BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

Director of Legal & Governance, Graham Britten
Buckinghamshire Fire & Rescue Service
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD
Tel: 01296 744441

Chief Fire Officer and Chief Executive
Louise Harrison

To: Members of Buckinghamshire and Milton Keynes Fire Authority

2 June 2025

Dear Councillor

Your attendance is requested at the **ANNUAL MEETING** of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held at **THE OCULUS, BUCKINGHAMSHIRE COUNCIL, THE GATEWAY OFFICES, GATEHOUSE ROAD, AYLESBURY, BUCKS, HP19 8FF** on **11 JUNE 2025** 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, Bailey, Banks, Carroll, Exon, Gomm, M Hussain OBE, N Hussain, Lancaster, McLean, Monger, Priestley, Rouse, Sherwell, Stuchbury, Walsh and Wilson

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/UCWmIXPWAscxpL3vliv7bh1Q

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

Adjournment and Rights to Speak – Public

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

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

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

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

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

Rights to Speak - Members

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

Petitions

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

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

Questions

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

COMBINED FIRE AUTHORITY - TERMS OF REFERENCE

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

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

(a) variations to Standing Orders and Financial Regulations;

(b) the medium-term financial plans including:

      (i)   the Revenue Budget;

      (ii)   the Capital Programme;

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

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

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

(e) the Treasury Strategy;

(f) the Scheme of Members' Allowances;

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

(h) the Annual Report.

(i) the Capital Strategy

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

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

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

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

AGENDA

Item No:

1. **Election of Chairman**

   To elect a Chairman for 2025/26

2. **Appointment of Vice-Chairman**

   To appoint a Vice-Chairman for 2025/26.

   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 12 February 2025. **(Pages 13 - 32)**

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 421,174 as at 1 December 2024 (An email received from the Buckinghamshire Council Electoral Services Manager, 10 December 2024, confirmed 'The Local Government electorate for Buckinghamshire Council at 1 December 2024 is 421,174.') 67.08%.

The electorate for Milton Keynes City Council is 206,691 as at 1 December 2024 (An email received from the Milton Keynes City Council Electoral Services Manager, 4 December 2024, confirmed 'The Local Government Electorate for Milton Keynes City Council as at 1 December 2024 is 206,691') 32.92%.

Total Number of Members :   17

Buckinghamshire   421,174   (67.08%)   11.4

Milton Keynes   206,691   (32.92%)   5.6

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 2025/26:

Buckinghamshire Council (11)

Councillors Adoh, Carroll, Gomm, M Hussain OBE, N Hussain, Monger, Rouse, Sherwell, Stuchbury, Walsh and Wilson

Milton Keynes City Council (6)

Councillors Bailey, Banks, Exon, Lancaster, McLean and Priestley

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:	7 seats	(41.18%)
Liberal Democrat Group:	5 seats	(29.41%)
Labour Group:	3 seats	(17.65%)
IMPACT Alliance:	2 seats	(11.76%)

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).

(b)(i) It is recommended that the seats should be allocated as follows:

Conservative – 3

Liberal Democrat – 2

Labour – 2

IMPACT Alliance - 1

Overview and Audit Committee

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

(b)(ii) It is recommended that the seats should be allocated as follows:

Conservative – 4

Liberal Democrat – 3

Labour – 1

IMPACT Alliance -1

(c)   It is recommended that authority be delegated to the Monitoring Officer, upon the written confirmation of a Group Leader, to vary the nomination on a given Committee and to make the appropriate amendments to membership (and notify all Members and the Chairman of the appropriate Committee of the change) including variations to nominations by a Group Leader as a result of any in year changes to the membership of the Authority .

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

Background papers: None.

12.   **Calendar of Meetings**

<u>Fire Authority</u>

Wednesday 8 October 2025   at 2.00pm

Wednesday 10 December 2025	at 2.00pm
Wednesday 11 February 2026	at 11.00am
Wednesday 10 June 2026	at 11.00am

<u>Executive Committee</u>

Wednesday 9 July 2025	at 10.00am
Wednesday 10 September 2025	at 10.00am
Wednesday 12 November 2025	at 10.00am
Wednesday 4 February 2026	at 10.00am
Wednesday 18 March 2026	at 10.00am

<u>Overview & Audit Committee</u>

Wednesday 16 July 2025	at 10.00am
Thursday 5 November 2025	at 2.00pm
Wednesday 11 March 2026	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.   His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) - Buckinghamshire Fire and Rescue Service (BFRS) 2023-2025 Update

To consider item 15 **(Pages 33 - 58)**

16.   Performance Management - Q4 2024/25

To consider item 16 **(Pages 59 - 100)**

17.   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.

18.   **Exempt Minutes**

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Fire Authority held on 12 February 2025.

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 12 FEBRUARY 2025 AT 11 AM.

Present: Councillors Bagge, Bailey, Banks, Exon, Hall, Khan, Lambert, Lancaster, McLean (Vice Chairman), Rouse (Chairman), Stuchbury, Sullivan and Walsh

Officers: L Harrison (Chief Fire Officer), S Tuffley (Deputy Chief Fire Officer), D Buchanan (Assistant Chief Fire Officer), G Britten (Director of Legal and Governance), A Carter (Head of Technology, Transformation and PMO), R Davidson (Director of Human Resources and Organisational Development), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), A Stunell (Head of Human Resources), P Scanes (Head of Response and Resilience) S Grosse (Group Commander), M Hussey (Principal Accountant), F Mansfield (HR Advisory and Development Manager), K Nellist (Democratic Services Officer) and P Kent (External Auditor KPMG)

Online: K Henry (External Auditor KPMG), E Hilling (Marketing and Communications Manager)

Apologies: Councillors Adoh, Carroll, Chapple OBE, Hussain OBE

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/UCWmIXPWAscxpL3vliv7bh1Q

FA59   **MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 11 December 2024, be approved, and signed by the Chairman as a correct record.

FA60   **MATTERS ARISING FROM THE PREVIOUS MEETINGS**

FA49 – PEOPLE STRATEGY 2020-2025 YEAR FOUR UPDATE - The Chairman asked that for National Apprenticeship week officers look at holding an event and getting Santander, Milton Keynes City Council and others together to meet

some apprentices and publicise it – Some Members will have attended the event before this meeting.

