-specific entry or progression requirements, but instead encourages and supports people from disadvantaged groups to help them overcome barriers which are not faced by other groups. Organisations can also run events like 'have a go' days, to encourage underrepresented groups to have a go at key firefighting skills, support with fitness programmes to achieve the level required, as well as supporting skills in completing application forms and developing interview techniques.



Positive Action is very different from Positive Discrimination, which gives preferential treatment to people from particular groups, to ensure greater numbers of those people succeed. BFRS does not advocate or participate in such activities, which are unlawful in the UK.

However, BFRS can and will target its communications to underrepresented groups to encourage them to apply for employment. Within BFRS women are significantly underrepresented among our Firefighters as are people from diverse ethnic groups.

When any recruitment process opens, all candidates, including those who have been involved in Positive Action events and activity, must apply for roles at the same time and be considered with all other applicants. Our recruitment will always be open to everyone and all who apply will have to go through the same selection processes and achieve the same standards.

Applicants appointed to BFRS are and always will be the very best candidates available and are appointed absolutely and solely on merit.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority – 12 June 2024

Report title: Training Needs Analysis Overview & Transformation Bid

Lead Member: Councillor Shade Adoh, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Doug Buchanan – Head of Protection, Assurance & Development

Author and contact: Anna Collett – Organisational Development Manager

Action: Approval

Recommendations:

It is recommended that:

1. The Training Needs Analysis overview and provision approved by the Training Strategy Group for 2024/25 be noted.
2. The funding for the additional training requirements for 2024/25 via the transformation reserve be approved.
3. The work in progress (Appendix A) to align the approval of the Training Needs Analysis and budget setting processes is noted.

Executive summary:

A key area of Buckinghamshire & Milton Keynes Fire Authority's (BMKFA) People Strategy 2020-2025 is planning workforce capabilities, ensuring BMKFA is delivering its promise to the public of having the right people, with the right skills to keep them safe. These plans also consider the required ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, outcomes from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports on Culture, BMKFA's Inspection and what the Authority's own staff are saying they need to perform their roles effectively and efficiently.

The Service's Training Needs Analysis (TNA) collates staff training requirements annually and is monitored quarterly by the Training Strategy Group (TSG). The TNA is translated into prioritised learning programmes, submitted by department managers, approved by the TSG and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

This report provides an update on the Authority's 2023/24 TNA process, outcomes and the rationale for requesting members to approve funding of £190,000 for additional training this year via the transformation reserve. As at 31 March 2024, the transformation reserve has a balance of £3.298m.

- Appendix A provides an overview of the TNA process, the provision for 2024/25 and details the requirements for additional funding this year via the transformation reserve.
 - Appendix B provides a summary of the training spend for 2023/24.
 - Appendix C provides an overview of the requests received for 2024/25, the values and how the requests were categorised by priority level.
-

Financial implications:

Planned spend on Training is agreed by the Training Strategy Group and Strategic Management Board (SMB).

The base budget for all staff training is £260,000 – this has increased this year by £30,000 to compensate for rising inflation over the last two years.

Every opportunity is being explored with regards to utilising part of any identified underspend to invest in staff development.

Irrespective of the above measures, there are a number of important training requirements which require further funding (see Appendix A), supporting this request to members for approval to access the transformation reserve.

As at 31 March 2024, the transformation reserve has a balance of £3.298m.

Risk management:

Staff Availability is an identified corporate risk which is reviewed regularly by SMB and the Overview and Audit Committee. The TNA process ensures workforce capabilities that meet the Authority's priorities and contribute to mitigating this risk. The additional funding will further support the improving operational availability, examples being enhanced incident command and on-call capability.

Legal implications:

Procurement rules and regulations are adhered to when appointing suppliers to deliver training requirements.

Privacy and security implications:

The Authority is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information. The Authority and any partners it works with, is under a legal duty both to process personal information in

accordance with the General Data Protection Regulation (GDPR) and to respect the confidentiality of details held.

Duty to collaborate:

The Authority continues to work with its Thames Valley Fire Service partners, to determine a collaborative approach to recruitment, training and development.

The Authority has seen success in accessing a Transfer of Levy arrangement with Santander to fund two current apprenticeships with Cranfield University and there is potential of a further one later this year.

Health and safety implications:

There are no direct Health and Safety implications, Health and Safety training requirements remain a mandatory entry on the TNA.

Environmental implications:

There are no Environmental implications.

Equality, diversity, and inclusion implications:

The Authority's approach to training supports and endorses the delivery of the Equality and Diversity Objectives 2020-2025.

The processes detailed within this report supports the delivery of the People Strategy and four of the pillars contained within it; Equality, Diversity & Inclusion, Organisational Development & Resourcing, Training, Learning & Development and Employee Engagement.

An Equalities Impact Assessment is reviewed/completed when there is any change to process or procedures.

The Authority's Apprenticeship Programme has had a positive impact on; reducing the average age of our workforce, the investment in the local community via the postcode criteria in place during recruitment and increasing the diversity of employees.

Consultation and communication:

This paper has been approved for the Fire Authority by the Strategic Management Board.

Regular communication across the Service relating to staff development, learning and training opportunities are delivered via:

- Blogs,
- Intranet articles,
- Regular engagement with staff / face to face briefings,
- Quarterly Organisational Development newsletter.

- Local representative of the Fire Brigades Union (FBU) is a member of the Training Strategy Group and is supportive of the additional spend on training, noting this was part of the manifesto they presented to Fire Authority in 2023.
- The Training Strategy Group membership is reflective of all staff groups.

Background papers:

Executive Committee – September 2023 – Workforce Development Update - [6executive-committee-13-september-2023-item-10-workforce-development-update.pdf \(bucksfire.gov.uk\)](https://www.bucksfire.gov.uk/6executive-committee-13-september-2023-item-10-workforce-development-update.pdf)

Appendix	Title	Protective Marking
A	Overview of the TNA process and outcomes for 2023/24	
B	Summary of the training spend for 2023/24	
C	Overview of the requests received for 2024/25, the values and how the requests were categorised by priority level	

Overview of TNA Process:

The organisational Training Needs Analysis (TNA) collates staff training requirements annually and is monitored quarterly by the Training Strategy Group (TSG). The TNA is translated into prioritised learning programmes, submitted by department managers, approved by the TSG and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

The TNA process begins with Department Managers assessing their individual, team and organisational training requirements for the forthcoming year, including any potential leavers and their succession plans.

Within the submissions, managers are asked to assess the priority level of the training requests – High / Medium / Low – and are reminded that there is one budget that funds all training, for all staff, across the organisation, and that it is increasingly coming under pressure - particular with the increase in prices - and therefore they must ensure any training requested is role critical only.

These are then submitted to the Organisational Development team who collate all the submissions and present this for review by the TSG. The TSG reviews every request received including the rationale provided.

Training Requirements vs Budget:

The base budget for all staff training is £260,000 – this has increased this year by £30,000 to compensate for rising inflation over the last two years.

Appendix B provides a summary of the training spend for 2023/24 – it is noted that there was a slight overspend in this year and that the amount of training requested by manager at the beginning of the year was £338,000 and managed by the TSG to ensure the training procured was within the set budget.

Highlights from the 2023/24 training investment include:

- The launch of 360 Feedback – piloted with the senior management team and then rolled out to all middle managers
- Media training undertaken for Senior, Middle and Supervisory Managers
- £12,000 for Institute Fire Engineer Exams – the highest annual staff attendance to these exams to date
- Windsor Leadership and Executive Leadership Programme for Senior Management
- Women in Fire Service – attendance at national event

- Enrolment of 40 staff onto the NFCC’s Supervisory Manager Leadership Programme
- Level 7 Strategic Leader Apprenticeship Enrolment at Cranfield (succession planning) – funded via Santander Levy Transfer
- Equality, Diversity and Inclusion training across the organisation
- x17 incident command courses at various levels

The Authority continues to demonstrate efficiencies through the use of apprenticeships and utilising the government levy with a levy spend of £96,626 in 2023/24. Due to being effective in fully utilising the levy, the organisation is now benefiting from co-funding arrangements with the department of education, where they fund 95% of the apprenticeship cost and the organisation funds the other 5%. This offers training in various departments for new starters such as Firefighters and IT alongside upskilling existing staff in marketing, fire safety and leadership.

The Organisational Development department have secured a transfer of levy arrangement with Santander – one of Milton Keynes largest employers - to fund the enrolment of two members of staff on to the Cranfield Level 7 apprenticeship and Santander have transferred the full levy cost to fund this.




2024/25 TNA Summary:



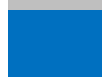
The Training Strategy Group (TSG) is pleased to confirm the sign off of the 2024/25 Training Needs Analysis (TNA) providing £260,000 investment into staff training, learning and development, ensuring the Authority is delivering its promise to the public of having the right people, with the right skills to keep them safe.

This year over £499,000 of training requests were received as part of the TNA process to review and assess against organisational priorities and the base budget of £260,000.

The training requests and the rationales provided by department managers were reviewed by the Organisational Development team and categorised into the following:

Key:

-  To be funded
-  To be reviewed each quarter to see if funding available
-  To be reviewed latter part of year to see if funding available

	Not considered Business As Usual (BAU) - recommend a separate transformation bid to fund
	Not considered an organisational priority or role critical
	To be funded via alternate budget e.g Apprenticeships

Appendix C provides an overview of the requests received, the values and how they were broken down into the above categories.

Anything that was categorised as - “Not considered BAU - recommend a separate transformation bid to fund” – is detailed further below. These are areas that were not deemed as business as usual by the TSG however are considered as requiring investment in order to progress organisational priorities and have a clear link to the 2024/25 delivery plan and to make necessary improvements. It is these that form the basis of this request to members for approval to fund via the transformation reserve. As at 31 March 2024, the transformation reserve has a balance of £3.298m.

£190,000 investment is required in 2024/25 to fund the following:

- Safe to Command Pilot - provide staff with the acquisition training required to undertake the Safe to Command FF role, as part of the pilot programme for this new way of working, increasing the number of supervisory managers and therefore positively impacting availability of resources.
- Upskilling of On-Call – enhance on-call staff skills and knowledge to improve standards and provide opportunity to perform additional work base tasks.
- 2nd On-Call BA Training Course – this is required training for all firefighters, aligned to our targeted recruitment campaigns later in 2024/25 for On-Call FF – the increase in recruitment will require an increase in investment for acquisition training that cannot be delivered locally. One BA course is already factored into the TNA for funding.
- Command Support Unit – provide the required training to 12 operational staff, to enable them to operate the command support unit. This training provides the foundations to staff to set up and maintain the Incident Command Support Unit for response to fires and other incidents.
- Incident Command Team – developing this function internally as part of the Operational Training Delivery Plan 2024-27 requires training for the new WC role and training for existing SC to be able to design and deliver incident command training.

- Upskilling Staff – Providing station based operational staff with instructor skills and knowledge in core subjects to create resilience for the organisation and the training team. This also contributes to the engagement and retention of staff for the organisation.
- Bystander Training for all Staff – giving staff the tools to tackle incidents of abuse and discrimination as they arise and to back each other up in challenging inappropriate behaviour.

Next Steps:

Subject to receiving approval from members to utilise some of the transformation reserve to fund the additional training requirements for this year, department managers responsible for the areas will be instructed to go ahead and procure the training.

To ensure the TNA process remains fit for purpose and reflective of organisational and individual needs, Organisational Development are working closely with Finance to review how the TNA is assessed and allocated against the annual budget and see if there is the potential to use a zero-based budget approach where the TNA is compiled first and then the budget allocated against it.

The timings of the TNA submission/collation are also being reviewed. Historically this has been aligned to the financial year to ensure all training is procured and delivered within the financial year from which it is being funded. This means that TNA submissions are typically due by the end of February, which doesn't align with the appraisal process and any training requirements identified either at the end of year or objective setting appraisal stage.

In addition, the Strategic Management Board has approved establishing a People Oversight Board, chaired by the Director of HR and OD.



The People Oversight Board will bring together all people related matters into one place. It will provide accountability and strategic direction whilst maintaining a holistic overview of recruitment, promotions, appointments, and retention – the employee life cycle - understanding any impacts on resourcing and the service the Authority delivers to the community.

Improved understanding of people measures, monitoring performance against them and translating them into informed short/medium/long-term people priorities will enable the Authority to be pro-active with its recruitment and training requirements and plan capacity and cost accordingly. All ensuring right people with the right skills at the right time, with clear succession, training and development plans.

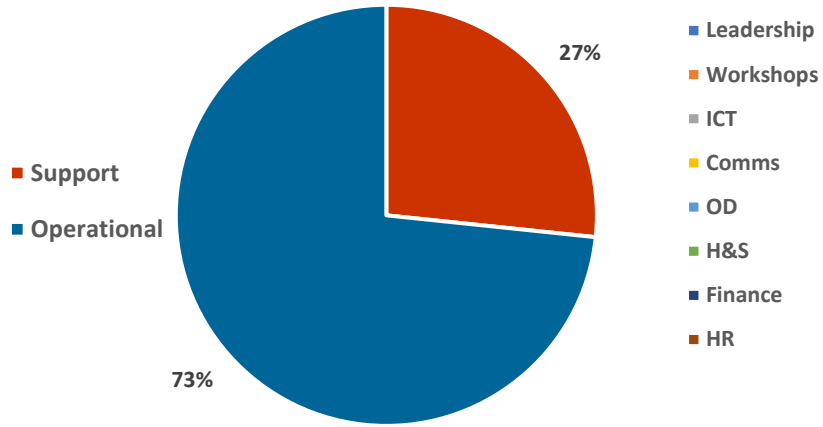
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Buckinghamshire Fire & Rescue Service

Appendix B 2023-2024 TNA Training Spend Summary

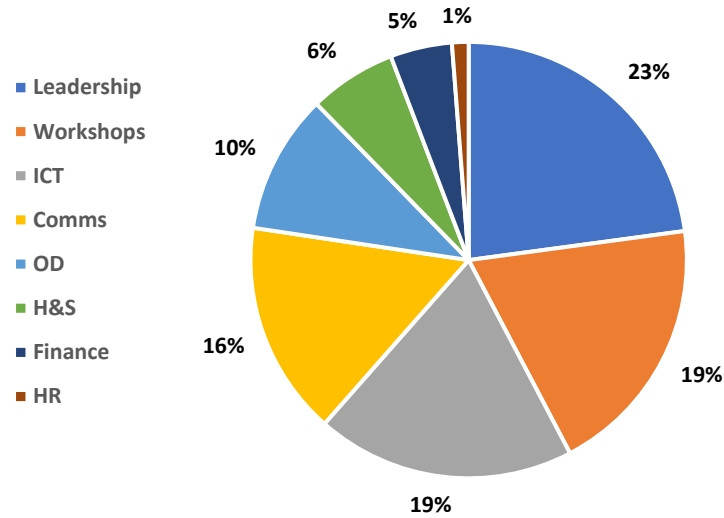
Training Spend 2023-2024



Base budget	£227,800.00
Total requested	£338,924.00
Amount approved	£241,856.68
Total procured	£228,810.58

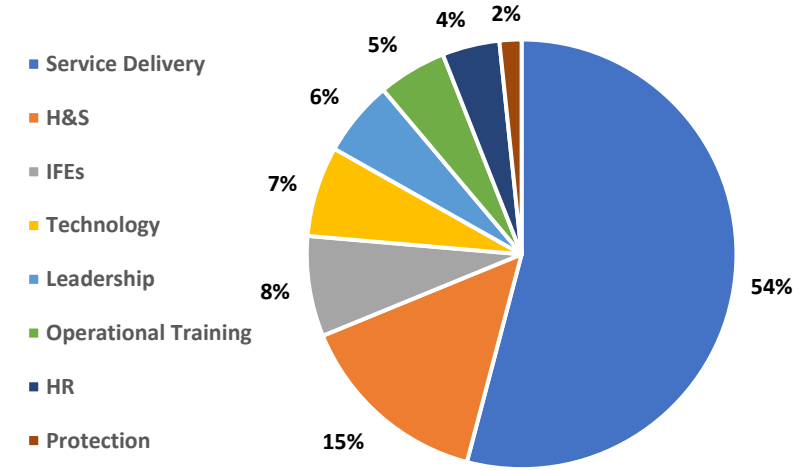
Support	27%
Operational	73%

Training Spend - Support



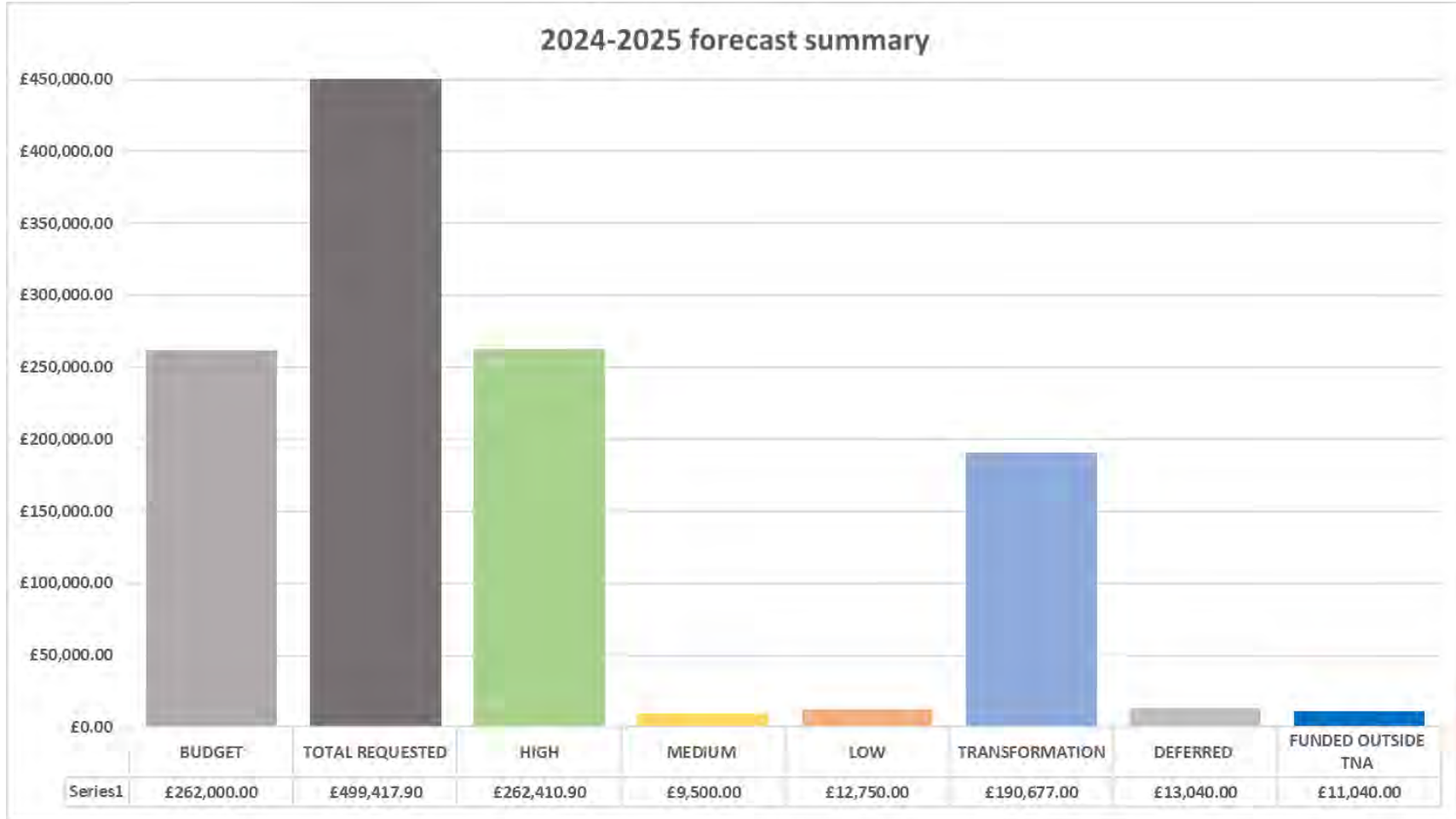
Leadership	23%
Workshops	19%
ICT	19%
Comms	16%
OD	10%
H&S	6%
Finance	5%
HR	1%

Training Spend - Operational



Service Delivery	54%
H&S	15%
IFEs	8%
Technology	7%
Leadership	6%
Operational Training	5%
HR	4%
Protection	2%

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	To be funded		Not considered BAU - recommend a separate transformation bid to fund
	To be reviewed each quarter to see if funding available		Not considered an organisational priority or role critical
	To be reviewed latter part of year to see if funding available		To be funded via alternate budget

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: Updated Code of Conduct (V5.0)

Lead Member: Councillor Shade Adoh, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Mark Hemming, Director of Finance and Assets

Author and contact: Faye Mansfield; HR Advisory and Development Manager

Action: Decision

Recommendations:

That the Code of Conduct, as detailed in Appendix one, is approved for publication.

Executive summary:

The Service'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.

The Code of Conduct supports the overarching employment related policy themes and is, therefore, compliant with the strategic direction of the Service on employment related policy matters and supports delivery of corporate objectives.

This report presents the updated Code of Conduct (Appendix one). Following the launch of the Service's new promise, values and behaviours in April 2024, and to ensure the Service's Code of Conduct remains aligned with the Service's direction and culture, an in-year review of the Code of Conduct has been undertaken.

Apart from accepted minor amendments, changes are shown as either additional text underlined (underlined) or deleted text struck through (~~struck through~~), and in the main are in section three of the document.

If approved, this document will be published both internally and externally as the Service's extant Code of Conduct. This document will be monitored by Human Resources, with a full review undertaken in 2026; three years from the date of first publication in 2023. However, outcomes of any wider reviews may require that changes to the Code of Conduct be considered to ensure it remains fully aligned with the Service's key strategic documents.

Financial implications:

There are no direct financial implications arising from this report.

Risk management:

If managers and employees do not have directional guidance from fit for purpose procedures aligned to the corporate objectives, there is a risk of potential employment relations issues and a non-consistent management approach.

On a three-yearly or risk critical basis, employment related procedures and guidance notes are amended or created to support each employment related policy theme.

Legal implications:

All procedures give due regard to appropriate legislation and best practice.