The Chairman offered many congratulations to the apprenticeship team. The Organisational Development Manager had given a great presentation celebrating the Service's achievements, there had been 191 apprentices through the apprenticeship programme since in commenced. In particular, congratulations to all the apprentices in the Service for their achievements.

The Vice-Chairman advised it was good to hear that Milton Keynes City Council had provided £165k to the apprenticeship levy.

FA50 – HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2023-24 – The Chairman asked about the act of violence against the firefighter and whether the perpetrator was prosecuted – The Assistant Chief Fire Officer advised that Thames Valley Police (TVP) charged the perpetrator with assault on an emergency worker. The latest information received from TVP was that the case was working its way through the judicial system.

FA52 – MEMBER UPDATE ON THE FIRE BRIGADES UNION IMPROVEMENT AGENDA 2024 – A Member felt it would have been good to have a written update from the FBU in the report and would like to see it in future – The Deputy Chief Fire Officer advised he would work with the FBU Brigade Secretary to provide a written update for the next report.

FA54 – LATE URGENT ITEMS – (2) LETTER OF MANAGEMENT REPRESENTATION 2022/23 – The Principal Accountant advised that the Letter of Representation had been signed by the Chief Finance Officer and the Chairman of the Overview and Audit Committee.

(3) STATEMENT OF ACCOUNTS – YEAR ENDED 31 MARCH 2023 – The Principal Accountant advised that the Statement of Accounts had been signed by the Chief Finance Officer and the Chairman of the Overview and Audit Committee.

FA61   DISCLOSURES OF INTERESTS

None.

FA62   CHAIRMAN'S ANNOUNCEMENTS

None.

FA63   RECOMMENDATIONS FROM COMMITTEES:

EXECUTIVE COMMITTEE – 5 FEBRUARY 2025

(a) THE MEDIUM-TERM FINANCIAL PLAN (MTFP) 2025/26 TO 2029/30

The Lead Member for Finance and Assets, Information Security and IT advised Members that there were a couple of key points he would like to highlight. The proposal was for a £5 increase, but the Authority remained one of the lowest cost per resident for the service it provided across the country. There was a fantastic capital works plan in the schedule, over £11m to be spent over the next few years, which was a real improvement, but the Authority continued to face financial pressures, in terms of the costs of utilities which remained considerably higher than they were before the invasion of Ukraine and the pressures on the staff wage bill and National Insurance contribution costs which would cost the Authority an additional £250k per annum which was not initially budgeted for.

The Deputy Director of Finance and Assets advised Members that the MTFP report and the revised Appendix A presented the proposed revenue and capital budget for the financial years 2025/2026 to 2029/2030. The Service adopted a zero-based budget process for 2025/2026 and reviewed all budget lines. As per the monitoring reports, underspends were identified in 2024/25 which had been incorporated into savings as part of the budget. These savings were in the region of £600k. These related to bank reductions and making sure the establishment accurately reflected the actual posts in place. Fire services had been given the flexibility to increase the precept by £5 and this had been incorporated into recommendation 1.

In terms of grants, the Service would no longer receive the Services Grant and Minimum Fund Guarantee Grant which equated to £598k in 2024/2025 and the Airwave Grant would reduce by circa £60k.The National Insurance threshold change and increase in contribution had a significant impact on the budget.

In terms of capital, officers had presented the five-year plan. Key areas to note were the indicative amounts included in the budget for a training facility and an options appraisal for High Wycombe Fire Station. In order to help

fund this capital programme, officers had also planned to reverse the voluntary revenue provision of £3.5m for the repayment of long-term debt in 2027/2028 which Members would see was illustrated in the prudential indicators paper which follows later in the agenda.

The Deputy Director of Finance and Assets took Members to the revised appendices. Officers had now received the final national non-domestic rates (NNDR) figures submitted by Buckinghamshire Council and Milton Keynes City Council. The funding figures had been updated following confirmation from the billing authorities regarding amounts receivable from NNDR and council tax, both of which had a statutory deadline of 31 January.

The key highlights were that Buckinghamshire Council's NNDR figures were significantly better than anticipated. This improvement was primarily due to a revision in their appeals provision, they were expecting fewer appeals or fewer successful appeals, leading to a reversal of some of this provision. As a result, there was a £172k improvement in the Settlement Funding Assessment for 2025/2026 only. The other key change was the confirmation of the National Insurance Grant.

Considering all these changes, the Revenue Contribution to Capital budget in Appendix 1(a) and 1(b) for 2025/2026 to 2029/2030 had been revised in order to balance the budget. Total usable reserves at the end of 2029/2030 were now forecast to be just under £4.5m (an increase of £686k from the figures in the original paper).

A Member asked if the Service had received confirmation of what the final figure would be regarding the National Insurance grant and also at the next meeting could Members be advised as to how that might impact the Service and also that it was agreed to write to the local MP's and could Members see sight of that correspondence.

The Deputy Director of Finance and Assets advised that the Service had received the final amount, and it was in the region of £250k and it had been factored into the budget as part of the five-year plan.

The Chairman advised that the correspondence would be shared with Members.

Chief Fire Officer/Chairman

The Chairman asked if any analysis had been done on the impact of the threshold reduction and what that means versus the increase on the Authority's headcount.

The Director of Finance and Assets advised that the two impacts had not been split out but worked out in totality. The biggest impact was the cost of employing on-call staff, more than it was on wholetime in percentage terms.

The Director of Finance and Assets would provide some further analysis.

Director of Finance and Assets

A Member felt that some small businesses might make decisions based on financial constraints based on National Insurance or other changes that were going on and would mean some of their compromises may be around fire safety which would affect the Service's fire safety plan going forward and was a risk to be aware of.

The Director of Finance and Assets advised it had been factored in as one of the risks in the Authority's Community Risk Management Plan, not just the economic pressures on people but on businesses who may take riskier decisions.

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 £84.46 for a band D equivalent property (equal to an increase of approximately 10p 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
Bagge	✓		
Bailey	✓		
Banks	✓		
Exon	✓		
Hall	✓		

	✓		
Khan	✓		
Lambert	✓		
Lancaster	✓		
McLean	✓		
Rouse	✓		
Stuchbury	✓		
Sullivan	✓		
Walsh	✓		

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

The Principal Accountant presented to Members the Prudential Code, Prudential Indicators and Minimum Revenue Provision for 2025/26. 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 demonstrated that the current plans for capital investment met these criteria and presented an acceptable level of risk to the Authority.

The 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.

For the past few years, the authorised limit for borrowing and other long-term liabilities had been set £2m above the operational boundary limit to allow for effective management of cashflow. However, this report was recommending the authorised limit was set to £2.5m, with the estimated additional amount of £500k to account for the lease liabilities following the implementation of IFRS 16 Leasing.

The Principal Accountant advised Members that this paper supported the Medium-Term Financial Plan (MTFP) which had been presented today and according to the MTFP,

there were no plans for additional borrowing. However, in 2027/28 the Authority was forecasting to reverse the voluntary revenue provision of £3.5m to support the capital programme set out in the Medium-Term Financial Plan. This could be seen in section 3.2 capital financing requirements.

A Member asked if there was enough capacity in the planning to adjust to any additional costs on interest rates should it be needed.

The Director of Finance and Assets advised that the prudential indicators were about making sure it was sustainable and affordable for the future. It was brought to Members annually but was something that was kept under constant review daily. Officers worked closely with specialist advisors who watch the markets and advise on the projected path for interest rates, borrowing costs etc.

The Lead Member for Finance and Assets, Information Security and IT wanted to bring to members attention the Authority had £4m invested in sustainable investments.

RESOLVED –

1. That the Prudential Indicators for 2025/26 be approved.

2. That the Minimum Revenue Provision policy statement be approved.

(c) MEMBERS' ALLOWANCES

The Director of Legal and Governance advised Members that the Authority was required to adopt a Scheme of Members' Allowances in advance of the ensuing financial year. The recommendation from the Executive Committee was that the Authority adopted a Scheme of Allowances for 2025/2026 based on an uplift of 4%. This was based on the indexation that has been in place since 2012, with the exception of one year 2021/2022, and therefore aligned to the preceding year's annual pay award for employees on the NJC grey book terms and conditions, which was the majority of the Authority's employees.

The Authority in adopting its annual Scheme of Allowances, had a wide discretion and need only have regard to the recommendations of the Independent Remuneration Panels of both Milton Keynes City Council and Buckinghamshire Council which continue to recommend

indexation aligned to those council's employees annual pay awards.

RESOLVED –

That the Authority be recommended to adopt the Scheme for Members' Allowances for 2025/26 (as shown in draft as Appendix 1).

FA64   **TREASURY MANAGEMENT STRATEGY 2025/26**

The Principal Accountant advised Members that the Authority's treasury advisors Link Asset Services had been bought out by Mitsubishi UFJ Financial Group Corporate Markets. This change would have no impact on the services the Authority received.

Apart from this change, there were no other significant changes to the strategy compared to the current 2024/2025 strategy. 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.

In terms of the strategy itself, it included the Treasury Management Policy Statement, the Treasury Management Strategy Statement, the Annual Investment Strategy, Counterparty List, Prospects for Interest Rates and Credit Rating Definitions.

The Principal Accountant advised Members that at the start of 2025/2026 the overall borrowing position would be £4.550m with maturity between 2–28 years with annual interest payable of £214k. There were no plans for additional external borrowing for 2025/2026, as per the MTFP presented here today.

As of 31 December 2024, the Authority had £25.5m invested in fixed term deposits with various banks and building societies and money market funds. By the start of 2025/2026 the estimated investment portfolio would be circa £24m.

The Principal Accountant advised that during 2024/2025, the Bank of England's Monetary Policy Committee (MPC) had voted to reduce the interest base rate on three occasions, and it currently sat at 4.5%. The Authority's treasury advisors were projecting this would reduce to 3.75% by March 2026. The Authority had benefitted from good interest rates with projections in 2024/2025 to

exceed £1.1m, potentially exceeding £1.2m, which was £400k-£500k higher than the budget set for the year.

However, for 2025/2026 the investment income budget had reduced to £600k as part of the MTFP to account for the rate reductions and anticipated capital expenditure, which reduced the surplus funds available to invest. During 2025/2026 officers would continue to monitor the treasury management performance, and this would be reported to the Overview and Audit Committee.

The Chairman asked for reassurance that due diligence had been done on the robustness of the new organisation.

The Director of Finance and Assets advised that the company had been bought out by another company and the contract had novated over to the new company. Officers were still working with the same individuals and had not seen any material change. The new organisation had been reviewed as part of the standard procurement processes.

The Director of Finance and Assets advised that there was a council tax leaflet for the public on the Authority's website, which explained where the money comes from and what it was spent on and was as user friendly as possible. There were a series of communications lined up both internally so staff could understand and also externally so the public could understand where their council tax was being spent. This would be shared with Members.

Director of Finance and Assets

RESOLVED –

That the Authority approve the Treasury Management Policy Statement, Treasury Management Strategy Statement and the Annual Investment Strategy for 2025/26.

FA65   PAY POLICY PRINCIPLES AND STATEMENT 2025/26

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 as the 2025/2026 pay policy for the Authority, effective 1 April 2025.

This pay policy was based on the current 2024/25 pay policy with amendments made to the annually updated data. For example: the budgeted establishment in section 5, reference to the pay awards in section 7 and whilst there was no update to contribution rates for the Firefighters

Pension Scheme in section 10, public consultation was currently going on to change the Firefighters Pension Scheme member rates/bandings, which would come into effect in October 2025 and updated pay multiples in section 11.

In addition, minor amendments had been made to the wording in section 13 on re-employment and abatement; reference made to following the Service's recruitment and selection procedure when re-employing. Further clarification on pension abatement, confirming the default position of the Authority to abate individuals, and due to the strict rules around abatement that needed to be considered, the importance for the individual to discuss this in advanced with the pensions team and/or the pension provider.

A Member asked if this had been discussed with the relevant trade unions.

The Director of Human Resources and organisational Development advised Members that discussions with the unions were always ongoing and they were fully aware of the position on the pay policy.

A Member asked about performance reviews, and diversifying recruitment, and that protected characteristics were not discriminated against during the process and how was progression monitored.

The Chairman also asked what the timeline was on when the gender pay gap reporting would come to Members, including race and disparity reporting.

The HR Advisory and Development Manager advised Members that the gender and ethnicity pay gap report would be coming to the Executive Committee in March.