Privacy and security implications:

All procedures give due regard to appropriate legislation and best practice.

Duty to collaborate:

The Policing and Crime Act 2017 requires the Service to consider opportunities for collaboration with the police and ambulance services.

To support collaborative working, sharing of resources and working across boundaries, the Service will continue to collaborate with others in the development of employment related policies and procedures where appropriate.

Health and safety implications:

There are no health and safety implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications:

An Impact Assessment has been completed as part of the update. There are no identified adverse impacts on any protected characteristics.

Consultation and communication: Stakeholder communication is a significant element of successful implementation of employment related procedures.

In the main, amendments to the Code of Conduct are in Section three of the document and relate to the newly launched promise, values and behaviours, therefore consultation was not required for this in-year review.

The updated Code of Conduct has been presented to members of the Joint Consultation Forum and Business Transformation Board for noting.

Following approval of the updated Code of Conduct, this document will be communicated to employees in accordance with usual practice. Awareness sessions targeting understanding of the Service's new promise, values and behaviours is being undertaken during 2024.

Background papers:

Executive Committee held 22 March 2023 – [Updated Code of Conduct V4.0](#))

Appendix	Title	Protective Marking
1	Updated Code of Conduct	

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1. Changes since the last version

Current version 5.0 - document reissued following [the introduction of the Service's new promise, values and behaviours](#). ~~a review. Minor amendments have been made to the previous version 3.0.~~ This document will be monitored by Human Resources and reviewed after three years from the date of publication unless there is need to review earlier.

Document Author: HR Advisory and Development Manager

Information Asset Owner: Head of HR

Approval:

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

2.0 Index

1. [Document changes](#)
2. Index
3. [Purpose and scope](#)
4. [Roles and responsibilities](#)
5. [Working within the Code of Conduct](#)
6. [Working within the law](#)
7. [Equality, diversity and inclusion](#)
8. [Health, safety and welfare](#)
9. [Privacy and data protection and information security](#)
10. [Politically restricted posts](#)
11. [Political neutrality](#)
12. [Use of financial resources](#)
13. [Appointment and other employment matters](#)
14. [Secondary employment](#)
15. [Standards of dress and appearance](#)
16. [Relationships](#)
17. [Disclosure of information](#)
18. [Counter fraud and corruption](#)
19. [Whistleblowing](#)
20. [Hospitality, benefits and gifts](#)
21. [Sponsorships – giving and receiving](#)
22. [Acceptable use of technology](#)
23. [Monitoring and assurance](#)
24. [Document history](#)



25. [Consultation/publication/communication](#)
26. [Impact Assessments](#)

3.0 Purpose and scope

Buckinghamshire & Milton Keynes Fire Authority (the Authority) is a publicly accountable body, which manages Buckinghamshire Fire & Rescue Service (the Service) on behalf of the public. The Service will:

- Ensure that all employees are aware of the [promise](#) vision, values and behaviours expected within the workplace
- Improve the Service's performance through building a diverse workforce
- Ensure employees understand how the Service operates, in order to be as effective as possible within their role

The Service's [promise to the public is](#): ~~vision is to ensure that~~

WE ARE COMMITTED	to providing an excellent, modern and agile Fire & Rescue Service for our community.
WE ARE DEDICATED	to having the right people, at the right time with the right skills to keep you safe.
TOGETHER	we will work to protect and safeguard people and places.

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

~~Underpinning everything the Service does is a set of values, [The promise is supported by our core values, which are the cornerstones of who we are and what we stand for. These values guide our actions and decisions every day, reflecting the foundations of our Service:](#) which are aspirational for all employees where they engage with others; be it with the public, partner agencies or colleagues. These values are:~~

- [Integrity](#)
- [Compassion](#)
- [Respect](#)



- ~~Service to the Community — we will serve the community by:~~
 - ~~Working with all groups to reduce risks~~
 - ~~Treating everyone fairly and with respect~~
 - ~~Striving for excellence in all we do~~
 - ~~Being answerable to those we serve~~

- ~~People — by everyone practising and promoting:~~
 - ~~Fairness and respect~~
 - ~~Recognising 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~~

Underpinning everything the Service does is our promise to our people:

“We inspire pride in our people by being a welcoming, engaging and inclusive place to work.”

Our people promise is supported by the behaviours we expect from our people:



PROFESSIONAL

Our Service upholds the highest standards of professionalism, ensuring that every action, communication, and service delivery reflects the Service’s commitment to excellence. We show compassion and empathy that values every life and community we serve.



CONNECTED

Our Service is team-oriented and a connected organisation that values collaboration. We recognise the strength in working together, respect individual contributions, and encourage constructive engagement to create a positive and transparent environment.



EMPOWERING

Our Service promotes a workplace culture where trust is the foundation, and collaborative efforts are celebrated to achieve collective success.



AMBITIOUS

Our Service is ambitious in our pursuit of excellence. We value traditional principles while encouraging new ideas and creativity to continuously improve our services and community impact.

These values and behaviours will be reflected throughout the Service's employment related policies and procedures and will continue to be utilised as corporate and public safety plans are developed and implemented.

The public expect the highest standards of professional conduct from all employees. This Code provides information for employees on the expected standards of professional conduct. It is not exhaustive and does not address every possible circumstance. Simply because a particular action may not be addressed within the Code, does not condone that action by its omission.

Supplementary Codes of Conduct are applicable for Councillors and Co-opted Members of the Service and Members of the Local Pension Board.

The Service acknowledges the national [Core Code of Ethics for Fire and Rescue Services](#), which complement and support the Service's own promise and behaviours ~~vision and values~~, which forms part of everything we do. The Principles in the Core Code are based on the Seven Principles of Public Life, known as the Nolan Principles. These have been tailored to suit the Fire and Rescue Services context, and the Core Code of Ethics sets out five ethical Principles in which to base behaviours on.

- ~~1. Putting our communities first – we put the interest of the public, the community and Service users first~~
- ~~2. Integrity – we act with integrity being open, honest and consistent in everything we do~~



~~3. Dignity and respect — we treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias~~

~~4. Leadership — we are all positive role models, always demonstrating flexible and resilient leadership
We are all accountable for everything we do and challenge all behaviour that falls short of the highest standard~~

~~5. Equality, diversity and inclusion (EDI) — we continually recognise and promote the value of EDI, both within the Fire Service and the wider communities in which we serve~~

~~We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference~~

~~These principles will be embedded within everything the Service and its employees do.~~

This document applies to all employees of the Service. Employees are expected to follow the principles represented within this document in all day-to-day activities, whether working online or offline and working remotely where a virtual co-presence is provided.

4.0 Roles and responsibilities

Employees at all levels are required and expected to show professional conduct and behaviour at all times. A climate of mutual confidence, trust, loyalty and respect between managers, employees and other partners is critical to achieving the corporate aims and providing a high-quality service to the public. An employee must observe this Code of Conduct whenever they:

- Conduct the business of the Service
- Conduct the business of any office to which they are appointed by the Service
- Represent the Service

All employees should demonstrate leadership skills and behaviour. Employees demonstrate these skills in different ways through leading themselves, leading others, leading the function and leading the Service. These categories are then assessed further through personal impact, outstanding leadership, service delivery and organisational effectiveness. The leadership skills are explained in depth in the NFCC Leadership Framework.



Employees who have concerns over meeting any aspect of the Code of Conduct or any concerns about impropriety or breach of the Code should discuss these with their line manager at the earliest opportunity.

5.0 Working within the Code of Conduct

Employees are expected to give the highest possible standard of service to the public and, where it is part of their duties, to provide appropriate advice to members, managers and other employees with impartiality. Employees must perform their duties with honesty, integrity, impartiality and objectivity. This includes complying with all policies and procedures and not giving personal opinions about Service policies or procedures via any media, including social media. All employees should:

- Work reliably and diligently
- Carry out any proper instruction given by managers, including general instructions contained in policies, procedures, financial regulations and instructions, contracts, legal requirements, safety or other codes of conduct and rules applicable
- Complete accurately and honestly any document, form or record required for work. Never maliciously damage or falsify documents or records

Employees should, at all times, treat colleagues with dignity, respect and politeness. Expected behaviours are reviewed as part of the annual performance review process. If an employee believes they are directly affected by unacceptable behaviour, or witnesses any unacceptable behaviour, they should speak with their line manager or Human Resources.

Should an employee have any concern about impropriety, breach of procedure, any deficiency in the provision of the Service, it should be reported to their line manager, alternative senior manager, Human Resources or through another appropriate procedure, such as the Grievance procedure.

All employees are expected to work in accordance with the Service's published policies, procedures, guidance document, financial regulations and instructions, which describe important rules and standards. These documents can be found on the Service's Intranet.

The Service will apply this Code of Conduct consistently and fairly. Any breach of the Code may result in discipline action. Some categories of breaches (known as gross misconduct) can be serious enough to warrant



discipline action up to and including dismissal. Examples of gross misconduct can be found in the **Service's** Discipline procedure.

6.0 Working within the law

Employees must not act or do anything without statutory authority and without following the relevant procedures.

All employees must:

- Understand the law relevant to their sphere of work
- Never break or disregard a law away from work which could damage public confidence in them or the Service, or which makes them unsuitable for the role they do

Conduct constituting a criminal offence, regardless of whether or not there has been a prosecution or conviction, could lead to discipline action where the conduct is relevant to the individual's employment within the Service.

An employee will not be dismissed or otherwise disciplined solely because they have been charged with or convicted of a criminal offence. Consideration will be given as to whether the employee's conduct or conviction merits actions because of its employment implications.

All employees are required to declare any pending charges or unspent criminal convictions. If an employee does not declare any charges or criminal conviction and these become known to the Service, this could result in discipline action. In all instances, the employee should notify either their line manager or the Duty Officer. In addition, employees should inform their line manager of circumstances where they are assisting with any police enquiries.

The Service reserves the right to take appropriate discipline action before the outcome of a police investigation or legal proceedings are known.

In the event that the Service has reasonable belief that an employee's conduct might constitute a criminal offence, the matter may be reported to the police.

7.0 Equality, diversity, and inclusion

The Service is committed to equality, diversity, and inclusion. It recognises that fairness and inclusion is fundamental to everything the Service does to achieve its aim of making the public of Buckinghamshire and Milton Keynes safer. The



Service's policies, procedures and practices will be fair, open and transparent, providing equality of opportunity to all employees.

The Service believes that a workforce, which better reflects the diversity of the local residential population, will create a stronger, more enriched, and well-informed organisation, able to meet the expectations for a modern Fire and Rescue Service. The Service will actively seek to attract talented people from all parts of the community, and to support their development and retention.

The Service promotes equality both in employment and in the delivery of its services and does not tolerate unlawful discrimination. The Service is fully committed to undertaking the duties placed on it as an employer, service provider and public body under the Equality Act (2010) and other relevant legislation and respects the rights and privacy of all.

8.0 Health, safety, and welfare

The Service takes its legal, contractual, and moral obligations as an employer seriously and aims to provide a safe and healthy place of work. Each employee has a legal obligation under Section 7 of the Health and Safety at Work Act 1974 to take reasonable care for their own health and safety and for the safety of others who may be affected by their acts or omissions. Employees also have a duty to comply with the Working Time Regulations 1998, Driving Regulations and any other health, safety and welfare legislation and guidance. Failure to do so may endanger the public and employees.

8.1 Fitness: All employees are expected to take reasonable measures to be fit for work. The maintenance of an appropriate level of fitness is essential for health and wellbeing and will ensure employees are able to perform their roles safely and effectively.

Operational employees are required to undertake six-monthly fitness assessments to ensure they are maintaining an appropriate level of fitness to be able to perform their role safely and effectively.

8.2 Substance misuse: Employees must not report or try to report to work whilst impaired through alcohol, drugs, or other substances. The use of substances by any employee must not impair the safe, efficient running of the Service or put at risk the health, safety or welfare of its employees, suppliers, or members of the public.



Employees who test positive for drugs and/or alcohol misuse during any screening process may be subject to discipline action and will be immediately suspended from work.

8.3 Smoking: The Service is committed to the provision of a smoke free working environment. Employees are not permitted to smoke or vape:

- Indoors - this applies to all offices and work areas regardless of the occupancy. No employee or visitor may smoke/vape whilst visiting other workplaces, or whilst carrying out duties on behalf of the Service. The smoke free environment also applies to any social or community event taking place on Service premises
- Outdoors - any common access areas, regardless of whether they are accessed by employees only, public only, or both. This includes car parks, yards, and pathways. The workplace also includes the "Incident Ground" or when carrying out exercises, training, or Service public events
- Whist representing the Service
- Vehicles - in any Service vehicle or lease vehicle and when driving in a privately owned vehicle for work purposes either as the sole driver or when accompanied by a colleague (excluding employees own personal time, i.e. travel to and from work and lunchbreaks)

Exclusion – employees may smoke/vape in Service property, occupied under the arrangements for Day Crewing Housing Provision, whilst off duty.

9.0 Privacy, data protection and information security

The Service is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information.

The Service collects and uses information about the people with whom they deal. The Service will also acquire information about others in the course of those dealings. These people – collectively called 'data subjects' - include employees, users of services, staff in other organisations and institutions, as well as contractors and suppliers of various kinds. The information can be factual, such as name and address, or expressions of opinion about our intentions towards individuals. It can occur in any form or format, such as word documents, databases and spread-sheets, emails, CCTV, audio recordings, photographs, paper files etc.

Any individual about whom personal data is going to be processed will be informed of the collection and use of their personal data; how long it will be kept for and with whom it will be shared. This is called 'privacy information'. The



Service will provide privacy information to individuals at the time personal data is collected from them and if we obtain personal data from other sources, we will provide individuals with privacy information within one month. For further information about how personal information is dealt with refer to the Service's 'Privacy Statement – How employee personal data is managed' and 'Privacy Statement for prospective employees'.

All employees have a responsibility to ensure compliance with regulations and protecting and respecting the privacy of individuals. This will help to ensure that all personal and otherwise confidential information is protected from inappropriate access / disclosure, loss, or corruption, whether it be in an electronic, hard copy or verbal form. Not only is this a legal responsibility, but much of the Service's information is business critical and needs to remain accurate and available. Any employee acting under the authority of the Service, who has access to personal data, must not process data except on instruction as part of their role. Any breaches may lead to discipline action, which could include action up to and including dismissal.

Employees must ensure the security of data when travelling to and from work or home and other locations as applicable. Sensitive and confidential data must be secured, encrypted and protected appropriately.

When working from home, employees must be mindful of their surroundings and the potential increase for breaches to data privacy, for example individuals external to the Service overhearing confidential conversations and gaining access to private information and documents. Employees must protect confidentiality and maintain the integrity of the Service's business whilst working from home.

10. Politically restricted posts

Some posts within the Service are politically restricted under Part 2 of the Local Government and Housing Act 1989 (the LGHA 1989) (as amended). The restriction covers behaviour in politically sensitive posts and restricts the post holder's activity in the political space. This could be where an employee implements the Service's policies, gives advice to, or speaks on behalf of the Service.

Individuals will be advised if a post is politically restricted at the application stage of the recruitment process. The post holder will not be able to:

- Hold or stand for elected office



- Participate in political activities, publicly express support for a political party or undertake other activities such as canvassing on behalf of a person who seeks to be a candidate
- Speak to the public at large or publish any written or artistic work that could give the impression they are advocating support for a political party

11. Political neutrality

Employees must not do anything which compromises, or which is likely to compromise, their own political impartiality or that of others who work for, or on behalf of the Service. Amongst other things, this means employees will:

- Provide appropriate advice with impartiality
- Without fear of recrimination, bring to the attention of management any deficiency in the provision of service or any impropriety or breach of policy or procedure
- Serve the Service as a whole, i.e. all employees and not just those of, for example, a controlling political group
- Ensure that the individual rights of all employees are protected
- In advising political groups or their representatives, not compromise political neutrality and to respect the individual rights of all Councillors or groups
- When using or authorising the use by others, the resources of the Service, **act in accordance with the Service's lawful requirements and not allow** their own political or personal opinions to interfere with work
- Maintain political impartiality during pre-election periods and particularly around election campaigns

Councillors usually direct enquiries for information through the Chief Fire Officer/CE or Directors within the Service. However, if an employee receives a direct approach from a Councillor for information and they are doubtful about whether it is appropriate to provide the information or about the Service's ability to supply the information, they should advise the Councillor accordingly. In all cases, the employee should speak with their line manager to establish the best approach to dealing with such matter.

12. Use of financial resources

Employees must ensure they use any public funds, vehicles or equipment entrusted to them in a responsible and lawful manner. Employees must strive to ensure value for money to the local community and to avoid legal challenge to the Service in all circumstances.



13. Appointments and other employment matters

It is against the ~~Authority's~~ **Service's** values **and behaviours** and unlawful for an appointment to be made on the basis of anything other than ability of the candidate to undertake the duties of the post. Employees involved in recruitment, selection and promotion decisions should ensure their decisions are made in accordance with Service procedures. Appropriate training will be given to those involved in appointment decisions.

To avoid bias or conflict of interest, an employee must not be involved in an appointment in which they may have a personal or family relationship, either within or outside the Service.

14. Secondary employment

The Service expects the highest standard of conduct from all employees. Employment or other personal interests which may impact upon, or conflict with, the Service's interests should not be pursued. Further detail can be found in the Service's Secondary Employment procedure.

Secondary employment is prohibited unless the employee has the express written permission of the Service. An approval authorising secondary employment is conditional upon the employee being compliant with the Working Time Regulations 1998 and the Working Time (Amendment) Regulations 2003. If employees are unsure of whether they need to notify the Service of outside roles / secondary employment they should seek guidance from their line manager in the first instance who will take advice as necessary from Human Resources or the Service Monitoring Officer – Director of Legal and Governance. Voluntary work will be looked at on a case-by-case basis, and the individual should discuss this with their line manager in the first instance. Consideration will be given to the type of role and the potential impact this may have on the individual's primary role.

15. Standards of dress and appearance

The Service expects employees to dress in appropriate business attire or uniform and to maintain a professional appearance at all times when representing the Service. Employees are expected to demonstrate good professional judgement and courtesy to co-workers by dressing appropriately for work, whether in the workplace or working from home.



An acceptable standard of personal hygiene must be maintained by all employees. Employees should come to work having attended to their personal hygiene each day, with clean clothes and hair and free from unpleasant odours.

Line managers should ensure that employees under their supervision follow the standards of dress, are responsible for identifying cases that do not meet with this Code, and for taking appropriate action to resolve such matters.

15.1 Dress: Some roles require the wearing of uniform. If provided with a uniform, this must be worn as specified, which includes appropriate identification. Provided uniform must not be worn whilst out of work, except for travelling to and from work, or attendance at Service functions. If uniform is to be worn for any other reason, prior written permission must be obtained from the line manager.

Employees who are required to wear personal protective equipment (PPE) which is provided by the Service must not, under any circumstances, wear alternative clothing whilst performing safety critical tasks for which PPE is provided.

Employees who wear business attire that is deemed inappropriate in the workplace will be dealt with on an individual basis.

Employees are required to be appropriately dressed for work whilst working from home.

The Service respects the right of employees who, by the nature of their religious convictions, may choose to wear items of clothing, jewellery, or insignia at work. However, this must be appropriate for the workplace and for the role undertaken; it cannot inhibit the employee from carrying out their role or compromise any health and safety procedures.

Particular items of uniform or corporate clothing can be provided or adjusted in order to meet the needs of pregnant women, or employees with individual needs associated, for instance, with a disability.

15.2 Jewellery and adornments: Should be kept to a minimum and must not represent a hazard when dealing with equipment or PPE or inhibit work performance. The wearing of earrings and studs is acceptable subject to the above provisions. Where piercings present a hazard in the workplace, employees will be required to remove or tape up the item(s) to reduce the risk to an acceptable level. For operational employees, facial piercings must not be worn



whilst on duty, as these can become loose and therefore compromise the normal workings of the BA facemask.

Artificial eyelashes can become detached from the face, and therefore compromise the normal working of a BA facemask. For operational employees these should not be worn whilst on duty.

Fingernails (including extensions) must be kept to a length that allows PPE (any type of glove) to be worn correctly and allow the wearer to operate equipment and manipulate objects. The style and length of fingernails must not damage/pierce either surgical or nitrile gloves.

15.3 Hair: To be worn in a smart and professional manner. Employees should wear their hair so they do not put their safety and the safety of others at risk. Uniformed employees who choose to wear their hair long for religious or other reasons must maintain it in a safe manner. If wearing a helmet, hair must be completely inside the helmet or fastened back and under the fire kit. Flammable styling products are not to be used by operational employees.

The maintenance of hair to a safe and satisfactory standard will rest with the individual; however, the line manager will be responsible for ensuring that hair is worn in a manner that does not jeopardise the health and safety of themselves or others whilst at work.

Hair, including facial hair can compromise the seal of a facemask. All operational employees have a responsibility to ensure an adequate seal is maintained whilst wearing Breathing Apparatus (BA) as laid out in the BA set general checks. Operational employees must also comply with the **Service's Maintaining Safe and Effective Respiratory Protective Equipment** procedure and ensure that the integrity of the facemask is not detrimentally affected by the wearing of cosmetics. In addition, hair must not compromise the fit of the fire helmet or any other article of PPE, impeding hearing or vision and/or presenting a risk of entanglement or distraction.

15.4 Tattoos: Any tattoos considered discriminatory, violent, profane, or intimidating are prohibited.

Employees may be requested to cover tattoos, for example by wearing long sleeved shirts where there is likelihood that they may cause offence or project an unprofessional image.



An employee, who chooses to get a tattoo that the Service deems as unacceptable, may be requested to get the tattoo removed at the employee's expense if it is not practicable for the tattoo to be covered up.

16. Relationships

There is an expectation that employees inform the Service of any relationships they may have with other members of staff. The definition of relationship in this circumstance is:

- Spouse or partner
- Siblings
- Parents/grandparents
- In-laws
- Colleagues dating
- Any other relationship with another colleague within the Service which could be viewed as a conflict

Personal relationships that may result in a conflict of interest are:

- Participating in any recruitment, selection, and promotion activity where there is a personal relationship with a candidate
- Line management responsibility
- Providing input into any performance appraisal or development
- Providing input into any recommendation for salary or reward

16.1 Councillors: A role may require an employee to give advice to Councillors on the Fire Authority, independent Members of the Fire Authority and Members of other Authorities. Mutual respect between employees, Councillors and independent Members is essential. Close personal familiarity between employees and individual Councillors can damage the relationship and prove embarrassing to other employees and Councillors. It should therefore be avoided, or if they exist, they should be declared.

16.2 Contractors: All relationships of a business or private nature with external contractors or potential contractors should be made known to the employee's line manager. Orders and contracts must be awarded on merit, by fair competition between other tenders, and no special favour should be shown in the tendering process. Particular care needs to be taken in relation to businesses which the employee is aware are either run by, or employ, in a senior or relevant management capacity, either existing or former employees, friends, partners or relatives.



All relationships of a personal or private business nature, whether previously or currently held, with external contractors, contractors bidding for contracts, the purchasing of goods or services must be reported to the employee's line manager for inclusion in the relevant Register of Interests.

17. Disclosure of information

There is a statutory responsibility that requires certain types of information to be made available to Councillors, auditors, government departments, service users and the public. The Service itself may decide to be open about other types of information, some of which is posted on the website. Employees must not use any information obtained in the course of their employment for personal gain or benefit, nor should they pass it on to others who might use it in such a way.

It is expected that some employees will have contact with the media when appropriate to their role, e.g. information about operational incidents, proactive use of the media to support community safety activities, or other work related activities. It is imperative that no personal or personal sensitive information is shared with the media or any information that, together with other information likely to be - or come into - their possession, could lead to the identification of an individual without the individual's consent.

Unauthorised or improper use of Service information is a serious offence and will be dealt with in accordance with the Discipline procedure, which may include action up to and including dismissal.

Employees privy to Service information on tenders or costs for either internal or external contractors should not disclose that information to any unauthorised party or organisation, including any other potential bidder whether internal or external.

18. Counter fraud and corruption

The Service expects all members, employees, consultants, contractors, suppliers and partner organisations, to act honestly and with integrity and to safeguard the public resources for which they are responsible, and to provide any help, information and support that is necessary to deal with fraud and corruption. The Service will not tolerate any level of fraud or corruption; consequently, any case will be thoroughly investigated and dealt with appropriately. The Service is committed to ensuring that opportunities for fraud and corruption are reduced to the lowest possible level of risk.



The Service will include appropriate clauses in its contracts about the consequences of fraud, bribery and corruption; evidence of such acts is likely to lead to a termination of the particular contract and may lead to prosecution. In respect of employees, the Service's discipline rules are such that fraud and corruption are considered to be potential gross misconduct and if proven, will normally result in dismissal.

It is a serious criminal offence for an employee to seek to influence the placing of a contract by or from the Service through:

- The receiving or giving of any gift, loan, fee, reward or advantage, or taking inappropriate action or failing to take action when there is a clear need to do so, or
- By showing favour, or disfavour, to any person or organisation

An employee must not take advantage of their position within the Service, for example:

- By acquiring goods or services at a preferential rate which would not normally be available to other employees
- By acquiring goods or services at a reduced rate because a contractor or those bidding for contracts in the employee's area of work, or another person or body seeking influence with the Service treats the employee, their relatives or friends more favourably than others
- By accepting gifts or hospitality from a contractor or those bidding for contracts with the Service or any other person or body seeking influence with the Service
- Employees may be offered goods and services at a reduced rate by one of the Service's suppliers. If this reduced rate is widely publicised as being available to all Service employees, then the purchase of these items would not generally need to be registered. However, if an employee is in a position to influence the purchasing decisions of the Service in relation to these items, they must register them in accordance with the Register of Interest. Account would need to be taken of the level of authority that the employee had in relation to the decision making and the number of checks in place involving other levels of authority
- A relationship between a supplier of goods and/or services and the Service, should not affect the purchasing practice of an employee in a situation where the prices to the public are published and the employee is purchasing at the published prices. Therefore, an employee would not need to register where they purchase their weekly shopping, for example
- However, where there is a general expectation that prices are open to negotiation and an employee is responsible for advising on purchasing



decisions relating to those items, it would be appropriate for the employee to register this

19. Whistleblowing

Employees have a legal right and duty to report any concerns if they have reasonable belief that wrongdoing may be occurring or may have occurred within the Service.

A structured mechanism is available for employees to raise any serious concerns about any aspect of the Service's work without the risk of subsequent detriment or disadvantage. Employees are encouraged to raise serious concerns within the Service initially, rather than overlooking a problem or blowing the whistle outside. Further information can be found in the Whistleblowing procedure.

The Public Interest Disclosure Act 1998 protects employees from reprisal, victimisation or harassment at work if they raise a concern in good faith. The Service will take seriously any concerns raised that are subsequently proven to have been made maliciously. Any employee who is found to have acted maliciously, may be subject to the Discipline procedure. If, however, an employee raises a concern in good faith that is not later confirmed by an investigation, no action will be taken.

20. Hospitality, benefits and gifts

The Service is funded almost entirely from public funds, either through grants from central government (funded through general taxpayer), or through council tax, funded from the local taxpayer. It is essential that we can demonstrate the highest standards of probity in general, and specifically in relation to its dealings with third parties. These relationships are a source of considerable interest and subject to close scrutiny, both through formal and regular channels such as auditors, and also through channels such as Freedom of Information requests. All employees must comply with any requirements of the Service; to register or declare interests; and to declare hospitality, benefits or gifts received as a consequence of their employment within the Service.

This Code covers both the receipt and offering of hospitality and gifts. Offers of hospitality and/or gifts must be registered as they are received. It is not appropriate for these to be done on an annual basis.



A Register of Interest will be kept securely under the control of the Director of Legal and Governance.

Line managers who receive a declaration of personal interest should discuss the circumstances with the Director of Legal and Governance, who will determine what action should be taken to **safeguard the Service's interest**. This may, for example, result in a decision that the employee concerned should not engage in the particular work activity that has given rise to the declaration. Such a decision might also arise if an employee had indicated that they were not prepared to disclose an interest which the Director of Legal and Governance reasonably believes may have a detrimental impact on the Service's interest taking into account the role of the employee concerned.

20.1 Hospitality: The utmost discretion must be exercised in accepting offers of hospitality from contractors, potential contractors or their representatives, or from other organisations or individuals involved in commerce. Whether hospitality can suitably be accepted depends on the nature and on the circumstances and a precise rule cannot be laid down. Generally speaking, all hospitality, including reciprocal hospitality, should be such as would seem to be reasonable and appropriate in the circumstances.

Employees should only accept offers where there is a genuine organisational need to impart information or represent the Service in the community. Offers to attend purely social or sporting functions should not generally be accepted unless the Service specifically wishes to be represented. All offers of hospitality must be recorded on the relevant Register of Interests and those accepted must additionally be authorised by the line manager.

Acceptance of hospitality through attendance at relevant conferences and courses is acceptable where it is clear the hospitality is corporate rather than personal and offered to the Service rather than the individual employee on a personal basis. Employees should obtain the consent from the line manager in advance, and it must be recorded on the Register of Interests.

20.2 Offering hospitality: Service funds should not normally be used for offering hospitality to third parties. Only in exceptional circumstances, Senior Officers may be in a position where they are required to provide hospitality (e.g. buying lunch for the purpose of managing the reputation of the Service). For any officer other than the Strategic Management Board the need to incur such expenses must be approved in advance by a Senior Officer.



Catering (including refreshments such as tea/coffee and biscuits) may be provided for formal meetings with external bodies in certain circumstances, for example, if meetings take place outside normal office hours. Catering for meetings will not normally be provided where no external guests are present, even if these meetings are arranged over a lunchtime period, it is expected that employees would provide their own lunch as any normal working day. Accommodation should not normally be provided for third parties. Consultants and advisors working with and for the Service should provide their own accommodation and subsistence.

20.3 Gifts: Employees should not accept significant personal gifts from clients, contractors, members of the public and outside suppliers. Gifts, such as wines or spirits, which are given to individuals, must not be accepted. However, the Service allows employees to keep insignificant items of token value such as promotional pens, diaries etc.

Service employees must not accept personal payments from clients, contractors, members of the public or outside suppliers. Cash and monetary gifts should always be refused. An employee declining a gift should do so politely and, where practical, return it to the donor with an explanation as to why it cannot be accepted. Where returning the gift is likely to be expensive or inconvenient, it should be donated to a suitable charity and the donor advised of this and politely requested not to make similar gifts in the future.

Whether a gift (including a gift offered to a relative or partner) is accepted or refused, the employee's line manager should be informed, and the circumstances should be recorded on the Register of Interests.

21. Sponsorship – giving and receiving

Where an outside organisation wishes to sponsor or is seeking to sponsor a Service activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.

Where the Service wishes to sponsor an event or service and an employee is involved in some way in consideration of the application, the employee or individuals connected to that employee must not benefit from such sponsorship without there being full disclosure to the line manager for inclusion on the Register of Interests. Similarly, where the Service through sponsorship, grant



aid, financial or other means, gives support in the community, employees should ensure impartial advice is given and there is no conflict of interest involved.

22. Acceptable use of technology

Employees should not do anything which would risk the integrity of the Service's information or information systems. This can include the use of unauthorised or unlicensed software on the Service's system.

The Service provides access to ICT systems to support its business activities. During the working day these ICT systems should only be used to access role-related information.

The Service allows limited personal use of the internet and email for the duration of an authorised break or prior to the start or at the end of a working day. Any personal use must be in accordance with the Service values and current legislation and must not disrupt the system. Employees are not to use their work email address for personal use.

The Service accepts that employees may bring in their personal devices into work. Whilst at work, all personal devices must be on silent and kept securely by the employee. The Service accepts no liability for loss or damage to personal property.

To help protect users from accidentally accessing inappropriate sites e.g. sites that hold unlawful, obscene, or other materials / images which conflict with Service values, a number of sites are blocked. The list of websites which are blocked is continually reviewed and revised. If a user accidentally visits a site which they feel to be inappropriate, they must notify the ICT Department immediately.

Employees should be aware that use of Service ICT resources is presumed to be for work purposes and is therefore subject to monitoring for inappropriate use.

22.1 Protecting the Service's business reputation: All employees are responsible for protecting the corporate reputation of the Service. Employees must not post libellous or defamatory statements about the Service, clients, suppliers and vendors, and other affiliates and stakeholders.

Employees should also avoid social media communications that might be misconstrued in a way that could damage our business reputation, even indirectly.



Employees should make it clear in social media postings that they are speaking on their own behalf when communicating via social media, write in the first person and use a personal email address when communicating via social media.

Employees are personally responsible for what they communicate in social media. What is published might be available to be read by the masses (including the organisation itself, future employers and social acquaintances) for a long time. Keep this in mind before posting content.

If an employee discloses their affiliation as an employee of the organisation, they must also state that their views do not represent those of the Service. An employee could state "the views in this posting do not represent the views of my employer". An employee should also ensure that their profile and any content posted are consistent with the professional image presented to clients and colleagues.

Employees must avoid posting comments about sensitive business-related topics, such as performance. Even if they make it clear that their views on such topics do not represent those of the Service, comments could still damage reputation.

If an employee is uncertain or concerned about the appropriateness of any statement or posting, they should refrain from making the communication until it is discussed with their line manager.

If an employee sees content in social media that disparages or reflects poorly on the Service or its stakeholders, they should contact their line manager.

22.2 Respecting intellectual property and confidential information:
Employees should not do anything to jeopardise confidential information and intellectual property through the use of social media.

In addition, employees should avoid misappropriating or infringing the intellectual property of companies and individuals, which can create liability for the Service, as well as the individual author.

Employees must not use the Service logos, brand names, slogans or other trademarks, or post any confidential or proprietary information without prior written permission from the Director of Legal and Governance.

To protect employees and the Service against liability for copyright infringement, where appropriate, reference sources of information posted or uploaded and cite



them accurately. If an employee has any questions about whether a particular post or upload might violate anyone's copyright or trademark, they should contact the Information Governance Team before making the communication, by emailing - informationgovernance@bucksfire.gov.uk.

22.3 Respecting colleagues, clients, partners and suppliers: Employees must not post anything that colleagues or clients, suppliers, vendors or other stakeholders would find offensive, including discriminatory comments, insults or obscenity.

Employees must not post anything related to colleagues, clients, suppliers, vendors or other stakeholders without their written permission.

22.4 Online and social media platforms: Employees need to exercise common sense when using social media platforms, and online messaging Apps. Online conduct should not be any different to offline conduct and when posting material on social networking sites, employees should remember that what is written is in the public domain and may be seen or used by others the employee did not intend, even if they have privacy settings, or material is posted on a closed profile or group. Employees should also be aware that out of hours activities can still be considered in the course of employment.

Inappropriate use of online and social media platforms and the sharing of material of an unprofessional nature in the course of employment will amount to wilful misconduct and appropriate discipline action will be taken, which may include action up to and including dismissal.

Social media should never be used in a way that breaches any of the Service's policies and procedures. If an internet post would breach any Service procedures in another forum, it will also breach them in an online forum. For example, employees are prohibited from using social media to:

- Breach acceptable use of communications systems, information systems and internet systems policies and procedures
- Breach any obligations with respect to the rules of relevant regulatory bodies
- Breach any obligations they may have related to:
 - Confidentiality
 - Breaching discipline rules
 - Defaming or disparaging the organisation or clients, business partners, suppliers, vendors or other stakeholders
 - Harassment or bullying other employees in any way



- Unlawfully discriminating against other employees or third parties or breach our Equality, Diversity and Inclusion policy
- Breaching data protection (for example, never disclose personal information about a colleague online)
- Breaching any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than themselves or by making misleading statements)

Employees should never provide references for other individuals on social or professional networking sites, as such references, positive and negative, can be attributed to the Service and create legal liability for both the author of the reference and the Service.

Using the Service's insignia to promote an individual person or external organisation without approval is prohibited.

22.5 Cyberbullying: Cyberbullying is a form of bullying, harassment or victimisation that takes place online or through the use of electronic devices. Cyberbullying can occur in many different forms and some examples can include:

- Leaking sensitive information
- Sending abusive/offensive/threatening emails or messages
- Making inappropriate/threatening/offensive comments online
- Leaving individuals out of group chats but including all other team members
- Stalking or harassing colleagues online
- Propagating defamatory gossip about employees on social networking sites
- Circulating indecent or inappropriate images
- Setting up false profiles, identity fraud or identity theft
- Theft, fraud or deception over the internet
- Sending emails to bombard an employee with more work than they can handle, whilst other members of the team are not being treated the same way

Where an allegation is made that bullying / harassment or cyberbullying has taken place, or where these instructions and guidelines are breached, an investigation will take place in accordance with the Anti-Bullying and Harassment and/or Discipline procedures, whether the action has taken place in an employee's personal time or in their working time. Employees who breach any of



the above procedures will be subject to discipline action, which may include action up to and including dismissal.

23. Monitoring and assurance

The Authority's Code of Conduct provides individuals 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. To ensure the highest standards of public service and provide necessary assurance to the Authority, routine monitoring of activity as specified within the Code will be carried out and reported.

Human Resources will monitor the effectiveness of this document and unless there is a need to review earlier, the document will be reviewed after three years from date of publication.

Human Resources will report any exceptions or issues arising under this document to the relevant SMT representative.

24. Document history

- OC81/01 issued September 2006
- Document updated and approved by Executive Committee on 29 July 2015
- Document updated and approved by Executive Committee on 10 July 2019
- Document updated and approved by Executive Committee on 22 March 2023

25. Consultation, publication, communication

~~Consultation period between September and October 2022~~ As part of an in-year update due to the launch of the Service's promise, values and behaviours in April 2024, the document has been presented to JCF, BTB, SMB and Fire Authority. In the main, the amendments are in section 3, therefore consultation is not required, but rather for noting.

26. Impact Assessments

A) The Equality impact table



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

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

Protected characteristic	Positive	Negative	Neutral	Rationale for decision <i>(use action plan if necessary)</i>
Individuals of different ages	✓			Acknowledging and embracing diversity and promoting equal opportunities
Disabled individuals	✓			Creating opportunities to meet the different needs of individuals and promoting equal opportunities. Providing reasonable adjustments where appropriate to meet specific needs
Individuals transitioning from one gender to another	✓			Acknowledging and embracing diversity and promoting equal opportunities
Individuals who are married or in civil partnerships	✓			Acknowledging individuals may have relationships and ensuring they are no conflicts of interest
Pregnancy, maternity and new parents	✓			Providing reasonable adjustments where appropriate to meet specific needs
Individuals of different race	✓			Acknowledging and embracing diversity and promoting equal opportunities
Individuals of different religions or beliefs	✓			Issues of respect for and knowledge about different religious beliefs and cultural values To comply with health and safety legislation and to make operational employees as safe as possible whilst wearing breathing apparatus, the seal of the facemask cannot be compromised
Individual's gender identity	✓			Acknowledging an individual's right to be recognised as they identify
Individual's sexual orientation	✓			Acknowledging and embracing diversity and promoting equal opportunities
<i>Individuals living in different family circumstances</i>			✓	No specific impacts identified



<i>Individuals in different social circumstances</i>			✓	No specific impacts identified
<i>Different employee groups</i>			✓	No specific impacts identified
<i>Other</i>				

B) Data Protection Impact Assessment Screening Questions

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

Where no PII is involved, it should be stated at this point in your document.

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

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

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

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: Serious Violence Duty Update

Lead Member: Councillor Simon Rouse

Report sponsor: Head of Prevention & CRMP Paul Scanes

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

Action: Noting

Recommendation:

That the Serious Violence Duty Update 2024 be noted.

Executive summary:

Compliance with 'the Serious Violence Duty' has become a statutory requirement for the Authority as a specified partner agency.

This report and presentation details the actions Buckinghamshire Fire and Rescue Service is undertaking to fulfil its obligations as detailed in paragraphs 304 – 308 of the associated [Serious Violence Duty Statutory Guidance for Responsible Authorities](#), noting that paragraph 303 provides context only for the Fire and Rescue Service.

Financial implications:

The financial implications associated with the Serious Violence Duty are dependent on the options explored through which the Authority discharges its obligations.

The National Fire Chiefs Council have developed a comprehensive program for the delivery of Fire Cadets which includes the app solution Fire Cadet Manager, and exemplar risk assessments providing a robust basis for the development of lesson/session plans at minimal cost to the Service.

A growth bid for a dedicated Youth Engagement Officer role has previously been submitted under the established internal governance arrangements for consideration to enable the provision of the youth requirements of the Duty and the mechanism for delivering early intervention is being developed that utilises existing staff (subject to training) to deliver against the requirements detailed in paragraph 307 of the Serious Violence Duty Statutory Guidance.

Risk management:

The main risk associated with delivering against the Serious Violence Duty is reputational if the Service is not able to provide suitable evidence of its provision under sections 304 – 308 of the Serious Violence Duty Statutory Guidance.

Legal implications:

The Police, Courts, Sentencing and Crime Act 2022 amended section 17 of the Crime and Disorder Act 1998. It added the ‘serious violence duty’ to the public bodies required to participate in Community Safety Partnerships. The net effect being that each of these authorities, including fire and rescue authorities (as well as needing to exercise their functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that they can reasonably do, to prevent: (a) crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment); (b) the misuse of drug, alcohol and other substances in its area; and (c) re-offending in its area) must now also exercise their functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that they can reasonably to prevent and reduce serious violence in their areas.

The key requirements placed on the Service are detailed in the [Serious Violence Duty Statutory Guidance for Responsible Authorities](#) developed with the support of the National Fire Chiefs Council.

Privacy and security implications:

No privacy or security implications have been identified that are directly associated with this report or its appendices.

The respective strands of the associated delivery plans will ensure Data Protection Impact Screening and full impact assessments are completed and reviewed where appropriate.

The report and its appendices are not protectively marked.

Duty to collaborate:

Collaboration with partners to ensure a collective and shared approach to identify and mitigating community risk is critical to ensure activity under the Serious Violence Duty is effective.

Health and safety implications:

There are no Health, Safety or Wellbeing implications arising from this report.

Environmental implications:

There are no environmental implications arising from this report.

Equality, diversity, and inclusion implications:

Whilst there are no identified implications directly associated with this Strategy or its appendices, elements of work contributing to the progression of individual recommendations have a positive impact upon some groups, specifically those where age and ethnicity are the protected characteristics as they are more likely to be impacted by serious violence.

A precis of the detailed Equality Impact Assessment of the Serious Violence Duty has formed the basis of the Service Equality Impact Assessment.

Consultation and communication:

As an update briefing this document has not been consulted upon.

Background papers:

N/A

Appendix	Title	Protective Marking
1	Serious Violence Duty Update	Not protectively marked

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Serious Violence Duty Origins



BEATING CRIME PLAN

Fewer victims, peaceful neighbourhoods, safe country

July 2021



Serious Violence Duty
Preventing and reducing serious violence
Statutory Guidance for responsible authorities

England and Wales

December 2022



A whole-system multi-agency approach to serious violence prevention

A resource for local system leaders in England

Public Health England working with the Department of Health and Social Care and the Home Office.



The safety of women and girls across the country is **our priority**

July 2021



Domestic Abuse
Statutory Guidance

July 2022

What is serious violence?

The definition of serious violence agreed by strategic partners across the Thames Valley Violence Prevention Partnership is:

“Serious Violence includes specific types of recorded crime, such as homicide, grievous bodily harm, incidents that involve a knife, and areas of criminality where serious violence or its threat is inherent, such as in county lines drug dealing.”

Whilst domestic abuse related offences account for a large proportion of serious violence offences, they are not dealt with under the Serious Violence Strategies.

Both Councils have a separate Domestic Abuse Strategy, delivering their statutory duties under the Domestic Abuse Act 2021.

What is serious violence?