The Director of Human Resources and Organisational Development advised that in terms of performance and development and non-discrimination, officers were looking at how staff were monitored in terms of objective setting, appraisals to make sure they were fair and equitable. This was part of the reward and recognition piece that was being looked at presently and would be bought to Members in June.

The Chairman brought to Members attention the pay multiples of the highest paid, to the lowest paid and also the highest paid to the medium paid which had seen a

fairly significant drop year on year and it would be helpful to know what had driven that.

The HR Advisory and Development Manager advised it was the increase of the lowest paid and because this year the highest paid was slightly reduced from the previous year, and that was what was reducing it.

RESOLVED –

That the Pay Policy Principles and Statement as set out in Appendix one, as the statutory Pay Policy Statement for 2025/26, be approved for publication.

FA66   **PROPOSAL FOR PERMANENT CHANGE TO AUTOMATIC FIRE ALARM MOBILISATION PROCEDURE FOR NON-DOMESTIC BUILDINGS**

The Group Commander advised Members that on 14 January 2024 the Authority approved the commencement of an Automatic Fire Alarm (AFA) mobilising policy review to include a six-month pilot trial. On 8 July 2024 the AFA pilot started where the Service would only mobilise to high risk buildings and where there was a sleeping risk. The Service would continue to respond to all reports of fire. At the December Authority meeting, an extension to this pilot trial was approved until 12 February 2025.

During this pilot trial, the Service had seen a 54% reduction in the number of fire appliance mobilisations to false alarms in commercial properties for the first five full months of the pilot trial compared to the last five full months prior to the trial.

The Group Commander advised Members that Home Fire Safety Visits were currently above target, and training for wholetime crews was on target for completion. Vehicle movements due to AFA's in commercial premises had reduced meaning a drop in road risk to the public from responding fire appliances, a reduction in fuel used and vehicle wear and tear.

Since the start of the AFA pilot trial, Royal Berkshire Fire and Rescue Service (RBFRS) and Oxfordshire Fire and Rescue Service (OFRS) had now gone live with their changes to AFA response which aligned to the changes this Service had piloted. This now aligns all three Thames Valley fire and rescue services with the same AFA mobilising protocol, which has had a positive effect on Thames Valley Fire Control Service mobilising.

For six weeks from October to December the Service conducted a public consultation which asked if it should change the way it responded to AFA's. The headline from the consultation was almost four in five (79%) of respondents agreed that based on information relating to the Service's response to AFA activation before the pilot, and the number of false alarms attended, changing the response was the right thing to do.

The Chairman asked if the Director of Legal and Governance could summarise the legal implications.

The Director of Legal and Governance advised Members that if an automatic fire alarm were to be derived from an actual fire, obviously the Service would mobilise, but there was some concern about what the liability would be if the Service failed to attend and the legal implications. To set out the background, the Court of Appeal had determined that there was no liability in terms of negligence for failure to attend a fire if that were to ensue. That doesn't negate from other reputational damage, but there was no legal liability to attend. The other legal implication was that the proposal had been subject to a period of consultation running alongside the pilot. It was very important that Members had a look at the synopsis of the consultation results and take those into account before making a decision to permanently change the policy.

The Chairman asked if this Service started the pilot early, and Royal Berkshire Fire and Rescue Service came to it later, how had they made it permanent already.

The Group Commander advised that Royal Berkshire Fire and Rescue Service did not run a pilot. They consulted and went live straight away. This Service, ran a pilot, consulted and then the proposal was to go live as business as usual.

A Member asked, that with artificial intelligence (AI), would AFA's become cleverer and be able to give better information.

The Group Commander advised that almost certainly and even now it depended on the commercial property owner or responsible person as to what level of AFA detection they had within their building. Something that had come out of this proposal was that the Service's Business Engagement Officers in the Protection Team were more engaged with commercial risk, especially the lower

commercial risk to ensure they were aware of their responsibilities.

A Member wanted to thank the Chief Fire Officer and the Service for promoting that residents should check their own smoke detectors on a regular basis.

The Chairman commended officers for the rigour in which this pilot and the consultation had been run and hoped the communities in Buckinghamshire and Milton Keynes would draw an enormous amount of comfort from the way this process had been run.

RESOLVED –

1. That a permanent change to Buckinghamshire Fire and Rescue Service (BFRS) mobilisation policy to automatic fire alarm (AFA) activations in non-domestic buildings be approved.

2. That the procedure in relation to AFA activations in non-domestic buildings be ratified accordingly.

FA67   **2025-26 ANNUAL DELIVERY PLAN**

The Head of Technology, Transformation and PMO advised Members that this report sought to gain approval of the 2025/2026 Annual Delivery Plan. Officers had taken a slightly different approach this year following feedback and a review of best practise, and this plan was for one year with the actions being more specific to ensure they were measurable and achievable and were also understandable by staff and the public following approval of the Community Risk Management Plan (CRMP) in December 2024.

Officers had been working to identify the key priorities for this year across the Service's objectives and enablers. A number of items had been reviewed to build this plan including the CRMP risk and actions; HMICFRS reports; staff feedback; FBU Improvement Agenda for 2025, Corporate Risks and Fire Standards.

Some key areas to highlight on the plan included the On-Call improvement plan year one; building the partnership with the Safety Centre; scoping options for High Wycombe Fire Station; and reviewing the health and wellbeing proposition. Each of these actions would be broken down by quarter with clear measures of success and related KPIs.

The plan would be monitored and scrutinised monthly via the new internal governance processes, with further updates to Members.

A Member asked where the FBU Manifesto was mentioned in this plan.

The Head of Technology, Transformation and PMO advised that it was not mentioned in this plan but there were a number of items that related to it.

The Chairman felt it was a really well written strategic delivery plan and very easy to understand and well structured.

The Chairman asked for clarity for Members and for the public, on the mechanisms by which the delivery against this plan would be tracked.

The Head of Technology, Transformation and PMO advised that a new governance structure had been introduced at the start of December, starting at the bottom with delivery groups going up to a Programme Board and Performance Board. At those meetings, officers would go through every single item on the current plan on a monthly basis and then they would be presented up to the Performance Board, which was chaired by the Chief Fire Officer to scrutinise.

A Member asked to see the FBU improvement plan on the same report.

The Chairman felt it was important to have a separation of both plans as there were things that sat over and above the FBU Improvement Plan. The FBU had regular dialogue and input, and officers could show they were responding to all their points.