The Serious Violence Duty places obligations on Community Safety Partnerships to:

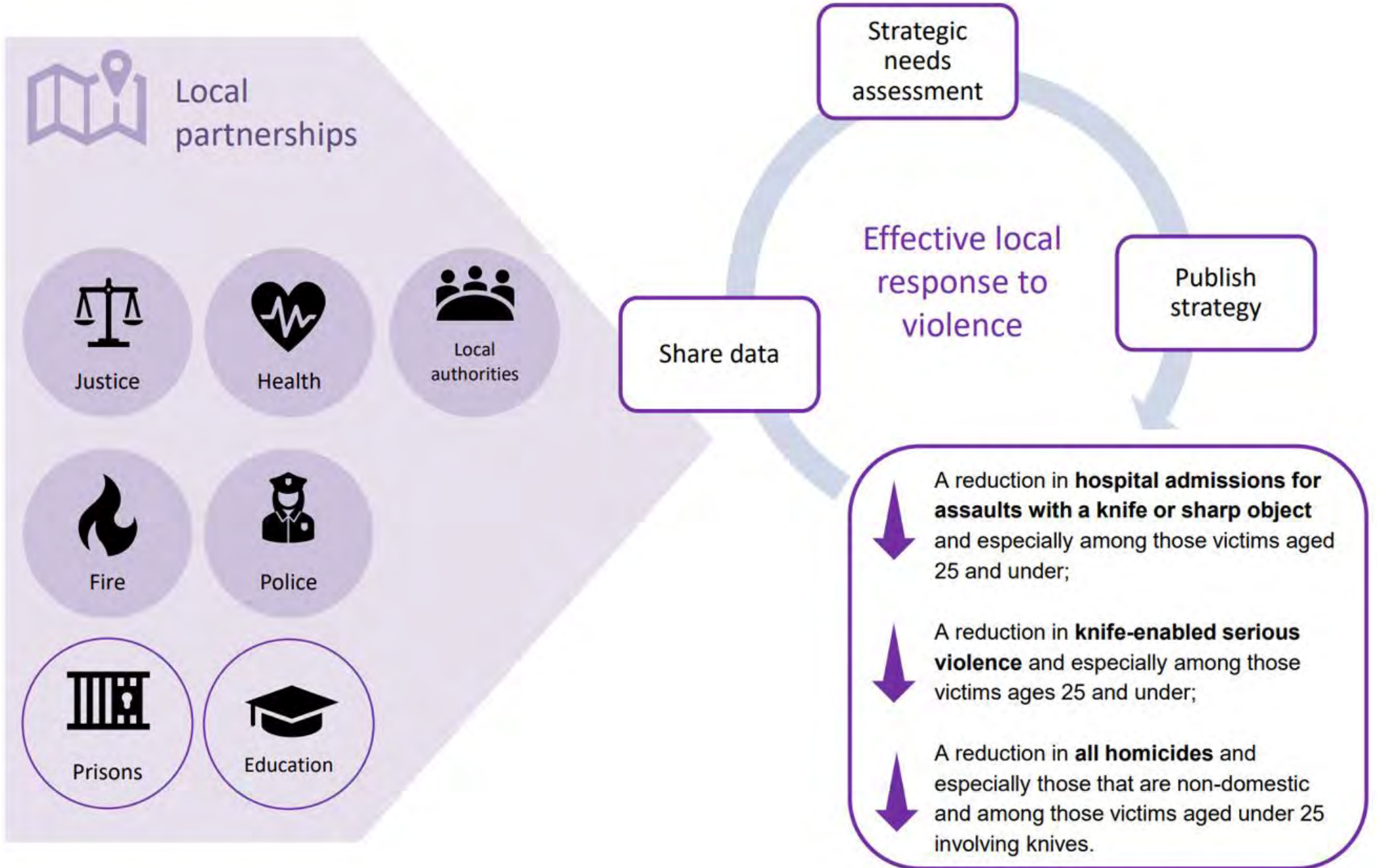
work together to prevent serious violence by or against people under the age of 25

We fulfil part of this obligation through our work with the Community Safety Partnerships:



Safer MK
Community Safety Partnership

What is serious violence?



Local partnerships

The Thames Valley Violence Prevention Partnership publishes an overarching SNA with each council publishing a local SNA.

Local Authority	VRC
Milton Keynes	Tiyapo Ndhlovu
Buckinghamshire	Alyssandra Ord
Oxfordshire	Alison Brookman
Reading	Sarah Gardner
Slough	Mark Wolski Helen Buckland
Wokingham	Pete Cutts
RBWM	Mandy Mann
Bracknell	Nick Young
West Berkshire	Lindsey Upton



How are we involved?

The following authorities will be subject to the duty:

- I. the police,
- II. local authorities,
- III. youth offending teams,
- IV. probation,
- V. fire and rescue, and
- VI. health authorities.

Educational institutions and prisons/youth custodial establishments will be under a separate duty to co-operate with core duty holders. There will be a requirement for the partnership to consult with all such institutions in their area.

Duty holders will work together to establish the **local problem profile / strategic needs assessment**. **They will share data and information** and they will develop and publish a **local strategy** which will outline the collective action they intend to take, including (but not limited to):

- A summary of the local problem profile;
- How the chosen partnership will work together;
- Actions including specific interventions / preventative action;
- Engagement plans with voluntary and community organisations and young people; and
- Identified funding streams or resources.

How are we involved?

304

Fire and Rescue services have a tradition of engaging with local communities to promote fire safety as well as wider models of community and individual engagement to support citizenship, community cohesion and direct support to vulnerable individuals and communities.

Work with children and young people, safeguarding as well as fire reduction strategies, such as the sectors work to reduce deliberate fires, should be recognised as part of the Duty.

Evidenced by:

- Working with the Community Safety Partnerships to engage in defined areas of deprivation (localism) to increase community cohesion and support vulnerable communities (Safer Bucks)
- Supporting local initiatives to reduce ASB and support community cohesion e.g. Op Desktop (Milton Keynes)
- Working in partnership with the Safety Centre to build a youth diversion offer for 13-24 year olds

How are we involved?

305

The Fire and Rescue Authority may wish to identify a representative, which may be the operational Fire and Rescue Service for the area, as this may be the body that will have the greatest local knowledge, however the Authority as the duty holder will remain responsible for compliance with the requirements of the Duty.

The Authority should, therefore, ensure that any suitable representative has responsibility and authority for ensuring full participation with the partnership arrangements.

Evidenced by:

- Named SPOC attended the Home Office Launch of the Serious Violence Duty (April 2023) with the LGA, Home Office, YEF, NFCC and Police
- Participation in the Crest Advisory bespoke local support sessions
- Planned attendance at the NFCC Serious Violence Learning Seminar (September 2024)

How are we involved?

306

Emergency Services are already subject to a statutory duty in England to collaborate with one another and Fire and Rescue Services have a key role in these partnerships, often occupying a very trusted position by some community groups.

Evidenced by:

- Supported the development of the initial Thames Valley VRU Hospital Navigator scheme rolled out at MKUH
- Working with council partners to prepare for the forthcoming JTAI SVD inspection
- Working with other specified partners to reduce recidivism through the Domestic Abuse Perpetrator Program delivered by Cranstoun
- Participation in the Buckinghamshire Serious Violence Partnership

How are we involved?

307

Fire and Rescue Services should be supported **to deliver trauma informed interventions, engagement activities and safety education to targeted children and young people which supports the personal development and social and emotional learning of the child to reduce their vulnerability and increase their resilience in line with current practice and evidence of what works to reduce serious violence.**

Evidenced by:

- Existing Community Safety Delivery Team have been trained to Trauma Informed Tier 1 and Tier 2 awareness through Barnardo's (funded by the OPCC)
- Safeguarding professional completed county lines and child exploitation training with the National County Lines Coordination Centre (NCLICC)
- Working in partnership with the Safety Centre to build a youth diversion offer for 13-24 year olds

How are we involved?

308

Fire and Rescue Services should **continue to develop partnerships to support risk reduction services** to those identified as vulnerable and at risk from exploitation or abuse.

Safeguarding within the fire sector is immersed in collaborative approaches with the majority of fire and rescue services represented at Local Authority Safeguarding Children and Local Authority Safeguarding Adult Boards and this should be developed as a core function of all Fire and Rescue Services.

Evidenced by:

- Membership of the Statutory Community Safety Partnerships
- Participation in the Buckinghamshire Prevent and MK Prevent Boards
- A strong safeguarding culture
- Member of the Buckinghamshire Safeguarding Adults Board
- Attendance at MK Together and the associated MKT Assurance and MKT Tasking groups

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: Safety Centre Impact Report

Lead Member: Councillor Simon Rouse (Chairman)

Report sponsor: Area Commander Paul Scanes – Head of Prevention

Author and contact: Maya Joseph-Hussain CEO Safety Centre MK

Action: Noting

Recommendations:

That the Milton Keynes Safety Centre (Hazard Alley) Ltd Partnership Impact Report April 2024 be noted.

Executive summary:

The purpose of this report (attached as Appendix 1) is to provide an update regarding the Authority's three-year funding agreement with the Milton Keynes Safety Centre (Hazard Alley) Limited (The Safety Centre). The agreement provides a £25,000 per annum restricted grant over a three-year period commencing from 1 October 2022, subject to agreement of the revised Heads of Terms.

Financial implications:

Funding is currently provided to the Safety Centre at the rate of £25,000 per annum for three years, which commenced on 1 October 2022, a total expenditure of £75,000 over the agreement period.

Risk management:

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

Should the Authority consider the Safety Centre has not made satisfactory progress against the funding agreement, payments may be withheld or suspended.

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

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

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

Legal implications:

The grant period under this funding agreement was approved by the Authority at its meeting on 12 October 2022. This was for three 3 years, with the grant of £75,000 payable in 6 equal instalments subject to the right to withhold or suspend payments if certain targets are not achieved or other obligations not met. The agreement period is due to end 30 September 2025.

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

Privacy and security implications:

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

Duty to collaborate:

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

Health and safety implications:

None arising directly from this report.

Environmental implications:

None arising directly from this report.

Equality, diversity, and inclusion implications:

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

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

Consultation and communication:

These proposals have been discussed with the current Chief Executive Officer of the Safety Centre and circulated to the Senior Management Team in April 2024

Background papers:

[\(Public Pack\)Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 12/10/2022 11:00 \(bucksfire.gov.uk\)](#)

Appendix	Title	Protective Marking
1	Safety Centre Impact report – April 2024	Not protectively marked

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PARTNERSHIP IMPACT REPORT - APRIL 2024



Buckinghamshire
FIRE & RESCUE SERVICE
we save lives

THE SAFETY CENTRE CHARITY

VISION

A society where all children, young people and adults have access to interactive, immersive, and memorable safety education and training, enabling safe and flourishing communities.

MISSION

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

We provide high quality interactive, immersive, and memorable safety education and training to children, young people, and adults across the wide region.

THE NATIONAL LANDSCAPE

The Safety Centre created and is part of the National Safety Centre Alliance, enabling centres from across the UK to share learning and insights. Our CEO, Maya Joseph-Hussain is the Chair of the National Alliance.



PREVENTATIVE SAFETY EDUCATION

Early intervention and preventative safety education is vital in empowering the wider community with safety knowledge and skills to help reduce the risk of accidents and deaths.

With the support of Buckinghamshire Fire & Rescue Service we help save lives through safety scenarios and education sessions including:

- Fire Safety
- Gas Safety
- Home Safety
- Road Safety
- Water Safety
- Railway Safety
- Learning how to make a 999 call

Our experienced team bring to life safety education in an interactive and engaging way. This type of pioneering early intervention approach is extremely successful in empowering the wider community to remain safe. We value working in partnership with Buckinghamshire Fire & Rescue Service.

The beneficiaries of our safety education we have provided include:

- Primary aged school children
- Children with Special Educational Needs
- Adults with Special Educational Needs
- Refugee and Newly Arrived Communities including Afghan and Ukrainian families
- Organised groups such as Scouts and Brownies
- Families from across the region



WORKING IN PARTNERSHIP

Buckinghamshire Fire & Rescue Service has a long standing partnership with the Safety Centre, and we are pleased to provide an update report on our new 3 year agreement.

- A minimum of 4,000 children and young people from Buckinghamshire and Milton Keynes to be educated on targeted/relevant BFRS safety messages per academic year

We are pleased to report between August 2023 and March 2024 **7,292** people have benefitted from safety education programmes in Milton Keynes & Buckinghamshire. 2,824 visitors have benefitted from the safety education tours at Hazard Alley. A further 4,468 people have benefitted from our outreach education programmes in Milton Keynes and Buckinghamshire.

As people work, travel and visit Buckinghamshire and Milton Keynes we wanted to share that a further **9,153** people from neighbouring counties have also benefitted from our safety education programmes.

- The room scenarios are redeveloped to reflect current Carbon Monoxide and fire risks

We are working with contacts at Bonanza Creative and Cadent Gas to ensure our gas safety messages reflect current risks.



WORKING IN PARTNERSHIP

- Updating the interactive water scenario to support BFRS water safety message

We are currently reviewing water scenarios at other safety centres across the UK to assess these alongside ideas we have to upgrade our scenario.

We now have a dedicated Funding Officer who will support this project with sourcing funding from key partners and charitable trusts and foundations.

We are also developing plans to introduce self-guided tours for the general public during term time holidays with a view to launch these during 2025.

- A further modernisation of the use of an interactive screen to mimic a mobile 999 call

On Friday 9th June 2023 we installed the new 999 call simulation at Hazard Alley, followed by training for our volunteer tour guides. The new simulation has been used by schools from 21st June 2023 and we've received positive feedback from visiting schools.



CELEBRATING SUCCESS

I am pleased to share the Safety Centre charity has been recognised externally with the following awards and nominations:

Thames Valley Awards for Business & Community – Charity of the Year which we received in January 2024 recognising the vital safety education we deliver across the Thames Valley.

Milton Keynes Business Achievement Awards – Charity of the Year which we received in March 2024 recognising the breadth of our safety education programmes. We were pleased to have representatives from Buckinghamshire Fire & Rescue attend the event as our guests showcasing our partnership to the business community.

The Carole Baume awards Best Innovative Project Gold which we received in March 2024 for our Knife Crime and Violence Against Women & Girls projects.

We are also finalists in:

- The national Great British Business Awards 2024
- SME MK and Buckinghamshire Business Awards 2024



CELEBRATING SUCCESS

I am pleased to share the Safety Centre charity has secured the following new funding to support our safety education programmes:

We secured £98,170 for a 3 year Violence Against Women & Girls project funded by the MK Community Foundation.

We secured £99,526 for a new Milton Keynes Youth Project funded by the Department of Digital, Culture, Media & Sport and the funding is administered by the National Lottery Community Fund.

We secured £19,690 from the National Lottery Community Fund to deliver safety education to Newly Arrived and Refugee Communities settling into Milton Keynes.

We secured £10,000 from the Harpur Trust to deliver Knife Crime Prevention Workshops in Bedford Borough.

We have begun a new partnership with the Motor Insurers Bureau to deliver road safety and being a safe driver workshops to young people across the region, and we have increased the number of Gas Safety workshops we are delivering for Cadent Gas and Southern Gas Network.



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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 24

Report title: Performance Management – Q4 2023/24

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: That the report and recommendation below be approved for submission to the Executive Committee:

1. It is recommended that the Performance Management – Q4 2023/24 be noted

Executive summary:

This report details the suite of 69 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 2023/24, see Appendix 1, containing the following:

- 1) Performance Measures Overview – each quadrant on one page
- 2) Performance Measures Details – shows actual performance alongside relevant trend information and where needed commentary.

At the end of Q4, 58 measures reported with a Blue, Green, Amber or Red status, nine are for information and three are awaiting information.

BRAG	Number		Total	%
	Target	Monitor		
B	9	1	10	15
G	25	2	27	41
A	17	1	18	27
R	7	4	11	17

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 - subgroup	2 May 2024	Approved
Strategic Management Board	21 May 2024	Approved

Next steps -

- The performance measures will be reported quarterly

- Indicators and targets will be reviewed annually

Background papers:

Fire Authority, 26 March 2024: Performance Management – Q2 2023/24

bucksfire.gov.uk/wp-content/uploads/2024/03/fire-authority-14-february-2024-item-8d-performance-management-q2-2023-24-2.pdf

Fire Authority, 11 October 2023: Performance Management – Q1 2023/24

bucksfire.gov.uk/documents/2023/09/fire-authority-meeting-11-october-2023-item-13c-performance-management-q1-2023-24.pdf/

Overview and Audit Committee, 8 November 2023: 2022-23 Annual Performance Monitoring Report

bucksfire.gov.uk/documents/2023/10/overview-and-audit-committee-8-november-2023-item-16-performance-monitoring-report.pdf/

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Q4 – 23-24	N/A

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KEY PERFORMANCE MEASURES - 2023-2024

QUARTER 4 (JAN - MAR)

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's 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 (in most cases)	Cumulative (in most cases)
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
For monitoring purposes	G
For monitoring purposes	A
For monitoring purposes	R
No reporting for this pattern	-
Information not received	?

HIGHLIGHTED MEASURES - 1 of 2

PI.1.07 - False Alarms in the Home

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	91	103	95	116	122	114	120	100	100	89	85	81	B <5%
	2023/2024	95	100	116	139	124	151	146	119	132	138	110	112	G Within 5%
	Status	G	G	R	R	G	R	R	R	R	R	R	R	A >5%
Cumulative	Prev 5 year	91	193	289	405	527	641	761	861	961	1050	1135	1216	What is good
	2023/2024	95	195	311	450	574	725	871	990	1122	1260	1370	1482	Monitor
	Status	G	G	A	R	A	R	R	R	R	R	R	R	

Ref	PI.1.07
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of incidents attended in dwellings that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder.

Attending incidents at dwellings that are then deemed to be a false alarm have continued to increase in number.

The table below shows a simplified breakdown of the types of false alarms we encounter, the number of times we attend them and a comparison of 2023/2024 with the average of the previous five years.

The Prevention team are currently working on a plan to help reduce these numbers.

False Alarm Type	Prev 5 Year average	2023/2024	% Change
Detector - activation due to human behaviour (burnt toast / testing)	463.8	517	11.5%
Detector - believed to be faulty	195.2	259	32.7%
Detector - unknown cause	173.6	245	41.1%
Fire - good Intent (steam mistaken for smoke)	209	243	16.3%
Detector - contaminants (chemicals, aerosols and dust)	69.4	81	16.7%
Special Service - (suspected carbon monoxide)	51.4	60	16.7%
Malicious - (alarm intentionally activated maliciously, hoax call)	36.4	55	51.1%
Detector - external factors (lightning strike, flooding)	17.4	22	26.4%

HIGHLIGHTED MEASURES - 2 of 2

PV.1.02 - Bank Shift Cost (£)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
Monthly	Prev 3 year	105K	95K	99K	104K	114K	114K	130K	120K	101K	59K	77K	82K	G	< 0%
	2023/2024	105k	101k	92K	90K	113K	89K	84K	65K	79K	9K	30K	44K	A	> 0%
	Status	A	A	G	G	G	G	G	G	G	G	G	G	R	> 10%
Cumulative	Prev 3 year	105K	200K	299K	403K	517K	631K	761K	881K	982K	1041K	1118K	1200K	What is good	
	2023/2024	105k	206k	298K	388K	502K	591K	675K	740K	819K	827K	857K	902K	Less is better	
	Status	A	A	G	G	G	G	G	G	G	G	G	G		

Ref	PV.1.02
Owner	Response
Comparison	Previous three year average
Source	BFRS Accounts

The total cost of Bank shifts. Bank shifts are paid to cover shortfall in operational staff or skills at wholetime and day crewed stations.

Bank shift costs have continued to decrease. This can primary be attributed to the increase in the number of wholetime firefighters.

PUBLIC IMPACT

IN THE HOME

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.1.01	Number of Accidental Dwelling Fires (ADFs)	G	G	9
PI.1.02	Number of serious ADFs	B	G	9
PI.1.03	ADFs - Fire related fatalities	A	R	10
PI.1.04	ADFs—Fire related serious injuries	G	G	10
PI.1.05	Dwelling fires - Cause not known	B	B	11
PI.1.06	Dwelling fires - Deliberate	B	A	11
PI.1.07	False Alarms in the home	R	R	12
PI.1.08	Home Fire Safety Visits	B	G	13
PI.1.09	Home Fire Safety Visits - Vulnerable	B	B	13

IN THE WORKPLACE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.2.01	Non-domestic property fires - Accidental	B	B	14
PI.2.02	Non-domestic property fires - Deliberate	B	G	14
PI.2.03	Non-domestic property fires - Not Known	G	G	15
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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A GREAT PLACE TO WORK

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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
GP.2.01	Injury Rate	B		38
GP.2.02	Workplace Injuries	G	G	38
GP.2.03	Near Miss Events Recorded	B	G	39
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.4.01	Service Desk Response	G	G	48
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Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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PV.5.02	Projects	-	B	49

ENVIRONMENT

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
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PV.6.02	Printing	A	A	50

FIRE AND RESCUE SERVICE



PUBLIC IMPACT

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	23	26	23	19	22	24	24	24	27	25	24	19	B <10%
	2023/2024	28	25	23	18	13	15	23	24	26	25	22	20	G Within 10%
	Status	R	G	G	G	B	B	G	G	G	G	G	G	A >10%
Cumulative	Prev 5 year	23	49	72	91	112	136	161	184	212	237	261	280	R >20%
	2023/2024	28	53	76	94	107	122	145	169	195	220	242	262	What is good
	Status	R	G	G	G	G	B	G	G	G	G	G	G	Less is better

Ref	PI.1.01	Number of dwelling fires where the cause of the fire was recorded as accidental. Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/ hostels and residential institutions.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

The number of accidental dwelling fires attended was lower than the average of the previous five years, and was one of the lowest numbers since the Home Office changed the way it records fire incidents in 2009.

PI.1.02 - Number of Serious ADFs

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	8.2	7	7.8	6.8	6.6	7.8	7.8	8	8.4	8.2	7	8.6	B <20%
	2023/2024	11	6	5	4	2	7	5	6	7	8	7	6	G Within 20%
	Status	R	G	B	B	B	G	B	B	G	G	G	B	A >20%
Cumulative	Prev 5 year	8.2	15.2	23	29.8	36.4	44.2	52	60	68.4	76.6	83.6	92.2	R >30%
	2023/2024	11	17	22	26	28	35	40	46	53	61	68	74	What is good
	Status	R	G	G	G	B	B	B	B	B	G	G	G	Less is better

Ref	PI.1.02	Number of accidental dwelling fires where the fire spread from the item that had first ignited. Fire spread is in relation to heat or flame damage. This does not include smoke damage.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

The number of serious accidental dwelling fires attended was the lower than all previous years since the Home Office changed the way it records fire incidents in 2009.

PI.1.03 - ADF Fire-Related Fatalities

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	0	0	0.4	0	0.2	0	0.4	0	0	0.2	0	0.2	B
	2023/2024	0	0	0	0	0	0	1	1	0	0	1	1	G 0
	Status	G	G	G	G	G	G	A	A	G	G	A	A	A > 0 a year R > 3 a year
Cumulative	Prev 5 year	0	0	0.4	0.4	0.6	0.6	1	1	1	1.2	1.2	1.4	What is good
	2023/2024	0	0	0	0	0	0	1	2	2	2	3	4	Less is better
	Status	G	G	G	G	G	G	A	A	A	A	A	R	

Ref	PI.1.03	Number of fire related fatalities recorded at accidental dwelling fires. In general, 'fire-related deaths' are those that would not have otherwise occurred had there not been a fire.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

The Service is carrying out an extensive review of all its serious incidents, which will include all fire related fatalities. The review will highlight any trends or learnings that can be used to improve the safety of our community. BFRS continues to support residents and business that are local to serious incidents through a number of appropriate post incident interventions such as hot strikes. BFRS has now launched it's new online referral system and will launch it's new targeting strategy in early 2024/2025.

PI.1.04 - ADF Fire Related Serious Injuries

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	0	0	0.2	0.4	0.6	0	0	0	0.6	0.8	0	0.4	B
	2023/2024	1	0	0	0	0	0	0	0	1	0	0	0	G < 3 a year A > 2 a year R > 4 a year
	Status	A	G	G	G	G	G	G	G	A	G	G	G	
Cumulative	Prev 5 year	0	0	0.2	0.6	1.2	1.2	1.2	1.2	1.8	2.6	2.6	3	What is good
	2023/2024	1	1	1	1	1	1	1	1	2	2	2	2	Less is better
	Status	G	G	G	G	G	G	G	G	G	G	G	G	

Ref	PI.1.04	Number of fire related serious injuries recorded at accidental dwelling fires. In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

No serious injuries were recorded at accidental dwelling fires in Q4 2023/2024.

PI.1.05 - Dwelling Fires - Cause Not Known

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	1.8	1.6	1.6	0.8	0.6	2.4	1.4	1	1	1.2	0.6	2	B < 1 per month
	2023/2024	1	1	0	1	2	0	1	1	0	1	0	0	G 1-2 per month
	Status	G	G	B	G	G	B	G	G	B	B	B	B	A > 2 per month
Cumulative	Prev 5 year	1.8	3.4	5	5.8	6.4	8.8	10.2	11.2	12.2	13.4	14	16	What is good
	2023/2024	1	2	2	3	5	5	6	7	7	8	8	8	Less is better
	Status	G	G	B	B	G	B	B	B	B	B	B	B	

Ref	PI.1.05	Number of dwelling fire incidents attended where the cause of the fire was recorded as 'Not Known'. Not known is recorded when there is general uncertainty about the cause or motivation of the fire. 'Not Known' should only be used if absolute necessary.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

We are delighted to see the benefits of additional training (including forensic training) to Junior Officers (level 1 fire investigators). Crews still also have access to support from Level 2 Fire Investigators should they need it during an incident. This additional training and access to support is helping reduce the number of not known causes reported at fires.

PI.1.06 - Deliberate Dwelling Fires

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	1.2	1.4	1.4	2.6	2.8	0.4	2.8	2	1	1.2	1.8	0.6	B < 2 per month
	2023/2024	2	6	4	3	2	1	1	2	2	1	2	0	G 2 per month
	Status	G	R	A	A	G	B	B	G	G	B	G	B	A > 2 per month
Cumulative	Prev 5 year	1.2	2.6	4	6.6	9.4	9.8	12.6	14.6	15.6	16.8	18.6	19.2	What is good
	2023/2024	2	8	12	15	17	18	19	21	23	24	26	26	Less is better
	Status	G	A	A	A	A	A	A	A	A	A	A	A	

Ref	PI.1.06	Number of dwelling fires where the fire was started deliberately by someone other than the owner/occupant. This includes derelict properties - derelict are buildings which are unfit for further use.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

PI.1.07 - False Alarms in the Home

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B <5%
	Prev 5 year	91	103	95	116	122	114	120	100	100	89	85	81	G Within 5%
	2023/2024	95	100	116	139	124	151	146	119	132	138	110	112	A >5%
	Status	G	G	R	R	G	R	R	R	R	R	R	R	R >10%
Cumulative														What is good
	Prev 5 year	91	193	289	405	527	641	761	861	961	1050	1135	1216	Monitor
	2023/2024	95	195	311	450	574	725	871	990	1122	1260	1370	1482	
	Status	G	G	A	R	A	R	R	R	R	R	R	R	

Ref	PI.1.07	Number of incidents attended in dwellings that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

Attending incidents at dwellings that are then deemed to be a false alarm have been continued to increase.

The table below shows a simplified breakdown of the types of false alarms we encounter, the number of times we attend them and a comparison of 2023/2024 with the average of the previous five years.

The Prevention team are currently working on a plan to help reduce these numbers.

False Alarm Type	Prev 5 Year average	2023/2024	% Change
Detector - activation due to human behaviour (burnt toast / testing)	463.8	517	11.5%
Detector - believed to be faulty	195.2	259	32.7%
Detector - unknown cause	173.6	245	41.1%
Fire - good Intent (steam mistaken for smoke)	209	243	16.3%
Detector - contaminants (chemicals, aerosols and dust)	69.4	81	16.7%
Special Service - (suspected carbon monoxide)	51.4	60	16.7%
Malicious - (alarm intentionally activated maliciously, hoax call)	36.4	55	51.1%
Detector - external factors (lightning strike, flooding)	17.4	22	26.4%

PI.1.08 - Home Fire Safety Visits

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	400	400	400	400	400	400	400	400	400	400	400	400	B > 10%
	2023/2024	341	343	459	439	583	409	433	402	299	449	377	490	G Within 10%
	Status	R	R	B	G	B	G	G	G	R	B	G	B	A < 10%
Cumulative	Target	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800	R < 20%
	2023/2024	341	684	1143	1582	2165	2574	3007	3409	3708	4158	4534	5024	What is good
	Status	R	R	G	G	G	G	G	G	G	G	G	G	More is better

Ref	PI.1.08
Owner	Prevention
Comparison	Against Target
Source	BFRS PRMS

Number of Home Fire Safety Visits (HFSVs) completed monthly by operational crews and the Community Safety delivery team. This includes targeted addresses, referrals, post incidents and hot-strikes.

The Service completed over five thousand Home Fire Safety Visits during between April 2023 and March 2024. Q4 saw 1316 HFSV completed, 116 above the target for that quarter.

PI.1.09 - Home Fire Safety 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%	B > 80%
	2023/2024	92%	92%	94%	91%	94%	92%	93%	93%	93%	100%	91%	93%	G > 70%
	Status	B	B	B	B	B	B	B	B	B	B	B	B	A > 59%
Cumulative	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	R < 60%
	2023/2024	92%	92%	93%	92%	93%	93%	93%	93%	93%	93%	93%	93%	What is good
	Status	B	B	B	B	B	B	B	B	B	B	B	B	Higher is better

Ref	PI.1.09
Owner	Prevention
Comparison	Against Target
Source	BFRS PRMS

Number of Home Fire Safety Visits (HFSVs) completed successfully, where at least one vulnerable person was resident. Vulnerability to fire fatality or fire injury is defined in the prevention strategy but includes; age 65 or over, frailty (mobility), disability, dementia, medical equipment use, alcohol or substance use. These align to the categories identified for Home Office reporting.

We are delighted to report that the percentage of HFSV we attend, that involve at least one vulnerable resident continues to be above 90%. This is despite the large increase in the number of visits carried out by BFRS staff. The 93% across the year is considerably higher than the national average.

PI.2.01 - Non-domestic Property Fires - Accidental

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	10	12.8	11.2	13.2	9	9.4	12.2	10.2	9	11.6	8.2	9.8	B < 10%
	2023/2024	14	8	8	10	11	5	8	10	9	8	14	8	G Within 10%
	Status	R	B	B	B	R	B	B	B	G	B	R	B	A > 10%
Cumulative	Prev 5 year	10	22.8	34	47.2	56.2	65.6	77.8	88	97	108.6	116.6	126.4	R > 20%
	2023/2024	14	22	30	40	51	56	64	74	83	91	105	113	What is good
	Status	R	G	B	B	G	B	B	B	B	B	G	B	Less is better

Ref	PI.2.01
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as accidental.
 This excludes derelict properties (unless four or more pumps were needed) and Prisons.

The number of accidental fires in non-domestic properties continued its positive trend, and saw the least number of incidents recorded since the Home Office changed its recording methods in 2009.
 The number of incidents attended when compared with 2010/2011 or 2011/2012 is almost 50% less (220 and 224 respectively).

PI.2.02 - Non-domestic Property Fires - Deliberate

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	1.8	1.8	1.6	3	2.8	2	2.4	0.6	2.2	2	1.8	3.2	B < 1 per month
	2023/2024	2	1	5	1	2	1	0	1	1	2	0	0	G < 3 per month
	Status	G	G	R	G	G	G	B	G	G	G	B	B	A > 2 per month
Cumulative	Prev 5 year	1.8	3.6	5.2	8.2	11	13	15.4	16	18.2	20.2	22	25.2	R > 4 per month
	2023/2024	2	3	8	9	11	12	12	13	14	16	16	16	What is good
	Status	G	G	G	G	G	G	G	G	G	G	G	G	Less is better

Ref	PI.2.02
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as deliberate (where the fire was started deliberately by someone other than the owner/occupant).
 This excludes derelict properties (unless four or more pumps were needed) and Prisons.

Deliberate fires in non-domestic properties continued its positive trend too, 37% lower than the average number attended in the previous five years. And, 82% lower than the 89 attended in 2010/2011.

PI.2.03 - Non-domestic Property Fires - Not Known

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	2	1.2	1.2	2	2	1.6	1	0.6	0	0.8	0.4	1.2	B < 1 per month
	2023/2024	0	1	1	3	0	1	2	2	0	3	0	1	G 1-2 per month
	Status	B	G	G	A	B	G	G	G	B	A	B	G	A > 2 per month
Cumulative	Prev 5 year	1.8	3.6	5.2	8.2	11	13	15.4	16	18.2	20.2	22	25.2	
	2023/2024	0	1	2	5	5	6	8	10	10	13	13	14	What is good
	Status	B	B	B	G	G	G	G	G	G	G	G	G	Less is better

Ref	PI.2.03
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as 'Not Known' This excludes derelict properties (unless four or more pumps were needed) and Prisons.
 Not known is recorded when there is general uncertainty about the cause or motivation of the fire. 'Not Known' should only be used if absolute necessary.

We are delighted to see the benefits of additional training (including forensic training) to Junior Officers (level 1 fire investigators). Crews still also have access to support from Level 2 Fire Investigators should they need it during an incident. This additional training and access to support is helping reduce the number of not known causes reported at fires.

PI.2.04 - Non-domestic Property Fires - Serious

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	8.8	7.6	7.0	11.4	7.4	6.6	5.2	5.6	5.4	4.8	6.2	7.2	B < 10%
	2023/2024	7	3	10	10	5	3	6	7	5	8	6	4	G Within 10%
	Status	B	B	R	B	B	B	A	R	B	R	G	B	A > 10%
Cumulative	Prev 5 year	8.8	16.4	23.4	34.8	42.2	48.8	54	59.6	65	69.8	76	83.2	
	2023/2024	7	10	20	30	35	38	44	51	56	64	70	74	What is good
	Status	B	B	B	B	B	B	B	B	B	B	G	G	B

Ref	PI.2.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the fire spread from the item that first ignited. This excludes derelict properties (unless four or more pumps were needed) and Prisons.
 Fire spread is in relation to heat or flame damage. This does not include smoke damage.

PI.2.05 - Non-domestic Property 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	B
	2023/2024	0	0	0	0	0	0	0	0	0	0	0	G 0 per year
	Status	G	G	G	G	G	G	G	G	G	G	G	R > 0 per year
Cumulative	Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	What is good
	2023/2024	0	0	0	0	0	0	0	0	0	0	0	Less is better
	Status	G	G	G	G	G	G	G	G	G	G	G	

Ref	PI.2.05
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fire related fatalities recorded at non-domestic property fires. In general, 'fire-related deaths' are those that would not have otherwise occurred had there not been a fire. These numbers exclude incidents in Prisons.

PI.2.06 - Non-domestic Property Fires - Fire Related Injuries - Serious

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 5 year	0	0.2	0	0.2	0	0	0	0	0	0	0	B
	2023/2024	1	0	0	0	0	0	0	0	0	0	0	G < 2 per year
	Status	A	G	G	G	G	G	G	G	G	G	G	R > 2 per year
Cumulative	Prev 5 year	0	0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	What is good
	2023/2024	1	1	1	1	1	1	1	1	1	1	1	Less is better
	Status	G	G	G	G	G	G	G	G	G	G	G	

Ref	PI.2.06
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of serious fire related injuries recorded at non-domestic property fires. In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient. These numbers exclude incidents in Prisons.

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	125	120	143	136	151	157	142	144	134	116	118	B < 10%
	2023/2024	119	114	132	138	166	157	192	184	163	153	132	128	G Within 10%
	Status	G	G	A	G	R	G	R	R	A	A	A	G	A > 10%
Cumulative	Prev 5 year	112	237	357	500	636	787	944	1086	1230	1364	1480	1598	What is good
	2023/2024	119	233	365	503	669	826	1018	1202	1365	1518	1650	1778	Less is better
	Status	G	G	G	G	G	G	G	A	A	A	A	A	

Ref	PI.2.07	Number of incidents attended in non-domestic properties that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder. These numbers do not include incidents in Prisons.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

One of the Service’s priorities is to reduce the number of non-emergency calls in it attends to non-domestic properties. The Service is currently developing it’s plan to mitigate the impact of Automatic Fire Alarms on our resources and plans to implement this during the summer of 2024.

PI.2.08 - Fire Safety Audits

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Target	20	20	20	20	20	83	83	83	83	83	83	B > 100 Per month	
	2023/2024	33	15	28	24	17	30	55	63	22	56	57	68	G > 82 Per month
	Status	B	G	G	G	A	B	R	A	R	R	R	A	A > 60 Per month
Cumulative	Target	20	40	60	80	100	120	203	286	369	452	535	618	What is good
	2023/2024	33	48	76	100	117	147	202	265	287	343	400	468	More is better
	Status	B	G	G	G	G	G	G	G	A	A	A	A	

Ref	PI.2.08	Number of Fire Safety Audits Completed. A fire safety audit is an examination of the premises and relevant documents to ascertain how the premises are being managed with regards to fire safety. Occupants will need to demonstrate to our officers that they have met the duties required by the Fire Safety Order.
Owner	Protection	
Comparison	Target	
Source	PRMS	

The Service continues to make good progress towards it’s new ambitious target of Fire Safety Audits.

PI.2.09 - Prison Fires

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	2022/2023	4	5	3	9	10	1	1	10	6	6	9	4	B < 10%
	2023/2024	3	6	10	14	18	23	15	18	2	11	4	5	G Within 10%
	Status	B	A	R	R	R	R	R	R	B	R	B	R	A > 10%
														R > 20%
Cumulative	2022/2023	4	9	12	21	31	32	33	43	49	55	64	68	What is good
	2023/2024	3	9	19	33	51	74	89	107	109	120	124	129	Less is better
	Status	B	G	R	R	R	R	R	R	R	R	R	R	

Ref	PI.2.09	Number of fires attended in prisons. All causes i.e. accidental/deliberate were included within these figures. All damage levels are included within these figures.
Owner	Response	
Comparison	Previous year	
Source	BFRS IRS	

BFRS continues to work with and support local prisons in reducing the number of fire related incidents. BFRS is also looking to work with the HM Prison Service that would support national change, which in turn will support our local prisons.

PI.3.01 - Number of RTCs attended

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	35	38.8	45.8	44.8	44.6	48	50.2	56	48.6	49.8	38.6	35.6	B < 10%
	2023/2024	38	52	54	41	45	46	63	54	38	53	48	53	G Within 10%
	Status	G	R	A	G	G	G	R	G	B	G	R	R	A > 10%
Cumulative	Prev 5 year	35	73.8	119.6	164.4	209	257	307.2	363.2	411.8	461.6	500.2	535.8	R > 20%
	2023/2024	38	90	144	185	230	276	338	392	430	483	531	584	What is good
	Status	G	R	R	A	A	G	A	G	G	G	G	G	Less is better

Ref	PI.3.01
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of Road Traffic Collisions (RTCs) attended. This includes all RTCs, from those where an extrication was performed to those where BFRS only provided support with scene safety.

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PI.3.02 - RTCs - Fatalities

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	1.2	1	1.2	0.2	2.6	0.6	0.6	0.6	0.6	1.2	0.6	0.4	B < 1 per month
	2023/2024	3	3	1	0	0	1	0	2	1	3	0	0	G 1 per month
	Status	R	R	G	B	B	G	B	A	G	R	B	B	A > 1 per month
Cumulative	Prev 5 year	1	2	3	4	6	7	7	8	9	10	10	11	R > 2 per month
	2023/2024	3	6	7	7	7	8	8	10	11	14	14	14	What is good
	Status	R	R	R	A	A	A	A	A	A	A	A	A	Less is better

Ref	PI.3.02
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of fatalities recorded at RTCs. It is worth noting that these numbers only reflect where BFRS were requested and attended. It does not represent all RTC related fatalities within Buckinghamshire & Milton Keynes.

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PI.3.03 - RTC Injuries - Serious

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	5.8	8.2	10.6	5.8	8.2	5.2	6.6	8.4	4.2	8.2	6	5.4	B <10%
	2023/2024	6	17	8	4	7	6	3	8	3	4	10	7	G Within 10%
	Status	G	R	B	B	B	A	B	G	B	B	R	R	A >10%
Cumulative	Prev 5 year	6	14	25	30	39	44	50	59	63	71	77	83	What is good
	2023/2024	6	23	31	35	42	48	51	59	62	66	76	83	Less is better
	Status	G	R	R	A	G	G	G	G	G	G	G	G	

Ref	PI.3.03	Total number of serious injuries recorded at RTCs. In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient. It is worth noting that these numbers only reflect where BFRS were requested and attended.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

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PI.3.04 - RTCs Injuries - Slight

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	14.2	18.2	20.2	19.2	19.4	20.6	19.6	22.2	17	22.4	19.4	13.4	B < 10%
	2023/2024	13	25	17	24	29	28	20	25	20	19	12	25	G Within 10%
	Status	G	R	B	R	R	R	G	A	A	B	B	R	A > 10%
Cumulative	Prev 5 year	14	32	53	72	91	112	131	154	171	193	212	226	What is good
	2023/2024	13	38	55	79	108	136	156	181	201	220	232	257	Less is better
	Status	G	A	G	A	A	R	A	A	A	A	G	A	

Ref	PI.3.04	Total number of slight injuries recorded at RTCs in BFRS grounds. In general, 'slight injury' can be defined as: at attending hospital as an outpatient. It is worth noting that these numbers only reflect where BFRS were requested and attended.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

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PI.4.01 - Deliberate Secondary Fires (to other’s property)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	41	37.6	38.8	56.6	57	40.8	22	19.2	13.2	13.6	19	22.4	B < 10%
	2023/2024	18	35	52	26	38	13	21	10	4	9	6	16	G Within 10%
	Status	B	G	R	B	B	B	G	B	B	B	B	B	A > 10%
Cumulative	Prev 5 year	41	79	117	174	231	272	294	313	326	340	359	381	R > 20%
	2023/2024	18	53	105	131	169	182	203	213	217	226	232	248	What is good
	Status	B	B	B	B	B	B	B	B	B	B	B	B	Less is better

Ref	PI.3.05	Number of secondary fires that were deliberately started by somebody that wasn’t the owner. Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

Deliberate Secondary Fires continue to be below the average of the previous five years. However, it is worth noting that these types of fires are usually higher when the county experiences warmer and dryer weather.