The Chief Fire Officer advised that officers had sat down with the FBU representatives to go through any actions from their previous improvement agenda from last year and also look at their 2025/2026 plan. A lot of what they had asked to be considered, had been woven into this plan, and they were very comfortable with it.

The Chairman asked that when a report was produced which had relevance to one of the Unions, whether a section could be added that talked about engagement with key unions and stakeholders so Members were aware that engagement had happened.

Head of Technology, Transformation and PMO

RESOLVED –

1. That the 2025-2026 Annual Delivery Plan be approved by the Authority.
2. That approval of the reformatting of the document in line with corporate branding before publication is delegated to the Chief Fire Officer/Chief Executive.

FA68   **LATE URGENT ITEMS**

The Chairman advised that the following reports were required to be considered by the Fire Authority to meet the statutory backstop date of 12 February 2025 for the publication of audited accounts for the 2023/24 financial year.

1. AUDITORS ANNUAL REPORT – YEAR ENDED 31 MARCH 2024

The External Auditor Katie Henry advised Members she would cover the overall position of the two reports. The annual report was the public document which would be published alongside the accounts. Regarding the overall audit findings, the audit was substantially complete in terms of work that was still ongoing and there was no major work outstanding. The audit opinion would be disclaimed for this year end, which was very much driven by issues prior to the audit.

The External Auditor Philip Kent advised that two significant audit risks had been identified. This did not mean there was an operational risk for the Authority, but these were areas identified where there was the greatest potential for an error or adjustment required to the accounts. The first one related to management override of controls. This was a risk on every single audit and reflected that those who prepare the accounts had the ability to make adjustments to the way they were presented and prepared which could manipulate the position to present a picture which was different to what it should be.

External Audit were pleased to say they had not identified any matters to report, and had not identified any instances of any manipulation to the accounts.

The other risk identified was a significant risk relating to the valuation of pension liability, and this reflected that estimating the liability the Authority holds in relation to defined benefit schemes was complicated and required judgmental assumptions. The effect of making very small changes to those could have an outsized impact to the

value of the liability. The work in this area was on the verge of completion, but in terms of the assumptions, which was the key area which drives that risk, External Audit were content overall.

The External Auditor advised Members that whilst it wasn't identified as a significant risk, procedures were performed in relation to the valuation of the Authority's land and buildings. The Authority was required by the CIPFA code to hold those land and buildings at their fair value each year, which required the Authority to use Chartered Surveyors who then apply judgement in determining the value of those buildings such as fire stations. External Audit were satisfied that the value of those stations and building was fair and balanced.

The External Auditor advised that as well as work on the financial statements, they also perform a review on the Authority's arrangements to secure value for money. The responsibility was not to assess whether the Authority had or had not achieved value for money, but to assess whether the Authority had proper arrangements in place.

External Audit were pleased to report that they had not identified any indication that the Authority did not have proper arrangements, and had not identified any significant weaknesses in relation to value for money.

Members may be aware in the Audit Plan, there was identified a significant risk relating to value for money in respect of the findings raised by HMICFRS. This reflected the fact the Inspectorate raised a variety of important actions for the Authority to implement, which may indicate that services were not performing at the position they should be. The work was to assess whether the Authority had taken appropriate actions to respond to that inspection report. External Audit were satisfied there was a good action plan, that progress had been monitored and the plan put in place should allow the Authority to track its improvements and ensure should any further interventions be required, they could be done on a timely basis.

The Deputy Director of Finance and Assets advised Members that this was the first year auditing the Authority for KPMG, and it does take time to build that relationship around management override of controls. The Authority did have segregation of duties in place to ensure those controls were in place. The Authority does not just get

audited by External Audit; it also gets audited internally, so the Authority was heavily audited through the year to ensure there were sufficient controls in place.

With regard to pensions valuations, the Authority had professional actuaries who were used to give advice, and based on their advice, it was reported upon in the Statement of Accounts. Finally, the valuations of land and buildings that were alluded to, again the Authority had professionals that came and valued all the properties.

RESOLVED –

That the content of the report, and the disclaimed opinion with the reasons provided by the auditors, be noted.

2. LETTER OF MANAGEMENT REPRESENTATION 2023/24

The Principal Accountant advised Members that the Letter of Management Representation was a legislative requirement. Information contained within this letter contributed towards the auditors being able to form their opinion as to whether the financial statements gave a true and fair view of the Authority's financial position as at 31 March 2024.

This letter was to be signed off by the Director of Finance and Assets and the Chairman of the Overview and Audit Committee, following the meeting today.

RESOLVED –

The Authority is required to consider and sign the letter of representation to KPMG in order for the audit opinion and conclusion to be issued.

3. STATEMENT OF ACCOUNTS – YEAR ENDED 31 MARCH 2024

The Principal Accountant advised that the accounts outline the financial activities of the Authority for the year ended 31 March 2024. It showed the financial detail of the services the Authority had provided, together with explanatory notes, the resources consumed and the financial position at the end of the year compared with the previous year.

When putting together the Accounts, the Authority had followed the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the UK 2023/24: Based on the International Financial Reporting Standards (IFRS), the Code. The

Accounts were drawn up in accordance with the accounting policies which were set out in detail within the Statement of Accounting Policies section. The responsibility for the proper administration of the Authority's financial affairs was vested with the Director of Finance and Assets who was required by law to confirm that the Authority's system of internal controls could be relied upon to produce an accurate Statement of Accounts.

The Accounts contained four main statements. Each of the four main statements were supported by disclosure notes providing additional detail to figures presented. The four main statements were Movement in Reserves Statement; Comprehensive Income and Expenditure Statement; Balance Sheet and the Cash Flow Statement. The accounts also contained information regarding the Firefighters' Pension Fund Account, along with a narrative statement providing information about the Authority including key facts about the Authority, financial performance in 2023/24 and corporate risks.

The Chairman thanked the finance team and External Audit for all their hard work.

RESOLVED –

That the Statement of Accounts for the financial year ended 31 March 2024 be approved for signing by the Chief Finance Officer and Chairman of the Overview and Audit Committee.

The Chairman wanted to put on record his thanks to all Members that had served not only over the course of the last twelve months, but over the last three years that he had been Chairman of the Authority. It had been a pleasure to serve with all Members and he wished everybody well who was retiring or standing for election in May.

FA69 **EXCLUSION OF PRESS AND PUBLIC**

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 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.

FA70 **EXEMPT MINUTES**

RESOLVED –

That the Exempt Minutes of the meeting of the Fire Authority held on 11 December 2024, be approved, and signed by the Chairman as a correct record.

FA71 **BUSINESS CASE FOR INVESTMENT IN A LOCAL TRAINING VENUE**

The Authority considered the report, details of which were noted in the exempt minutes.

FA72 **DATE OF NEXT MEETING**

To note that the next meeting of the Fire Authority will be held on Wednesday 11 June 2025 at 11 am.

THE CHAIRMAN CLOSED THE MEETING AT 1.20 PM

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 11 June 2025

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: Chairman

Report sponsor: Chief Fire Officer, Louise Harrison

Author and contact: Anne-Marie Carter, Head of Service Improvement – acarter@bucksfire.gov.uk

Action: Noting

Recommendations:

That the HMICFRS update be noted

Executive summary:

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.

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 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 would be entering the supportive Engage process. The Engage process provided additional scrutiny and support from the Inspectorate.

Following a revisit in September 2024, HMICFRS confirmed all recommendations related to Prevention had been successfully completed, and the cause of concern was closed.

HMICFRS completed a further virtual revisit, on the 14 & 15 January 2025, HMICFRS confirmed all recommendations related to both Protection and EDI had been successfully completed, and the causes of concern was closed.

All Causes of concern are now closed, and the Service was removed from an enhanced level of monitoring (Engage) on 07 March 2025.

Areas for Improvement

The service was issued 26 Areas for Improvement following inspection. These are subject to ongoing review and scrutiny through established internal governance mechanisms, including monthly Delivery Group meetings and oversight by the HMICFRS Improvement Board.

As of April 2025, the Service has made the following progress against the HMICFRS areas of Improvement:

	Complete	On Track	Risk to Progress
Total AFI's	20	6	0

The detail can be found in Appendix 1: HMICFRS Round 3 Action Plan

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Standards of Behaviour

On 01 August 2024 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published 'Standards of behaviour: The handling of misconduct in fire and rescue services'. The report has 4 themes supported by 15 recommendations and the HMICFRS's view is that the findings and recommendations in this report can provide practical steps that services can take to bring about the lasting change fire and rescue service staff and the public deserve.

Of the 15 recommendations, all are owned by the Chief Fire Officer with 2 also joint owned with the Fire Authority.

Good progress has been made on all 15 recommendations which includes the introduction of a Professional Standards Investigator (PSI) and a Peer Review by Derbyshire Fire Service.

All recommendations are monitored through the People Delivery Group and the HMICFRS Improvement board chaired by the Chief Fire Officer.

HMICFRS fire and rescue services inspection programme 2025–27

HMICFRS has published the Fire and Rescue Services Inspection Programme for 2025–2027 (see Appendix 2). In preparation for the anticipated inspection in early 2026, the Service is actively reviewing the Characteristics of Good to assess current performance, identify gaps, and inform improvement planning.

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."

This has now been addressed in the Service's new [Community Risk Management Plan 2025-2030](#)

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 four progress was presented to the Fire Authority on 11 December 2024.

HMICFRS confirmed all recommendations related to EDI had been successfully completed, and the cause of concern was closed.

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:

In July 2017, HMICFRS extended its remit to include inspections of England's fire and rescue services. They assess and report on the efficiency, effectiveness and people of the 44 fire and rescue services in England.

HMICFRS BFRS Home Page: [Buckinghamshire - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk)](#)

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

[Extraordinary Fire Authority Meeting – 24 October 2023 - Buckinghamshire Fire & Rescue Service](#)

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

[Fire Authority Meeting - 6 December 2023 - Buckinghamshire Fire & Rescue Service](#)

30 July 2024 – HMICFRS Buckinghamshire Fire and Rescue Service: Causes of concern revisit letter

[Buckinghamshire Fire and Rescue Service: Causes of concern revisit letter - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk)](#)

01 August 2024 - HMICFRS Standards of behaviour: The handling of misconduct in fire and rescue services

[Standards of behaviour: The handling of misconduct in fire and rescue services - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (justiceinspectorates.gov.uk)](#)

11 September 2024 – Extraordinary Fire Authority: HMICFRS Update

[(Public Pack)Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 11/09/2024 11:00 (bucksfire.gov.uk)](#)

07 November 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

[OVERVIEW AND AUDIT COMMITTEE - 7 NOVEMBER 2024 - Buckinghamshire Fire & Rescue Service](#)

08 November 2024- HMICFRS Buckinghamshire Fire and Rescue Service: Causes of concern progress letter

[Buckinghamshire Fire and Rescue Service: Causes of concern progress letter - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

11 December 2024 - Fire Authority: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) 2023-2025 Update

[Fire Authority Meeting - 11 December 2024 - Buckinghamshire Fire & Rescue Service](#)

07 March 2025 – HMICFRS Buckinghamshire Fire and Rescue Service: Return to default phase of monitoring

[Buckinghamshire Fire and Rescue Service: Return to default phase of monitoring - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

12 March 2025 - Overview and Audit Committee: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Update

[OVERVIEW AND AUDIT COMMITTEE - 12 MARCH 2025 - Buckinghamshire Fire & Rescue Service](#)

19 March 2025 – Executive: His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) – Buckinghamshire Fire and Rescue Service (BFRS) Update

[Executive Committee - 19 March 2025 - Buckinghamshire Fire & Rescue Service](#)

Appendix	Title	Protective Marking
1	HMICFRS Round 3 Action Plan April 2025	N/A
2	HMICFRS fire and rescue services inspection programme 2025–27	N/A