PI.4.02 - Deliberate Primary Fires (to other’s property)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	13.2	14.2	16.0	20.6	19.0	16.0	12.8	10.4	9.0	10.2	9.2	13.0	B < 10%
	2023/2024	10	14	19	23	17	15	4	7	13	14	9	7	G Within 10%
	Status	B	G	A	A	B	G	B	B	R	R	G	A	A > 10%
Cumulative	Prev 5 year	13.2	27.4	43.4	64.0	83.0	99.0	111.8	122.2	131.2	141.4	150.6	163.6	R > 20%
	2023/2024	10	24	43	66	83	98	102	109	122	136	145	152	What is good
	Status	B	B	G	G	G	G	G	B	G	G	G	G	Less is better

Ref	PI.3.06	Number of Primary fires that were deliberately started by somebody that wasn’t the owner. Primary fires are potentially more serious fires that harm people or cause damage to non-derelict property such as buildings, vehicle or (some) outdoor structures. Prison Fires have been excluded from these numbers.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	



RESPONSE

R.1.01 - Total Incidents (exc co-responders)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	573	602	604	742	710	638	599	568	566	528	490	503	B < 2.51%
	2023/2024	526	593	680	610	660	653	715	631	586	664	531	535	G Within 2.5%
	Status	B	G	R	B	B	G	R	R	G	R	A	A	A > 2.51%
Cumulative	Prev 5 year	573	1175	1779	2521	3231	3869	4468	5036	5602	6129	6619	7122	R > 10%
	2023/2024	526	1119	1799	2409	3069	3722	4437	5068	5654	6318	6849	7384	What is good
	Status	B	B	G	B	B	B	G	G	G	A	A	A	Monitor

Ref	R.1.01	Total number of incidents attended within Buckinghamshire and Milton Keynes (excluding co-responder incidents).
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

R.1.02 - Co-Responder Incidents

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	54	52	55	66	66	67	57	65	76	60	57	58	B < 2.51%
	2023/2024	29	50	60	49	50	43	58	54	47	77	57	18	G Within 2.5%
	Status	B	B	A	B	B	B	G	B	B	R	G	B	A > 2.51%
Cumulative	Prev 5 year	54	105	160	226	292	360	417	482	558	618	675	733	R > 10%
	2023/2024	29	79	139	188	238	281	339	393	440	517	574	592	What is good
	Status	B	B	B	B	B	B	B	B	B	B	B	B	Monitor

Ref	R.1.02	Total number of co-responder incidents attended within Buckinghamshire and Milton Keynes
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

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R.1.03 - Effecting Entry Incidents

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	18.8	19.4	15	15.4	18.4	17	17.8	19.8	24	18.2	24.8	20.8	B < 10%
	2023/2024	27	28	18	20	22	18	25	26	23	29	19	31	G Within 10%
	Status	R	R	A	R	A	G	R	R	G	R	B	R	A > 10%
Cumulative	Prev 5 year	19	38	53	69	87	104	122	142	166	184	209	229	What is good
	2023/2024	27	55	73	93	115	133	158	184	207	236	255	286	Monitor
	Status	R	R	R	R	R	R	R	R	R	R	R	R	

Owner	R.1.03	Total number of incidents where BFRS were requested to support South Central Ambulance Service in gaining access to a property or room for a medical emergency.
Lead Member	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

R.1.04 - Average Attendance Time to all Incidents (exc Co-Res)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	08:22	08:25	09:08	08:51	08:54	08:42	08:43	08:42	08:38	08:25	08:17	08:29	B < 10 Sec
	2023/2024	08:48	08:41	09:31	08:45	08:36	09:26	08:37	08:53	08:41	09:01	08:48	08:35	G Within 10 sec
	Status	A	A	A	G	B	R	G	A	G	R	R	G	A > 10 Sec
Cumulative	Prev 5 year	08:22	08:24	08:39	08:42	08:45	08:44	08:44	08:44	08:43	08:42	08:40	08:39	What is good
	2023/2024	08:48	08:44	09:02	08:58	08:53	08:59	08:55	08:55	08:54	08:54	08:54	08:53	Less is better
	Status	A	A	A	A	G	A	A	A	A	A	A	A	

Ref	R.1.04	The average attendance time to all incidents (excluding co-responding incidents). The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

A full report in relation to attendance times will be completed in early 2024/2025 to help better understand our attendance times to incidents. This will include predicted responses vs actual, simultaneous demand and incident types.

R.1.05 - Average Attendance Time to ADFs

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B < 10 Sec
	Prev 5 year	07:42	07:30	07:54	08:22	08:12	08:24	08:20	08:27	07:26	08:26	07:44	08:07	G Within 10 sec
	2023/2024	08:38	08:26	08:03	07:40	07:50	07:14	09:02	08:26	07:57	10:14	08:39	06:51	A > 10 Sec
	Status	R	R	G	B	B	B	R	G	R	R	R	B	R > 30 seconds
Cumulative														What is good
	Prev 5 year	07:42	07:35	07:41	07:50	07:54	07:59	08:02	08:05	08:00	08:03	08:01	08:02	
	2023/2024	08:38	08:32	08:24	08:15	08:12	08:05	08:14	08:16	08:13	08:27	08:28	08:21	Less is better
	Status	R	R	R	A	A	G	A	A	A	A	A	A	

Ref	R.1.05	The average attendance time to Accidental Dwelling Fires. The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

A full report in relation to attendance times will be completed in early 2024/2025 to help better understand our attendance times to incidents. This will include predicted responses vs actual, simultaneous demand and incident types.

R.2.01 - Availability - Wholetime

	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%	B 99% - 99.9%
	2023/2024	92%	90.9%	88.2%	94.3%	95.1%	97.4%	94.9%	96.9%	94.5%	99%	98.8%	G 98% - 98.9%
	Status	R	R	R	R	R	A	R	A	R	B	G	R <96%
Cumulative	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	What is good
	2023/2024	92.0%	91.5%	90.4%	91.4%	92.1%	93.0%	93.3%	93.7%	93.8%	94.3%	94.7%	Higher is better
	Status	R	R	R	R	R	R	R	R	R	R	R	

Ref	R.2.01	<p>The availability of BFRS pumps to respond to incidents. This measure reflects when pumps are “on the run”. With this in mind, should an appliance be at an incident, it would still be recorded as being available.</p> <p>Reasons for an appliance being “off the run” include, crew/skill deficient, vehicle defects and decontamination.</p>
Owner	Response	
Comparison	Target	
Source	TVFC Vision	

R.2.02 - Availability On-Call

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	B >55%
	2023/2024	9.7%	7.1%	7.6%	9.0%	6.8%	7.6%	6.0%	8.7%	5.4%	16.9%	14.3%	G >29%
	Status	R	R	R	R	R	R	R	R	R	A	R	R < 17%
Cumulative	Target	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	What is good
	2023/2024	9.7%	8.4%	8.1%	8.3%	8.0%	8.0%	7.7%	7.8%	7.5%	8.5%	9.0%	Higher is better
	Status	R	R	R	R	R	R	R	R	R	R	R	

Ref	R.2.02	<p>The availability of BFRS pumps to respond to incidents. This measure reflects when pumps are “on the run”. With this in mind, should an appliance be at an incident, it would still be recorded as being available.</p> <p>Reasons for an appliance being “off the run” include, crew deficient, vehicle defects and decontamination.</p>
Owner	Response	
Comparison	Target	
Source	TVFC Vision	

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R.2.03 - Wholetime - Response Model

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Day	Target	11	11	11	11	11	11	11	11	11	11	11	B	> 11	
	2023/2024	10.8	10.7	10.5	11.2	11.0	11.3	11.3	11.6	11.4	12	12	12	G	> 10
	Status	A	A	A	G	G	G	G	G	G	G	G	G	R	< 10
Night	Target	11	11	11	11	11	11	11	11	11	11	11	What is good		
	2023/2024	11.4	11.3	10.9	11.7	11.5	11.7	11.7	11.9	11.6	12	12	12	Higher is better	
	Status	G	G	A	G	G	G	G	G	G	G	G	G		

Ref	R.2.03
Owner	Response
Comparison	Target
Source	BFRS Fire Service Rota

The average number of Whole Time pumps available at the beginning of each shift, broken down my day shift and night shift.

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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	B	> 5	
	2023/2024	0.7	0.5	0.6	0.8	0.7	0.6	0.3	1.2	0.6	2.7	2.0	1.3	G	> 3
	Status	R	R	R	R	R	R	R	R	R	A	A	R	R	< 3
Night	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	What is good		
	2023/2024	1.1	0.7	1.0	0.9	0.4	0.5	0.7	1.0	0.6	2.3	2.2	1.8	Higher is better	
	Status	R	R	R	R	R	R	R	R	R	A	A	R		

Ref	R.2.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

The average number of On-Call pumps available at the beginning of each shift, broken down my day shift and night shift.

As mentioned later under measure GP.1.02 Actual vs Establishment - On-call (found later in this pack), The focus has predominantly been on the Wholetime recruitment, we haven't seen the intake that we would have liked for On Call this year. However, we have been working at increasing our On Call establishment at a number of different stations and had an intake of 13 new recruits that started in February 2024 and a further intake planned for August 2024.

R.2.05 - OTB Mobilisations into BFRS Grounds

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	118	132	134	226	189	144	143	125	131	110	94	103	B < 10%
	2023/2024	166	137	206	160	164	158	120	149	161	132	121	117	G Within 10%
	Status	R	G	R	B	B	G	B	A	R	A	R	A	R > 20%
Cumulative	Prev 5 year	118	251	384	610	799	943	1086	1212	1342	1453	1547	1649	What is good
	2023/2024	166	303	509	669	833	991	1111	1260	1421	1553	1674	1791	Less is better
	Status	R	R	R	G	G	G	G	G	G	G	G	G	

Ref	R.2.05	Number of mobilisations of appliance from Over The Border (OTB) into BFRS grounds
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

Despite the improvement of the availability of our appliances, the number of mobilisations of OTB appliances was higher than usual in Q4 and finished the year higher than the average of the previous five years. However, the number of mobilisations does not correlate with the costs associated with the utilisation of OTB appliances.

At the time of writing this report, the balance of the OTB appliances that we have utilised will be roughly 740 hours less than in 2022/2023. This equates to a reduction in cost of £200,000 when compared with 2022/2023.

R.2.06 - OTB Mobilisations out of BFRS Grounds

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 5 year	45	50	47	69	65	42	51	33	50	39	31	33	B < 10%
	2023/2024	41	49	43	53	47	47	59	48	31	51	33	48	G Within 10%
	Status	G	G	G	B	B	B	A	R	B	R	G	R	R > 20%
Cumulative	Prev 5 year	45	94	141	210	275	317	368	401	541	490	521	554	What is good
	2023/2024	41	90	133	186	233	250	309	357	388	439	472	520	Within range is better
	Status	G	G	G	B	B	B	B	B	B	B	G	G	

Ref	R.2.05	Number of mobilisations of appliance from BFRS into Over The Border (OTB) grounds.
Owner	Response	
Comparison	Previous five year average	
Source	BFRS IRS	

R.3.01 - Maintenance of Competencies

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Target	24%	48%	72%	96%
2023/2024	38%	59%	74%	90%
Status	B	B	G	A

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

What is good
Higher is better

Ref	R3.01
Owner	Response
Comparison	Target
Source	BFRS IRS

Progress against maintenance of competencies completed by wholetime firefighters and junior officers.

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R.3.02 - Hydrant Availability

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	500	500	500	500	500	500	500	500	500	500	500	500
2023/2024	?	?	?	?	?	?	?	?	?	?	?	?
Status	?	?	?	?	?	?	?	?	?	?	?	?

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

Cumulative

Target	500	1000	1500	2000	2500	3000	3500	4000	4500	5000	5500	6000
2023/2024	?	?	?	?	?	?	?	?	?	?	?	?
Status	?	?	?	?	?	?	?	?	?	?	?	?

What is good
Higher is better

Ref	R.3.02
Owner	Water Officer
Comparison	Target
Source	Hydra

The number of Hydrants serviced each month.
 Our water officers maintain hydrants located in Buckinghamshire and Milton Keynes to ensure crews have appropriate access to water when responding to an emergency.
 The target ensures that all hydrants are serviced within a two year period.

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R.3.03 - High Risk Site Information

Level 4

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
2023/2024	81%	89%	89%	89%	89%	88%	85%	78%	81%	82%	86%	93%
Status	A	G	G	G	G	G	G	R	A	A	G	G
Prev 5 year	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
2023/2024	73%	73%	74%	73%	73%	74%	75%	76%	81%	81%	75%	75%
Status	G	G	G	G	G	G	G	G	B	B	G	G

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

Level 3

What is good
Higher is better

Ref	R.3.03
Owner	Response
Comparison	Target
Source	BFRS SSRI

Site Specific Risk Information (SSRI) for high-risk sites is updated in accordance with the current risk review process.

The level of detail obtained is relevant to the level of risk at each site.

Site visits to maintain records and training is dependent on both crew and business cooperation and availability.

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**A GREAT PLACE
TO WORK**

GP.1.01 - Actual vs Establishment - Wholetime

		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	B >100%
	2023/2024	288	288	285	292	293	298	317	317	316	315	312	308	G > 94.9%
	Status	G	G	G	G	G	G	B	B	B	B	B	B	A < 95%
														R < 90%
YTD	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	What is good
	2023/2024	96%	96%	96%	96%	96%	97%	98%	99%	100%	100%	101%	101%	
	Status	G	G	G	G	G	G	G	G	G	B	B	B	

Ref	GP.1.01
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in Wholetime roles v's budgeted establishment

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GP.1.02 - Actual vs Establishment - On-Call

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	96	96	96	96	96	96	96	96	96	96	96	96	B > 95%
	2023/2024	65.8	65.4	61.4	60.4	61.3	59.9	58.4	57.6	56.3	53.75	51.67	55.25	G > 89.9%
	Status	R	R	R	R	R	R	R	R	R	R	R	R	A < 90%
														R < 85%
YTD	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	What is good
	2023/2024	68.5%	68.4%	66.9%	65.9%	65.5%	65.0%	64.4%	63.8%	63.3%	62.5%	61.7%	61.4%	
	Status	R	R	R	R	R	R	R	R	R	R	R	R	

Ref	GP.1.02
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in On-Call roles v's budgeted establishment (FTE).

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GP.1.03 - Actual vs 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	B >100%
	2023/2024	126	126	125	123	127	125	126	124	126	127	128	G > 94.9%
	Status	A	A	A	A	G	A	A	A	A	G	G	G
													R < 90%
YTD	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	What is good
	2023/2024	94.7%	94.7%	94.5%	94.0%	94.3%	94.2%	94.3%	94.2%	94.2%	94.4%	94.5%	Higher is better
	Status	A	A	A	A	A	A	A	A	A	A	A	

Ref	GP.1.03
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in Support roles v's budgeted establishment.

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GP.1.04 - Staff Turnover

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	B
	2023/2024	0.6%	3.0%	1.5%	0.2%	0.8%	1.0%	0.8%	0.2%	1.0%	3.0%	1.0%	G < 1%
	Status	G	R	A	G	G	A	G	G	A	R	A	G
													R > 1.9%
YTD	Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	What is good
	2023/2024	0.6%	1.8%	1.7%	1.3%	1.2%	1.2%	1.1%	1.0%	1.0%	1.2%	1.2%	Less is better
	Status	G	A	A	A	A	A	A	A	A	A	A	

Ref	GP.1.04
Owner	HR
Comparison	Target
Source	iTrent

Percentage of employees who leave the Service, expressed as a percentage of the total workforce.

The target set for staff turnover was always ambitious, and is set below the national average. A higher level of detail will be available in the annual leavers analysis report.

GP.1.05 - Absence

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Wholetime	226	226	226	226	226	226	226	226	226	226	226	226	B < 20%
Target	226	226	226	226	226	226	226	226	226	226	226	226	G < 0%
2023/2024	75.5	147	147	187	141	237	173	241	322	193	190	234	A > 0%
Status	B	B	B	B	B	A	B	A	R	G	G	A	R > 10%
Support	103	103	103	103	103	103	103	103	103	103	103	103	What is good
Target	103	103	103	103	103	103	103	103	103	103	103	103	Less is better
2023/2024	81.2	81.4	71	23	70	49	59	64	93	106	74	86	
Status	B	B	B	B	B	B	B	B	G	A	B	G	

Ref	GP.1.05
Owner	HR
Comparison	Target
Source	iTrent

The number of working days (shifts) lost per month due to sickness. This covers short and long term sickness.
 The target within the measure is based on the sector average in 2019/2020, as detailed within the National Fire and Rescue Service Sickness Absence Report. The 2019/2020 report was used as not to reflect the impact of Covid 19.

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GP.1.06 - Employee Assistance Programme

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	13.7	19.7	14.3	7.3	18.0	51.7	31.7	27.7	18.7	21.0	13.3	8.7	B
Prev 3 year	13.7	19.7	14.3	7.3	18.0	51.7	31.7	27.7	18.7	21.0	13.3	8.7	G Within 50%
2023/2024	11	23	42	?	?	?	?	?	?	?	?	?	A > 50% difference
Status	G	G	A	?	?	?	?	?	?	?	?	?	R
Cumulative	13.7	33.3	47.7	55.0	73.0	124.7	156.3	184.0	202.7	223.7	237.0	245.7	What is good
Prev 3 year	13.7	33.3	47.7	55.0	73.0	124.7	156.3	184.0	202.7	223.7	237.0	245.7	Monitor
2023/2024	11	34	76	?	?	?	?	?	?	?	?	?	
Status	G	G	A	?	?	?	?	?	?	?	?	?	

Ref	GP.1.06
Owner	HR
Comparison	Previous three years
Source	Health Assured

The number of times our Employee Assistance Programme (EAP) has been contacted via phone or online.

<p>Third party supplier have had a change in systems which has prevented us from utilising the same metrics. New targets and outcomes are now being re-calculated.</p>													
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GP.1.07 - Employment Engagement

	2017	2020	2022	2024
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

Ref	GP.1.07
Owner	HR
Comparison	Target
Source	Supplier of Staff Survey

Most Effective employees are both highly engaged and enabled.

We have now moved to an annual staff culture survey, which is taking place during April 2024.
A new supplier was selected, who demonstrated how they could support us using the survey to develop our Culture.

GP.1.08 - Appraisal & Objectives Completion

	Q1	Q2	Q3	Q4
Target	75%	95%	95%	
2023/2024	58%	63%	86%	
Status	A	R	A	
Target	75%	95%	95%	
2023/2024	47%	66%	93%	
Status	R	R	G	

B	>95%
G	Within 10%
A	< 10% of target
R	< 20% of target

What is good
Higher is better

Ref	GP.1.08
Owner	Learning & Development
Comparison	Target
Source	iTrent

The percentage of all staff that have received their 2022/2023 end of year review and their 2023/2024 objectives.

GP.1.09 - Mandatory E-Learning Completed

Wholetime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	10%	20%	30%	40%	50%	60%	70%	80%	90%	95%	95%	95%
2023/2024	16%	29%	33%	36%	40%	40%	42%	44%	47%	64%	71%	77%
Status	G	G	G	G	G	A	R	R	R	R	R	A

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

Support

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	10%	20%	30%	40%	50%	60%	70%	80%	90%	95%	95%	95%
2023/2024	12%	23%	30%	37%	43%	45%	47%	53%	56%	62%	73%	77%
Status	G	G	G	G	G	A	R	R	R	R	R	A

What is good
Higher is better

Ref	GP.1.09
Owner	Learning & Development
Comparison	Target
Source	BFRS IRS

All BFRS staff are required to complete a number of mandatory e-learning packages every year. These packages cover three main subjects across Health & Safety, Equality Diversity & Inclusion and Data Protection. Within the subjects, there are packages such as Safety Event Reporting, ED&I in the Workplace and Responsible for Information.

These mandatory packages do not include the Operational requirements for Maintenance of Competence, which is reportedly on separately. All managers within the organisation have access to a manager progress report within the Hub of Education and Training (HEAT) system, which details their direct reports and which packages have not been completed. To provide more emphasis on the need for completing these, the Organisational Development Team will start providing managers with regular reports to allow them to take the necessary action.

GP.1.10 - Grievance & Disciplines

Grievances

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	0	1	0	3	1	4	3	0	1	1	0	0
2023/2024	0	0	0	4	1	0	1	0	0	2	1	0
Status	G	G	G	R	G	G	G	G	G	A	G	G

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

Disciplines

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	0	0	0	0	0	0	0	0	4	4	1	1
2023/2024	1	2	1	2	0	1	0	1	0	1	3	0
Status	G	A	G	A	G	G	G	G	G	G	R	G

What is good
Monitor

Ref	GP.1.10
Owner	HR
Comparison	Target
Source	HR

The number of new grievances and disciplines recorded each month. Figures include both informal and formal grievances. Where an informal grievance is escalated to being a formal grievance, this will be counted twice.

GP.2.01 - Injury Rate

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	19.0	15.6	22.6	25.8
2023/2024	18.67	12.0	16.1	14.7
Status	G	B	G	B

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

What is good
Less is better

Ref	GP.2.01
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

The injury rate give the number of people injured over a quarter based on a group of 1,000 employees or workers.

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GP.2.02 - Workplace injuries

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	9.0	7.3	10.7	12.3
2023/2024	9	6	8	8
Status	G	G	G	G

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

Cumulative

Prev 3 year	9.0	16.3	27.0	39.3
2023/2024	9	15	23	31
Status	G	G	G	G

What is good
Less is better

Ref	GP.2.02
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

The number of workplace injuries reported across the Service. This includes operational staff, support staff, agency and visitors.

Of the eight of workplace injuries, three were classed as moderate and five minor.

Of the three moderate injuries, one Injury was recorded during a physical training, in which a firefighter pulled a muscle in their back. This is also included within the RIDDOR figures.

One injury was recorded while stowing a 13.5M ladder back onto the appliance, causing a facial injury. This is also included within the RIDDOR figures.

The last moderate injury involved a contractor, on-site, which involved completing material cutting activities.

GP.2.03 - Near Miss Events Recorded

	Q1	Q2	Q3	Q4
Quarterly Prev 3 year	12.3	9.7	7.3	9.3
Quarterly 2023/2024	13	8	6	4
Quarterly Status	A	G	G	B
Cumulative				
Cumulative Prev 3 year	12.3	22.0	29.3	38.7
Cumulative 2023/2024	13	21	27	31
Cumulative Status	A	G	G	G

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

What is good
Monitor

Ref	GP.2.03
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of near miss events recorded across the Service.
 A near miss is where a safety event (an accident or incident) occurs, but no personal injury, damage or financial loss results.

Of the four reported near miss events, two were deemed to be moderate and one minor.
 The first moderate reported near miss was a reported incident from the public who stated that they had to take evasive action in their car in response to a pump on blue lights.
 The second reported incident involved a loose nut on a BA set during an incident. This was still under investigation during the time of writing this report.

GP.2.04 - Vehicle Incidents

	Q1	Q2	Q3	Q4
Quarterly Prev 3 year	9.7	8.3	10.0	12.3
Quarterly 2023/2024	20	15	8	8
Quarterly Status	R	A	G	G
Cumulative				
Cumulative Prev 3 year	9.7	18.0	28.0	40.3
Cumulative 2023/2024	20	35	43	51
Cumulative Status	R	R	A	A

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

What is good
Less is better

Ref	GP.2.04
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of reported vehicle incidents involving BFRS vehicles. These numbers include third party liability and all levels of damage.

Of the eight vehicle incident recorded, one was deemed to be a moderate level incident, and seven minors.
 The moderate incident involved a third party vehicle driving into the side of a parked pump during an incident. While there were no injuries, the driver of the vehicle fled the scene. Thames Valley Police were informed and attended.

GP.2.05 - RIDDOR reportable Injuries

	Q1	Q2	Q3	Q4
Quarterly Prev 3 year	2.0	0.7	1.0	3.7
Quarterly 2023/2024	3	0	1	2
Quarterly Status	A	G	A	A
Cumulative				
Cumulative Prev 3 year	2.0	2.7	3.7	7.3
Cumulative 2023/2024	3	3	4	6
Cumulative Status	A	A	A	A

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

What is good
Less is better

Ref	GP.2.05
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of staff who suffered RIDDOR reportable injuries at work. RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable injuries are generally considered to be serious injuries to staff and visitors. The definition of RIDDOR injuries can be found on HSE's website.

One injury sustained while housing a ladder back onto an appliance.
The second was a back injury sustained during role related training - casualty drag.
Both were classed as RIDDOR due to the length of time taken off work (over 7 calendar days).

GP.2.06 - Attacks on Members of Staff

	Q1	Q2	Q3	Q4
Quarterly Prev 3 year	0.7	0.3	1.0	1.3
Quarterly 2023/2024	2	1	1	0
Quarterly Status	A	A	A	G
Cumulative				
Cumulative Prev 3 year	0.7	1.0	2.0	3.3
Cumulative 2023/2024	2	3	4	4
Cumulative Status	A	A	A	A

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

What is good
Less is better

Ref	GP.2.06
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of incidents in which there was a verbal or physical attack on a member of staff. An incident is recorded if the attack was within the employees working hours, or during work related travel. These figures would also include attacks on visitors while on site.

There were no reported verbal or physical attacks on a member of staff during the reporting period.

GP.2.07 - Equipment Damage

		Q1	Q2	Q3	Q4
Quarterly	Prev 3 year	10.7	15.3	9.7	12.7
	2023/2024	20	16	9	4
	Status	A	A	G	G
Cumulative	Prev 3 year	10.7	26.0	35.7	48.3
	2023/2024	20	36	45	49
	Status	A	A	A	G

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

What is good
Less is better

Ref	GP.2.07	Number of reported incidents where an item of equipment was damaged. This includes everything from office equipment to demountable equipment on operational appliances. Please note, this does not include damage to vehicles or premises.
Owner	Health & Safety	
Comparison	Previous three year average	
Source	H&S Reporting System	

Of the four recorded incidents of equipment damage, one was deemed to be moderate.

The moderate incident involved Breathing Apparatus (BA), where smoke was observed coming out of the charging cable. At the time of the report, this incident was still under investigation.



PUBLIC VALUE

PV.1.01 - Forecast - Outturn (£000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Target	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	B Within 0.5%
Forecast	36,450	35,938	35,772	35,749	36,109	36,131	36,154	36,227	36,200	35,968	35,840		G Within 1.0%
% Difference	0	-1.4%	-1.9%	-1.9%	-0.9%	-0.9%	-0.8%	-0.6%	-0.7%	-1.3%	-1.7%		A Within 2.0%
Status	B	A	A	A	G	G	G	G	G	A	A		R > 2% difference

What is good
Closer to Target

Ref	PV.1.01
Owner	Finance
Comparison	Target
Source	BFRS IRS

The financial measure compares the approved revenue budget (target) against the forecast revenue outturn position (forecast). Negative % difference indicates an underspend whereas positive % difference indicating an overspend.

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PV.1.02 - Bank Shift Cost (£)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Prev 3 year	105K	95K	99K	104K	114K	114K	130K	120K	101K	59K	77K	82K	B
	2023/2024	105k	101k	92K	90K	113K	89K	84K	65K	79K	9K	30K	44K	G < 0%
	Status	A	A	G	G	G	G	G	G	G	G	G	G	A > 0%
Cumulative	Prev 3 year	105K	200K	299K	403K	517K	631K	761K	881K	982K	1041K	1118K	1200K	R > 10%
	2023/2024	105k	206k	298K	388K	502K	591K	675K	740K	819K	827K	857K	902K	What is good
	Status	A	A	G	G	G	G	G	G	G	G	G	G	Less is better

Ref	PV.1.02
Owner	Response
Comparison	Previous three year average
Source	BFRS Accounts

The total cost of Bank shifts. Bank shifts are paid to cover shortfall in operational staff or skills at wholetime and day crewed stations.

Bank shift costs have continued to decrease. This can primary be attributed to the increase in the number of wholetime firefighters.

PV.1.03 - Fraud

Annual

	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Target	0	0	0	0	0	0	0
2023/2024	0	0	0	0	0	0	0
Status	G	G	G	G	G	G	G

B	
G	0
A	
R	> 0

What is good
Less is better

Ref	PV.1.03
Owner	Finance
Comparison	Target
Source	BFRS Accounts

The number of confirmed cases of fraud.

PV.2.01 - Reportable Data Breaches

Annual		17/18	18/19	19/20	20/21	21/22	22/23	23/24
	Target	0	0	0	0	0	0	0
	2023/2024	0	0	0	0	0	0	0
	Status	G	G	G	G	G	G	G

B	
G	0
A	
R	> 0

What is good
Less is better

Ref	PV.1.03
Owner	Legal & Governance
Comparison	Target
Source	

A data breach means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. A reportable data breach is one that triggers a requirement for notification to the Information Commissioner’s Office (ICO) where a breach is likely to result in a significant risk to an individual to whom the data relates.

PV.2.02 - FOIs Responded to Within Timescales

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	No of FOIs	9	6	7	10	10	5	4	10	7	7	11	14
		-	-	-	-	-	-	-	-	-	-	-	-
	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Returned Late	1	2	0	1	1	0	3	1	0	0	0	2
	Status	A	R	G	A	A	G	R	A	G	G	G	R

B	
G	0
A	1
R	> 1

What is good
Lower is better

Ref	PV.2.02
Owner	Legal & Governance
Comparison	Target
Source	Legal & Governance

The number of Freedom of Information (FOI) requests responded to within the statutory timescales.
The FOI Act requires that a response to an FOI request be provided within 20 working days from receipt.

PV.3.01 - Compliments and Complaints

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Compliments	-	-	-	-	-	-	-	-	-	-	-	-	B 0
	-	-	-	-	-	-	-	-	-	-	-	-	G 1
	0	1	1	1	1	0	1	3	1	0	0	1	A > 1
Status	-	-	-	-	-	-	-	-	-	-	-	-	R > 2
Complaints	-	-	-	-	-	-	-	-	-	-	-	-	What is good
	1	2	2	2	0	0	3	1	1	2	4	7	Monitor
	Status	G	A	A	A	B	B	R	G	G	A	R	R

Ref	PV.3.01	Number of compliments and complaints received each month. This does not identify if the complaints were upheld.
Owner	Legal & Governance	
Comparison	Monitor	
Source		

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PV.3.02 - Social Media - Engagement (000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	23.5	3.1	3.6	39.1	12.3	4.7	2.9	3.7	11.7	10.5	15.0	34.8	B > 10%
	14.1	13.5	19.9	16.0	18.9	16.7	20.7	17.5	18.2	13.5	21.1	11.2	G Within 10%
	Status	R	B	B	R	B	B	B	B	B	B	B	R
Cumulative	25.5	26.7	30.3	69.4	81.7	86.3	89.2	92.9	104.6	115.1	130.2	165.0	What is good
	14.1	27.6	47.5	63.6	82.5	99.2	120	137	156	169	190	201	Higher is better
	Status	R	G	B	G	G	B	B	B	B	B	B	B

Ref	PV.3.02	Total number of unique engagements with our social media content across Facebook, Instagram, Twitter and LinkedIn.
Owner	MarComms	
Comparison	Previous year	
Source	Social Media Platforms	

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PV.3.03 - Website Visits (000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 5 year	13.7	12.5	15.7	21.2	16.8	14.5	?	?	?	?	?	B > 10%
	2023/2024	13.2	13.4	17.6	14.5	15.9	16.6	?	?	?	?	?	G Within 10%
	Status	G	G	B	R	G	B	?	?	?	?	?	A < 10%
													R < 20%
Cumulative	Prev 5 year	13.7	26.1	41.9	63.1	79.9	94.4	?	?	?	?	?	What is good
	2023/2024	13.2	26.5	44.2	58.7	74.6	91.2	?	?	?	?	?	Monitor
	Status	G	G	G	G	G	G	?	?	?	?	?	

Ref	PV.3.03	Our website is our biggest public communication and engagement channel. Website traffic is monitored for user analyse. Currently, we monitor this superficially due to capacity and conflicting priorities. However it enables us to react, when required, yielding valuable insights to help identify audience, improve the customer experience and website performance.
Owner	MarComms	
Comparison	Monitor	
Source	Google Analytics	

An update to google analytics has meant that we are no longer able to measure this metric in the same way.

New metrics and targets are currently being calculated and will be available in 2024/2025 reports.

PV.4.01 - Service Desk Response

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	B > 99%
	2023/2024	97.2%	97.6%	98.0%	98.0%	99.2%	97.7%	99.2%	98.7%	98.1%	98.4%	98.7%	G > 95%
	Status	G	G	G	G	B	G	B	G	G	G	G	A > 90%
Cumulative	Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	R < 90%
	2023/2024	97.2%	97.4%	97.6%	97.7%	98.0%	98.0%	98.1%	98.2%	98.2%	98.2%	98.2%	What is good
	Status	G	G	G	G	G	G	G	G	G	G	G	Higher is better

Ref	PV.4.01
Owner	ICT
Comparison	Target
Source	Vivantio

The percentage of ICT Helpdesk tickets responded to within Service Level Agreement. These tickets include items such as account unlocks, password resets, CCTV retrieval and accommodating the business needs in relation to starters, leavers and transfers. The ICT team can expect to receive up to 1000 tickets per month.

PV.4.02 - Network Uptime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	?	?	?	?	?	?	?	99.9%	99.9%	99.9%	99.9%	B
	2023/2024	?	?	?	?	?	?	?	100%	99.9%	99.9%	100%	G 99.9%
	Status	?	?	?	?	?	?	?	G	G	G	G	A >99.79%
Cumulative	Target	?	?	?	?	?	?	?	99.9%	99.9%	99.9%	99.9%	R <99.80%
	2023/2024	?	?	?	?	?	?	?	100%	100%	99.9%	100%	What is good
	Status	?	?	?	?	?	?	?	G	G	G	G	Higher is better

Ref	PV.4.02
Owner	ICT
Comparison	Target
Source	Buckinghamshire Council

Network uptime is a measure of how well the computer network—whether a local area network (LAN) or a wide-area network (WAN)—can respond to the connectivity and performance demands placed on it. This information is monitored and managed by Buckinghamshire Council

PV.5.01 - Internal Audits

	Feb-21	Jun-21	Oct-21	Feb-22	Jun-22	Sep-22	Feb-23	Jun-23	Oct-23	Feb-24		
Number	-	-	-	-	-	-	-	-	-	-	-	-
	19	23	22	21	22	29	12	13	4	8		
	Status	-	-	-	-	-	-	-	-	-	-	-
Percentage	Target	10%	10%	10%	10%	10%	10%	10%	10%	10%		
	2023/2024	14%	7%	29%	19%	22%	30%	13%	14%	4%	20%	
	Status	A	G	R	A	R	R	A	A	B	A	

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

What is good
Less is better

Ref	PV.5.01	Number of overdue audits actions following internal audits. This is then compared with the total number of actions.
Owner	PMO	
Comparison	Target	
Source	Audit Providers - (BC)	

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PV.5.02 - Projects

	Q1	Q2	Q3	Q4	
In Progress	-	-	-	-	
	15	13	15	15	
	-	-	-	-	
Off Track	Target	<3	<3	<3	<3
	2023/2024	0	0	0	0
	Status	B	B	B	B

B	0 off track
G	< 3 off track
A	< 5 off track
R	> 4 off track

What is good
Less is better

Ref	PV.5.02	The number of projects the service has in progress, and the number of those deemed to be 'at project status red' (off track - not recoverable). This excludes projects in relation to property.
Owner	PMO	
Comparison	Target	
Source	PMO	

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PV.6.01 - Carbon Emissions—Tonnes of CO2

	2022/2023	2023/2024	2024/2025	2025/2026
Target	-	-	-	-
Tonnes	978			
Status	?			

B	
G	
A	
R	

What is good
Less is better

Ref	PV.6.01
Owner	Finance & Property
Comparison	Target
Source	

Scope 1 and 2 carbon emissions (comprising gas, electricity and diesel). This will be an annual measure due to the seasonal nature of consumption, and even then a particularly mild or cold winter or high or low number of incidents could have a large impact on the figures.

At the time of reporting, the 2023/2024 information wasn't available.

PV.6.02 - Printing

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K
2023/2024	18.6k	23.2k	22.9k	18.7k	17.2k	21.6k	26.9k	23.8k	14.7k	22.8k	22.7k	20.3k
Status	G	A	A	G	G	A	R	A	G	A	A	A
2022/2023	<20K	<40K	<60K	<80K	<100K	<120K	<140K	<160K	<180K	<200K	<220K	<240K
2023/2024	18k	42k	65k	83k	101k	122k	149k	173k	188k	211k	234k	254k
Status	G	A	A	A	A	A	A	A	A	A	A	A

B	< 10k per month
G	< 20k per month
A	< 25k per month
R	> 25k per month

What is good
Less is better

Ref	PV.6.02
Owner	Finance
Comparison	Previous year
Source	ICT & 3rd Party Printers

The number of sheets of paper used for printing, per month, both internally and by 3rd party suppliers. Historical information for this measure is not available.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 12 June 2024

Report title: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023-2025 Update

Lead Member: Councillor Simon Rouse, Chairman

Report sponsor: Chief Fire Officer, Louise Harrison

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

Action: Noting

Recommendations:

That the HMICFRS 2023-2025 Update be noted

Executive summary:

In July 2017, HMICFRS extended its remit to include inspections of England's fire and rescue service. They assess and report on the efficiency, effectiveness and people of the 44 fire and rescue services in England.

HMICFRS published the BFRS Round 3/2023-2025 report on 19 October 2023. The report can be found here: [BFRS 2023-2025 - HMICFRS](#)

This report sets out HMICFRS inspection findings for Buckinghamshire Fire and Rescue Service following the inspection during May and June 2023.

The latest report for the Service identifies three causes of concern, accompanied by 10 recommendations, and 26 areas for improvement. The report was noted at the Extraordinary Fire Authority meeting on 24 October 2023.

As per requirements set out in the report covering letter to the Chairman and Chief Fire Officer on 17 October 2023, a copy of the action plan detailing how the Service will address the recommendations must be submitted to HMICFRS within 28 days of the report. A copy of the action plan was sent to HMICFRS within 28 days of the report publication; on the 15 November 2023.

On 21 November 2023, HMICFRS informed the Service that it will now be entering the supportive Engage process. The Engage process provides additional scrutiny and support from the Inspectorate.

Scrutiny and Support

An internal HMICFRS tactical Board has been set up and meeting on a regular basis to update the Improvement Board. The Board is chaired by the Deputy Chief Fire Officer, attended by the relevant strategic leads and tactical owners.

The Chief Fire Officer and the Chairman attended the Fire Performance Oversight Group on the 4 June to present the Service's progress against the action plan.

Action Plan

The HMICFRS action plan focuses on the 3 Causes of Concern. As at May 2024 the Service has made the following progress against the HMICFRS action plan:

	Prevention	Protection	EDI
Complete	7	8	7
In Progress/On Track	-	3	13
Risk to progress	-	1	1
Not due to be started	-	-	-

The detailed HMICFRS action plan update can be seen in Appendix 1

Key Progress to highlight is:

Prevention

- The Risk Stratification guidance has been updated and published.
- The Premises Risk Management System has been developed in line with the updated guidance and is now live.
- Training to support Risk stratification has been developed and is being rolled out.

Protection

- KPI's for the Risk Based Inspection Programme are now built into BAU performance management and monitored through the Performance Monitoring Board.
- Schedule for planned audits is fully implemented and available to all Protection staff. The Service is on track to achieve all annual very high risk audits.

EDI

- Strategic review of EDI approach completed, and recommendations approved by SMB.
- Annual Review completed of Case Management presented to SMB with trends and lessons learnt.
- 2024 Culture survey is complete with a response rate over 70%.

- The Positive Action programme has been delivered covering fitness and interview skills; this has had a positive impact on our most recent recruitment campaign.
- The Service new Promise, Values and Behaviours are now live, work will be ongoing to embed these in all that we do.

Areas for Improvement

Alongside the HMICFRS action plan officers have reviewed all the Areas for Improvement. These are being incorporated into the Service’s 24/25 plan and relevant team plans.

The action plan is managed as part of the Portfolio Management Office (PMO), with regular reporting through internal governance structures. As stated in the recommendation at the Extraordinary Fire Authority meeting on 24 October 2023, the Authority will be kept informed of progress in delivering against the HMICFRS Action Plan via regular reporting to both the Overview and Audit Committee and full Authority.

HMICFRS Values and Culture in fire and rescue services

On Thursday 30 March 2023 His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published ‘Values and culture in fire and rescue services’. The report has 9 themes supported by 35 recommendations and all Fire and Rescue Services, alongside the Government and national fire bodies are urged to implement them as a matter of urgency. Of the 35 recommendations, 20 are owned by the Chief Fire Officer. The Service’s progress on these recommendations is:

Status	Number
Complete	20
In Progress	0
Not started	0

Revisit

The Service’s revisit took place week commencing 20th May 2024. The revisit focused on the Round 3 causes of concern and included desktop reviews, interviews and reality testing.

The Annual Assessment of Fire and Rescue Services in England 2023

On the 09 May 2024, HMICFRS published the State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2023. In the report, His Majesty’s Chief Inspector of Fire & Rescue Services, said that:

- The inspectorate needs more powers to ensure the fire and rescue sector act on its recommendations. For example, the Government should make it a legal requirement for fire and rescue authorities to publish a response to inspection reports;
- The Government should prioritise reform and publicly commit to an achievable timescale for making its proposed changes;
- Services must do more to improve their values and culture to remove unacceptable behaviours such as bullying, harassment and discrimination, which persist in small pockets; and
- Fire and rescue service leaders aren't being strategic enough in how they make improvements; this can lead to ineffective decisions being made, which ultimately make the public less safe.

The full report can be located via the background papers.

Financial implications:

The prioritisation of improvements to address the specific recommendations raised within the causes of concern may introduce additional financial implications, either through reprioritisation of other projects, or through new workstreams.

Consideration will be given to ensure associated costs, both direct and indirect, are fully understood and managed effectively.

Risk management:

There remain reputational corporate risks to the organisation. The Service continues to take steps to mitigate this through having extensive internal and external audits of a number of areas of the Service, in addition to the HMICFRS inspections. The internal audit plan for 24/25 can be found here: [Internal Audit plan](#)

Legal implications:

The current Fire and Rescue Service National Framework issued under section 21 of the Fire and Rescue Services Act 2004, to which the Authority must have regard when carrying out its functions, states as follows at paragraph 7.5:

'Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given.'

It continues: ‘When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association’.

Privacy and security implications:

No privacy or security implications have been identified that are directly associated with this report or its appendices.

The report and its appendices are not protectively marked.

Duty to collaborate:

Each fire and rescue service is inspected individually. However, the latest report includes findings relating to the Service’s ability to collaborate effectively with partners. The report states: “We were pleased to see the service meets its statutory duty to collaborate. It continues to consider opportunities to collaborate with other emergency responders.”

Health and safety implications:

The HMICFRS report states:

- The service provides good well-being provisions to its workforce, but work-related stress is not being fully addressed.
- The service has a positive health and safety culture.

The areas for improvement relating to working hours and secondary contracts will feed into the health, safety and wellbeing group.

Environmental implications:

The HMICFRS report states:

“The service didn’t identify all the potential climate impacts and mitigation measures required in its 2020–2025 public safety plan. This is what it calls its integrated risk management plan. It has now recognised that it needs a different range of equipment to be ready to respond to this risk both now and in the future.”

Equality, diversity, and inclusion implications:

The Service has been judged as ‘requires improvement’ in the area relating to ensuring fairness and promoting diversity, along with a cause of concern and four recommendations relating to equality, diversity and inclusion. All the findings from the HMICFRS round three inspection report have been fully considered and prioritised to ensure continual improvement is established and maintained.

The Authority’s equality, diversity, and inclusion objectives 2020-2025 – year 3 progress was presented to the Fire Authority on 14 June 2023.

Consultation and communication:

Specific areas identified for Service improvement are being captured in relevant plans and will be reported on in line with the recommendations.