Area	AFI	Strategic Owner	Delivery Group Ownership	Deadline (End of)	Success and Impact measures	Commentary - April 25	Progress RAG End of Apr 25
Understanding the risk of fire & other emergencies	The service should make sure it is informed by a comprehensive understanding of current and future risk. It should use a wide range of data to build the risk profile and use operational data to test that the risk profile is up to date.	Director of Finance & Assets	CRMP PB	Feb-25	• CRMP 2025-2030 meets fire standard • External Review feedback positive • Increased understanding of the risk in our community	The service has utilised the NFCC Fire Standard to support the creation of our Community Risk Management plan 2025-2030. A detailed risk analysis was completed to support the build of the CRMP. An external review of how we built our CRMP has been completed by Mazars and their feedback has been included in the document. Throughout the build we have engaged with the community in various ways inc Focus Groups, online questionnaires, at local business leaders events.	Complete
	The service, through regular engagement with its local community, needs to build a more comprehensive profile of risk in its service area.	Director of Finance & Assets	CRMP PB	Mar-25	• CRMP 2025-2030 meets fire standard • Evidence of regular engagement with the community throughout the life of the CRMP • Service Delivery Area profiles are in place and reviewed with the community.	Throughout the build of our CRMP 2025-2030 we have engaged with the community in various ways inc Focus Groups, online questionnaires, and engagement at local business leaders events. We have committed, as part of our annual review to do wider engagement each year, and there will be a dedicated page covering engagement in the final version of the CRMP. This will be supported by ongoing engagement with the communities we serve.	Complete
	The service should make sure that the aims and objectives of prevention, protection and response activity are clearly outlined in its integrated risk management plan.	Assistant Chief Fire Officer	Service Delivery	Mar-25	• Prevention, Protection and Response strategies embedded in CRMP • Strategies show key aims, risk and actions • Annual planning process in place linked to CRMP	Our 3 Objectives and 3 enablers are now part of our new CRMP. These are supported by strategies included in the document. The strategies include Key aims, risks and actions. These key actions now feed the annual planning process. Each year a more detailed Annual Delivery plan will be built to support the delivery of the CRMP.	Complete
Preventing fire and other risks	The service should evaluate its prevention work, so it understands the benefits better.	Assistant Chief Fire Officer	Service Delivery	~~Dec-24~~ Jun-25	• KPI to track Preparedness and Improvement audits completed • Behavioural change surveys conducted annually. • NFCC Quality Assurance and evaluation framework is adopted • KPI to track QA and evaluations completed	The Prevention Team Leader has now completed their IQA qualification, and they are working with the Station Commander to establish a Home Fire Safety Visit QA process. Once this process has been agreed, this area of work can be completed.	On Track
g the public through fire regulation	The service should review its response to false alarms to ensure protection and operational resources are used effectively.	Assistant Chief Fire Officer	Service Delivery	Feb-25	• Pilot took place • KPI to track mobilisation to false alarms • Public Consultation completed • Review of pilot inc public feedback completed • Decision presented to Fire Authority. • Amended AFA policy launched (TBC)	AFA pilot took place July 2024 to Feb 2025, public & business consultation took place between October to December 2024. Incident data was reviewed throughout the pilot. The final consultation outcome was presented to the FA Authority on the 12th Feb 2025 recommending moving from pilot to rollout. BFRS approach to Automatic Fire alarms is aligned with the other Thames Valley fire Services.	Complete
	The service should ensure its staff have the confidence to use the full range of enforcement powers.	Assistant Chief Fire Officer	Service Delivery	Dec-24	• Policy and guidance in place to support enforcement activity and decision making • KPI's in place to track enforcement activity • Legal support in place • Staff feedback process in place to provide assurance on confidence (1-1s and pulse survey completed?)	Success measures 1, 2 and 3 in place and recent enforcement training delivered by legal support provider. Additional assurance through delivery of QA process. Staff feedback sought and updated training provided. KPI's continue to be monitored via internal governance.	Complete

	Recommendation	Owner	Directorate/Board	Date	Deliverables	Progress	Status
Protecting	The service should make sure it plans its work with local businesses and large organisations to share information and expectations on how they can comply with fire safety regulations.	Assistant Chief Fire Officer	Service Delivery	Mar-25	• Business Engagement Framework built • Business Engagement plan in place and deliverables tracked through KPI's	A significant amount of work has been undertaken between Marcoms and Protection to develop business engagement. this has resulted to date in: Content Marketing for Business Engagement, Business Engagement Framework, Business Engagement Calendar, The Development of hotstrike material and standard letters, a business engagement tracker as well as the development of statistical data that will shortly inform the KPIs for the next financial year.	**Complete**
Responding to fires and other emergencies	The service should assure itself that it understands what resources it reasonably requires to meet its foreseeable risk; it should make sure that all its fire engines can be sufficiently resourced, if required.	Assistant Chief Fire Officer	Service Delivery	Mar-25	• Consistent availability of 12 frontline appliances • Appropriate provision and availability of specialist capabilities eg Arial Appliances to meet risk • Ability to make provision for additional resilience to support large / protracted incidents or spate conditions • KPI in place for broader range of resources On-Call/resilience project to start, current focus is on On-Call contracts.	Consistent availability of 12 frontline appliances, with higher on call availability. Provision and availability maintained for WT specialist vehicles to meet risks as per CRMP, with additional planning for positive crewing of the HWY TL. Review of specialist vehicle fleet and locations/crewing, with additional reporting and KPIs to monitor this moving forward. Current crewing arrangements allow for scalable crewing to meet resilience needs through tiered response - with work ongoing to review response arrangements in year 1 of CRMP., supported by analytical work already completed on measuring resilience. On-call contract management focus, with continued monitoring in place to ensure this is reviewed. On-call KPIs / resourcing reporting to assist.	**Complete**
	The service should make sure that its mobile data terminals are reliable so firefighters can easily access up-to-date risk information.	Director of Finance & Assets	Finance & Assets	~~Mar-25~~ Jun-25	• MDT Calls to helpdesk reviewed on a week basis • Process in place for crews to test if risk data is up to date • Risk information is available when away from the appliance	**BAU:** Call related to MDT's are reviewed by the ICT Manager to ensure they are dealt with in a timely manner. MDT's are now part of the PIT testing process. **Demountable MDT Project**: Work on going to resolve technical issues with using the MDT away from the appliance.	**On Track**
	The service should make sure it has an effective system for sharing and applying the learning from operational incidents.	Director of HR and OD	People	Mar-25	• Operational learning and assurance framework published	The Operational Assurance Team has undergone a transformation into Operational Learning and Assurance. This refresh has included a new Delivery Plan, using the Fire Standard in Operational Learning as the template to what good looks like, and a new procedure which details and informs all staff within BFRS what the expectations are regarding this area. This team has the mechanism for operational staff to feedback reference operational learning and assurance via - feedback, monitoring, active monitoring and through levels of debriefing. The feedback is triaged with recommendations and action owners who update on a regular basis. The Head of Operational Assurance governs an improvement plan through quarterly meetings where action owners are held to account regarding bringing their action to a conclusion. All actions which stay on the improvement plan for over 6 months are discussed in greater detail to ascertain why. National Learns are also captured within this team to determine our position and if future improvement is required in service.	**Complete**
	The service should make sure it consistently gives relevant information to the public to help keep them safe during and after all incidents.	Director of Finance & Assets	CRMP PB	~~Apr-25~~ Jun-25	• Media Training in place • MarComms part of and involved in LRF • Ability to communicate message to the public 24/7 utilising various channels	**Media Training:** Media training was successfully completed in March 2025. - **Complete** **Updating the Public:** We continue to use the website and social media to inform and update the public with incident information 9 - 5 Mon - Friday. We also continue to utilise our out of hours cover which is 7am - 9am and 5pm - 7pm Mon - Friday which gives us confidence we are able to keep the public informed majority of the time. Next steps is to review the current processes and guidance relating to our incident communications, which forms part of the a wider review of the Service's Comms and Engagement Strategy. An options paper will be presented at June governance meeting allowing the service to close this AFA. Meeting was held 28 April with DCFO and CFO to agree Sponsorship and scope of the paper. Stakeholder engagement meetings booked in May with ACFO, AC Service Delivery and GC's to capture their input and inform the paper.	**On Track**