Background papers:

HMICFRS BFRS Home Page: [Buckinghamshire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectors.gov.uk\)](https://justiceinspectors.gov.uk/buckinghamshire-his-majestys-inspectorate-of-constabulary-and-fire-rescue-services)

16 February 2022 – Fire Authority: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Inspection Report 2021

<https://bucksfire.gov.uk/documents/2022/02/fa-item-10-16022022.pdf/>

20 January 2023 - State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022

[State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022 - HMICFRS](https://www.hmicfrs.gov.uk/state-of-fire-and-rescue-the-annual-assessment-of-fire-and-rescue-services-in-england-2022)

28 April 2023 - Extraordinary Fire Authority Meeting: Values and Culture in fire and rescue services

bucksfire.gov.uk/documents/2023/04/bmkfa-extraordinary-meeting-28-april-2023-item-8-values-and-culture-in-fire-and-rescue-services.pdf/

24 October 2023 – Extraordinary Fire Authority: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Inspection Report 2023

bucksfire.gov.uk/documents/2023/10/extraordinary-fire-authority-meeting-24-october-2023-item-9-hmicfrs-inspection-report.pdf/

6 December 2023 – Fire Authority: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023 Action Plan

<https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-15-hmicfrs-action-plan.pdf/>

8 February 2024 – Executive Committee: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023 Update

bucksfire.gov.uk/documents/2024/01/executive-committee-meeting-8-february-2024-item-12-his-majestys-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-buckinghamshire-fire-and-rescue-service-bfrs-2023-update.pdf/

13 March 2024 – Overview and Audit Committee: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023 Update

<https://bucksfire.gov.uk/documents/2024/02/overview-and-audit-committee-13-march-2024-item-9-hmicfrs-bfrs-2023-2025-update.pdf/>

09 May 2024 - State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2023

[State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2023 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](#)

Appendix	Title	Protective Marking
1	HMICFRS Round 3 Action plan April 2024	N/A

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Area	Ref	Action	Strategic Owner	Responsible Officer	Start Date	Deadline (End of)	Success and Impact measures	Commentary - April 24	Progress RAG End of Apr 24	
It has an effective system to define the levels of risk in the community										
Prevention	1.1.1	Implement the Prevention Risk Stratification (PRS) process based on the NFCC guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> • PRS guidance note written and published • PRS is live across all channels • All staff understand the PRS methodology 	<p>Assurance phase is near completion. A number of minor issues have been identified and some already rectified. GC Prevention will report on HEAT training package completion rates end of April. Moved to complete in April 2024 with ongoing embedding and monitoring.</p> <p>Quality Assurance process being introduced will identify potential further requirements.</p> <p>Prevention Bulletin (April 2024/1) sent out to all stations covering Risk Stratification V3 , Referrals Guidance V1 , Referrals Risk Stratification HEAT Package, Prevention HFSV Quality Assurance V1 - available on all Station Prevention boards.</p> <p>Prevention Bulletin April 2024/2 released providing further updates and guidance on PRMS, new QR code, removal of paper forms and HEAT training package.</p>	Complete	
	1.1.2	Key Performance Indicators (KPIs) developed and reported to support Risk Stratification guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jan-24	Mar-24	<ul style="list-style-type: none"> • KPI's in place • Management control processes in place. • All referrals are dealt with in line with PRS guidance thresholds 	KPIs now developed. Risk Stratification document reviewed (V3) and includes KPI management process (flow chart). Published 25 March 2024. Reporting on KPIs will follow at the end of Q1 2024	Complete	
	It's systems and processes for dealing with referrals from individuals and partner agencies effectively manage and prioritise those referrals with the highest identified risk									
	1.2.1	Ensure all current referrals are processed and up to date	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jun-23	Nov-23	<ul style="list-style-type: none"> • Referrals from partner agencies are being processed in line with Service expectations. • No referral backlog. 	Continues to remain as BAU with ongoing monitoring now in place.	Complete	
	1.2.2	Launch Online Home Fire Safety Check form (OHFSC) developed to complement the Person-Centred Framework	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Feb-24	<ul style="list-style-type: none"> • New route available for the public to complete a person-centred self-assessment of fire risk. • All OHFSC are handled with the relevant treatment and timescales. 	Awaiting further report on activity identified coming through the OHFSC route. The OHFSC usage report shows as of 19 April 2024 66 referrals were identified to come into the referrals@bucksfire.gov.uk inbox.	Complete	
	1.2.3	Introduce a recognised way of recording and processing all prevention referrals directly into the Premises Risk Management System (PRMS) to ensure there is one database recording all prevention engagements as well as activity	Assistant Chief Fire Officer	Administrative Support Manager	Nov-23	Feb-24	<ul style="list-style-type: none"> • Referral processing guidance note written and published • Guidance note utilised to support training 	Document and Process now in place	Complete	
	1.2.4	Update PRMS to reflect Risk Stratification guidance	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Nov-23	Apr-24	<ul style="list-style-type: none"> • All agreed requirements have been developed, testing by all relevant users and live. • All referrals are in line with delivery expectations associated with the descriptors for levels of risk as per the Risk Stratification Guidance 	<p>Assurance phase was completed in line with the testing schedule. A number of minor issues were identified and rectified.</p> <p>The development commenced as planned on 1 May 2024. This was confirmed as being successful on 2 May.</p> <p>This will now be closely monitored internally and by Active through May to ensure any issues arising are rectified</p>	Complete	
	1.2.5	Ensure all appropriate staff are adequately trained on the referral process and understand the methodology.	Assistant Chief Fire Officer	Group Commander Prevention & Resilience	Jan-24	Mar-24	<ul style="list-style-type: none"> • All staff have received appropriate training. 	<p>Referral guidance now published.</p> <p>All Admin staff have now received training on referral inputting.</p> <p>All staff in the Prevention Team have received input on Team meetings and have received information on referrals and PRS documents via prevention email bulletin.</p> <p>Ongoing assurance will be covered through Prevention planning and team meetings</p> <p>Prevention Bulletin (April 2024) sent out to all stations covering Risk Stratification V3 , Referrals Guidance V1 , Referrals Risk Stratification HEAT Package, Prevention HFSV Quality Assurance V1 - available on all Station Prevention boards</p> <p>Prevention Bulletin April 2024/2 released providing further updates and guidance on PRMS, new QR code, removal of paper forms and HEAT training package.</p>	Complete	

Clearly define its risk-based inspection programme, within a revised protection strategy, which is aligned to its next public safety plan								7	
Protection	2.1.1	Review and update current Protection strategy intended to provide clarity on how the Service will conduct its Protection business in line with legislative requirements and focussing resource on highest risk premises types.	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Nov-23	Dec-23	<ul style="list-style-type: none"> Peer review from NFCC sector advisors Appropriate level of stakeholder engagement in developing revised strategy Scrutiny and acceptance of revised strategy by Fire Authority Members 6th December Internal Publication 	Protection strategy has been reviewed and updated with input from NFCC. The strategy was presented to the Fire Authority on 16 December 2024 (https://bucksfire.gov.uk/documents/2023/11/fire-authority-meeting-6-december-2023-item-12-protection-strategy-2023-2025.pdf/)	Complete
	2.1.2	Introduce risk-based interventions programme to underpin revised strategy	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> Risk-based inspection methodology identified and clearly articulated Based on methodology, identify planned audit schedule for very high / high risk premise types Internal Publication 	Risk based intervention programme has been developed and presented to the Fire Authority alongside the Protection strategy. This is now fully embedded with the staff who have been briefed on the methodology. The Protection team will continue to be engaged and integral to any future activity.	Complete
	2.1.3	Ensure the Protection strategy 2025-30 is embedded and fully aligned with the Community Risk Management Plan (CRMP) 2025-30	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Feb-24	Oct-24	<ul style="list-style-type: none"> Evidence-led approach to management of protection resources Extensive internal / external consultation Due consideration to integration / alignment with Prevention and Response strategies 	New strategy being built into CRMP to ensure alignment. Currently in draft ahead of public consultation. Engagement already undertaken with NFCC and peer review from Derbyshire FRS.	On track
	Make sure its increased number of staff complete a proportionate amount of activity to reduce risk and work to effective targets								
	2.2.1	Embed the revised Protection strategy and Risk-Based Interventions Programme (RBIP) guidance As directed within the revised strategy, teams will now be focussing on planned and demand-led activity on high risk / low compliance property types	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> Good stakeholder engagement when developing the strategy and RBIP guidance and during transition Direction and performance management to ensure a smooth transition in terms of ways of working KPI's monitored to assure embeddedness Very high/High risk premises schedule delivered 	Strategy and RBIP now embed and subject to BAU performance monitoring. Protection team objective setting will further cement organisational requirements in respect of Protection activities.	Complete
	2.2.2	Introduce new Protection KPI's captured at team and person level - Planned audit numbers against RBIP. - Monitor audit outcomes (compliance) against audit numbers to assure that the RBIP is targeting the right premises.	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> KPI's presented to Performance Monitoring Board quarterly 1000 audits annually Proportionate number of audits resulting in non-satisfactory outcomes 	KPI's for RBIP now built into BAU performance management and monitored through PMB. On track to achieve all annual very high risk audits. Outcomes being monitored for assurance purposes.	Complete
	2.2.3	Introduce four apprentice Business Safety Advisor roles utilising Protection grant funding to support - Enable more qualified Protection staff to focus on high risk / low compliance	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Apr-24	<ul style="list-style-type: none"> New roles resulting in greater levels of co-ordinated and targeted support to local businesses Less time spent by qualified officers doing low risk activity. 	2 x Apprentice in post. Operational decision to only recruit to 3. Interviews taking place for final position 29 April. Complete if successful appointment. Business engagement framework and plan for 24/25 currently under development.	On track
	Assures the system to record fire safety activity is robust and well supported to enable prioritisation of highest risk								
	2.3.1	Ensure schedule for planned audits is easily accessible to staff who require it	Assistant Chief Fire Officer	Group Commander Protection	Nov-23	Dec-23	<ul style="list-style-type: none"> Identified very-high risk and high risk audits are provided to teams 	Schedule for planned audits is fully implemented and available to all Protection staff. This is utilised to pick their audits according to risk. IOs have been reviewing and updating the data with the Data team to progress and improve upon the RBIP	Complete
	2.3.2	Premises Risk Management System (PRMS) – training input to ensure standardisation / consistency in data input and extraction	Assistant Chief Fire Officer	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> Training input received by relevant Protection staff Consistency monitored by Station Commanders 	Standardisation exercise complete and consistency of input in place. Some queries over system outputs to resolve. PRMS working group established to consider / rectify outstanding systems issues. Ongoing QA and CPD.	Complete

2.3.3	PRMS system – make provision for standard Protection outcome letters to improve efficiency and consistency	Assistant Chief Fire Officer	Group Commander Protection	Jan-24	Apr-24	<ul style="list-style-type: none"> Standard letters available for use Training provided as appropriate to support implementation 	Progress being made in respect of systems / automation. However, recognising this will continue to be a work in progress, additional admin support has been made available to support the protection teams.	On track
2.3.4	Review provision of admin support to Protection teams to ensure efficiency	Assistant Chief Fire Officer	Head of Protection, Assurance & Development	Dec-23	Apr-24	<ul style="list-style-type: none"> Administrative requirements identified Qualified Protection staff enabled to focus more time on planned activity 	Protection managers and admin team leader have identified a number of areas / tasks requiring additional support. Additional provision has been allocated for a 12 month period, with anticipated system improvements to take place during that time.	Complete
Makes sure it has an effective quality assurance process so that staff carry out audits to an appropriate standard								
2.4.1	Introduce a Protection Quality Assurance (QA) process	Assistant Chief Fire Officer	Group Commander Protection	Oct-23	Apr-24	<ul style="list-style-type: none"> (QA) process documented, consulted and agreed through governance Relevant staff are trained on the QA process QA activity recorded and reported 	First phase of QA undertaken in Q4 across the function with a focus on audits. Built into BAU performance management with learning being addressed appropriately through scheduled CPD sessions.	Complete
2.4.2	Review suite of Protection procedures and guidance to ensure it is aligned with best practice and supports staff in relation to consistent application	Assistant Chief Fire Officer	Group Commander Protection	Dec-23	Apr-24	<ul style="list-style-type: none"> Published revised procedures and guidance Training / input (as required) delivered to Protection staff 	Work underway to review procedures and guidance documents. Support sought from other FRS to share their documents as a bench mark. The current vacancy in the policy/training role is going to advert w/c29 April. Contract in place for specialist legal support, which includes some CPD input. Remains risk to progress in that reasonably expect completion by end of Q1, not April.	Risk to progress
Give greater priority to how it increases awareness of equality, diversity and inclusion across the organisation								
3.1.1	Develop a role to include dedicated EDI support to ensure the delivery of EDI objectives	Director of Finance & Assets	Head of Human Resources	Jan-23	Apr-24	<ul style="list-style-type: none"> Dedicated staff member in place/ recruited 	13 applications received. As part of the process the candidates were asked to give a 10 minute presentation on how they would embed EDI across the Service. Anne and Natalie interviewed on 26 April. Verbal offer given and accepted; expected to start in June 2024.	Complete
3.1.2	Review current EDI training across all levels including management and look at options to implement additional regular, measurable, bitesize session(s) on EDI	Director of Finance & Assets	Station Commander HR Projects	Nov-23	Apr-24	<ul style="list-style-type: none"> Review undertaken of EDI training to assess effectiveness, reach and options EDI online training has a completion rate of 90%+ supported by regular reporting, to ensure managers can follow up on non-completion Staff at all levels can demonstrate a good understanding of EDI and how this needs to be reflected in the way we work and deliver services. 	Review of EDI training in progress. Review includes effectiveness, reach and options and will cover e-learning packages, face to face training carried out to date, what is required / mandatory, what has been agreed to date via the Training Strategy Group, what is planned. EDI mandatory training as at March 2024 - 72%. From 1 April there is an EDI section on all employees' appraisals	Risk to progress
3.1.3	Rollout 360 feedback process to all middle managers, which includes a section on how they promote EDI	Director of Finance & Assets	Organisational Development Manager	Dec-23	Dec-24	<ul style="list-style-type: none"> All relevant staff have completed 360 feedback including the manager appraisal session and workbook and the outcomes feed into development plans and appraisal process 	360 feedback questions designed around NFCC leadership framework. the process has been rolled out to SMT and Leadership Group. Leadership and Management Development Pathway to be launched May 2024 and this will embed 360 feedback at all levels across the Service. The feedback from the 360 is reviewed with line management and a workbook completed by the individual to help understand, reflect and build any developmental actions into appraisals and individual development plans.	On track

3.1.4	Utilise EDI data to better inform station plans to facilitate targeted community engagement activity adding specific action(s) related to EDI	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Mar-24	<ul style="list-style-type: none"> Service delivery area plans include EDI related data and actions 	This action is complete.	Complete
3.1.5	Review and relaunch of our values/code of ethics to support a positive workplace culture	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Oct-24	<ul style="list-style-type: none"> All staff understand what each value means for/to them and can share how it supports the communities we serve 	Presented to Joint Consultation Forum 17 April. Code of Conduct reviewed and presented at same meeting, governance and final destination June Fire Authority. Project team presented to Flexi Duty Officer to present brand guidelines and project timeline. Leadership and Behaviour framework to be launched in May 2024	On track
3.1.6	Work with our staff networks to gain their input, to develop policies, projects and initiatives.	Director of Finance & Assets	Head of Human Resources	Jul-24	Dec-24	<ul style="list-style-type: none"> A representative from these groups is included in the development of procedures before consultation. Increased staff engagement and inclusion 	Linked to staff networks action 3.2.3 and People and Culture Officer role 3.1.1 Strategic EDI approach review presented to SMT on 2 April, which included recommendations splitting the EDI group into a strategic group and staff networks, Terms of Reference, reoccurrence of meetings and staff engagement proposals	On track
Make sure that it has appropriate ways to engage with and seek feedback from all staff, including those from under-represented groups								
3.2.1	Launch and review "Speak Up" campaign	Director of Finance & Assets	HR Advisory & Development Manager	Oct-23	Feb-24	<ul style="list-style-type: none"> All staff aware of Speak Up facility Ongoing process in place to review take up/usage 	Report presented to SMB on 23 April 2024. This included an Employee Relations case management summary for 2023-2024, lessons learnt and a separate appendix on Health Assured (EAP) including concerns, whistleblowing case numbers, and alternative Speak Up options. A further paper is due for presentation to SMT on 30 April 2024; this is on options for a new whistleblowing / Speak up provider - costs, timescales, advantages and disadvantages. The Culture survey includes 2 questions that relate to the campaign. The EDI station visits include questions on the campaign. The Case management report is now a standing agenda item for SMB.	Complete
3.2.2	Develop mechanisms to reduce the mystery of the Service's governance processes	Director of Finance & Assets	Head of Technology, Transformation & PMO	Nov-23	Jan-24	<ul style="list-style-type: none"> "Extra Chair" take up is 50% A summary of internal governance meetings is published on the intranet within 2 weeks of the meeting taking place 	Extra Chair take up to be monitored on a quarterly basis. Template agreed and to be used across BTB and PMB	Complete
3.2.3	Explore further options to establish staff networks for underrepresented groups, including exploring options to join with external networks (other FRS's and national networks)	Director of Finance & Assets	Head of Human Resources	Nov-23	Jun-24	<ul style="list-style-type: none"> Established networks which feed into the EDI group. Increase in the number of staff networks from underrepresented groups. (internal or external). 	Linked to staff networks action 3.1.6 and People and Culture Officer role 3.1.1. Report recommendations approved at SMT, work to carry them out is underway	On track

3.2.4	Move to an annual staff survey supported by embedding the feedback loop. Utilise pulse surveys to support assessment of progress against specific actions.	Director of Finance & Assets	Head of Technology, Transformation & PMO	Nov-23	Aug-24	<ul style="list-style-type: none"> •Maintain completion rate at 70+ percent •Increase "the Service will take action from the survey" score •Instigate action where the outcomes/scores are low 	2024 survey went live on the 8th April, closed on over 70%. Survey results to be presented to the CFO on the 3rd May and SMT the following week. Engagement sessions to be held with the wider Leadership teams before the end of May	On track
3.2.5	Investigate and implement reporting at senior level on whistleblowing/ Speak Up/ grievance/ disciplines/investigations to monitor, identify and take action on potential themes	Director of Finance & Assets	HR Advisory & Development Manager	Jan-24	Mar-24	<ul style="list-style-type: none"> • Increased visibility of issues being raised and the Service's lessons learnt through regular reporting internally and externally on activity • Additional activity to reduce reoccurrence of themes as and when identified 	SMB report presented 23 April 2024. This included an Employee Relations case management summary for 2023-2024 and lessons learnt. The Case management report is now a standing agenda item for SMB.	Complete
3.2.6	Ensure all line managers have regular structured contact with all their staff	Assistant Chief Fire Officer	Organisational Development Manager	Apr-24	Mar-25	<ul style="list-style-type: none"> • The development pathway programme includes training/ education on being a people manager. • Increased percentage of staff who have a 121 every month 	Incorporated into the Development and Assessment Pathway Programme planning in respect of training and educating new managers. EOY review completion and appraisal completion to be monitored and managed. Staff survey results to be reviewed.	On track
Make improvements to the way it collects equality data to better understand its workforce demographics and needs								
3.3.1	Relaunch the Equality Monitoring campaign encouraging individuals to input their own equality data on the HR system in a safe and secure environment, supported by ongoing communications.	Director of Finance & Assets	Head of Human Resources	Jan-24	Jul-24	<ul style="list-style-type: none"> • A continuous increase of equality data being inputted. • Increased messaging about the benefits of a diverse workforce and the reasons for declaration. 	Communications ongoing via EDI station visits and On Call briefing sheets. Report being worked on, please see narrative below, 1 April 2023 25.3% missing records, 1 April 2024 21.8% missing records. Further communications planned following PMB to improve the take up rate	Complete
3.3.2	To review recruitment and promotion processes to ensure they include and promote the importance of staff providing their equality data.	Director of Finance & Assets	Head of Human Resources	Feb-24	Apr-24	<ul style="list-style-type: none"> • Increase of equality data. • Staff know how to enter their equality data. 	The onboarding module is an ongoing project that is planned for implementation later this year. This module will allow all future employees to keep their data up to date from the date of their offer of employment. It allow us to report on candidate and employee protected characteristics more accurately.	Complete
3.3.3	To embed a process to monitor EDI data completions with a quarterly update to the Leadership team to identify if particular teams require additional support to understand why completion is of benefit.	Director of Finance & Assets	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> • Ability to identify areas of the service that require additional support/training. • Better understanding of the diversity of the workforce through ongoing data tracking. 	Statistics being presented to May PMB, which will then be presented to the EDI group. This will show April 2023 - April 2024 completion rates. Next steps are areas to focus on, for example those who have completed the "prefer not to say" section so we can focus on the messaging around improving this area and which work groups we need to focus on. EDI station visits will include a reminder of why updating protected characteristics data is so important	On track

3.3.4	A quarterly review of equality data by the EDI group to ensure we have an understanding of the workforce demographics and needs. Appropriate action taken where necessary.	Director of Finance & Assets	Head of Human Resources	Apr-24	Jun-24	<ul style="list-style-type: none"> Increase in the availability of data which will allow the organisation to make more informed decisions that will have a positive impact. 	Quarterly reports will be presented to PMB, the Leadership team and the EDI group, which will identify the areas that need additional support / training	On track
Be more ambitious in its efforts to attract a more diverse workforce that better reflects the community it serves								
3.4.1	Develop a programme of works to ensure all workplace facilities (both on premises and at incidents) meet the needs of current and future staffing demographics.	Director of Finance & Assets	Director of Finance & Assets	Nov-23	Mar-25	<ul style="list-style-type: none"> Review of premises facilities Programme in place to improve identified gaps Welfare facilities in place at incidents Adequate facilities in place for all protected characteristics 	EDI station visits start w/c 22 April, the information that is taken will form part of the review. Incident welfare provision continues to be an area of focus for the technical team.	On track
3.4.2	Introduce a sustained "Have a Go" operational programme for identified underrepresented groups, including a plan for positive action, offering a range of targeted activities across the county.	Director of Finance & Assets	Station Commander HR Projects	Dec-23	Nov-24	<ul style="list-style-type: none"> Annual programme in place including at least six "Have a Go" events held for underrepresented groups per year. A clear plan in place to deliver and maintain positive action. Increased uptake from underrepresented applicants. 	Following BTB and SMB a policy statement/statement of intent has been drafted and will go through governance. Of the candidates that attended the positive action interview workshop and that were successful at the interview stage. Out of the 10 candidates that attended, 7 of them have been offered a role. 5 out of 12 candidates are female.	On track
3.4.3	Map out and review recruitment process end to end to understand impact on different underrepresented groups, including the applicants' feedback at various stages of the application.	Director of Finance & Assets	Station Commander HR Projects	Jan-24	Jun-24	<ul style="list-style-type: none"> Recruitment processes are adapted. Increased uptake from underrepresented applicants. Data collected from applicants will be used to inform process changes. 	Meeting booked with HR Operations Manager to complete this action: to better understand the barriers present and increase applications from underrepresented groups. The positive action report presented to SMB on 23 April included recommendations that link to this action, work in progress	On track
3.4.4	Identify and report on areas of underrepresentation within the Service, identifying groups we would benefit from attracting across all levels,	Director of Finance & Assets	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> Relevant and up-to-date data which can be used to inform recruitment actions 	The 12 places for the current cohort have been agreed, the stage data will be updated within iTrent, new reports will be run accordingly to review the data held and this will form part of the next recruitment campaign. The Workforce Planning Group Terms of Reference are currently being reviewed to incorporate the new approach to Retention & Succession, Resourcing, Organisational Training & Development and Recruitment. A presentation will be given at SMT on the 30 April 2024. This piece of work will form part of this element.	On track
3.4.5	Ensure recruitment resources are utilised to ensure more applications from diverse/underrepresented people from our local communities.	Director of Finance & Assets	HR Operations Manager	Jan-24	Oct-24	<ul style="list-style-type: none"> Engagement/recruitment activities such as career fairs are prioritised to those that meet our target audiences More applications from diverse/underrepresented applicants 	HR attended an Emergency Services event on 23 April 2024 at Aylesbury College for students that are part of the Public Services course. This allows us to talk to students interested in joining the Service following the completion of their course.	On track