Area	Recommendation	Owner	Board	Target Date	Measures	Update	Status
Responding to major & multi-agency incidents	The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	Assistant Chief Fire Officer	Service Delivery	Jan-25	Effective method has been developed Method has undergone robust testing Robust training and guidance supports the roll out. Methodology is QA'd through an exercise programme Accurate and timely information sharing between the incident Commander and the bridgehead.	Digital Fire Survival Solution released 24/02/2025. Training delivered to FDO and PO cadre, Training HEAT packages are live. Suite of OINs have been revised and TVFCS - Calls about Multiple People at Risk (Fire) Procedure has been updated. Shared Evacuation Tracker element to be worked on for go live in March 2025 - this is an enhancement to the digital FSG solution and not integral to it.	**Complete**
Making best use of resources	The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities it sets out in its next integrated risk management plan.	Assistant Chief Fire Officer	Service Delivery	Apr-25	• Prevention, Protection and Response strategies embedded in CRMP • Strategies show link to risks • Annual planning process in place linked to CRMP • KPI's in place	Service level KPI's in place to support our understanding of performance linked to P,P&R commitments / deliverables eg Response standard, HFSV Target, RBIP target. These measures allow the Service to remain agile to resource allocation and inform annual plan requirements. There is further work to do in reviewing and maturing the SD risk register. All elements of SD resource allocation will be subject to oversight and scrutiny at the newly established SD performance board.	**Complete**
	The service should have effective measures in place to assure itself that its workforce is productive, that its time is used as efficiently and effectively as possible and in a more joined-up way to meet the priorities in its integrated risk management plan.	Director of Finance & Assets / Assistant Chief Fire Officer	Service Delivery	~~Apr-25~~ Jun-25	• KPI's • Station plans • Utilisation work • Station KPI's • CRMP	**Station dashboards:** produced monthly, showing 6 KPI's, These are reviewed through 121s with SCs and data discussed at monthly R&R meetings **KPI's**: Quarterly R&R meetings will be used to review KPMs in more detail to look at gaining narrative, understanding issues KPI data further scrutinised through governance meetings **Workplace capacity project** now being led by SC Brinklow / SC Montague. Initial monthly reports to gain understanding of data and any local issues/improvements to make, with full Q1 report to follow. This will then embed the process for the Service to improve delivery of workstreams in the most effective way. The reduction in AFAs attended will create more capacity for the workforce, but is difficult to create a tangible dataset.	**On track**
	The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.	Director of Finance & Assets	Programme Board	Apr-25	• Project Evaluation process in place • Project evaluation presented to Interop, Exec and steering group	All project benefits are stored in a central document, The relevant Project mangers reviews these on a regular basis. The Project evaluation process has been reviewed and updated. This process will be used going forward. An annual procurement savings reports continues to be completed. HMICFRS recently inspected Royal Berkshire stating the following: ".........comprehensively monitors, reviews and evaluates the benefits and results of its collaborations."	**Complete**
e future	The service needs to assure itself that it is maximising opportunities to improve future capacity through use of innovation, including the use of appropriate and up-to-date technology.	Director of Finance & Assets	Finance & Assets	~~Apr-25~~ Jun-25	• ICT Trainer in place • Gap Analysis complete • End user survey completed	**ICT Trainer:** The ICT Trainer is now in place. An introductory survey has been created and will be circulated to staff. This will form the basis of the initial KPIs. Helpdesk themes identified to support initial ICT trainer work. **Smartphones on appliances project:** Trial is underway with Aylesbury. After review (Date TBC) by SC Technical, the trial will be extended to West Ashland & Wycombe	**On track**

	Recommendation	Lead	Board	Date	Actions	Update	Status
Making the fire & rescue service affordable now and in th	The service should assure itself that its IT systems are resilient, reliable, accurate and accessible.	Director of Finance & Assets	Finance & Assets	~~Apr-25~~ Jun-25	• PEN Test complete • All systems have dedicated owners • System related business continuity exercise taken place and learning captured. • Service desk themes identified and fed to ICT trainer to support if needed. • End user survey completed	There are 5 strands: **PEN TEST**: Pen test is complete. Remediation planning of the findings is underway. **Complete.** **System Owners**: We have confirmed the dedicated 'System Owners' using the procurement Contract Managers database **Complete** **Exercise:** An exercise is planned following the completion of the pen test to ensure relevant findings are incorporated where possible. The exercise is planned for 18th June with a third party supplier, Prism InfoSec . **On Track** **Service Desk Themes:** Service Desk themes identified and ready to task the ICT Trainer once appointed **Complete** **End User Survey:** The survey has been drafted and has been built in MS Forms. The planned go-live for March has slipped. The survey will be distributed toward the end of May so not to conflict with the People Survey. Status: **On Track**	**On track**
	The service should make sure it has the right skills and capacity in place to successfully manage change across the organisation	Director of Finance & Assets	Programme Board	Apr-25	• Additional Project Management Resource in place •Project Manger training in place • Increase knowledge of Project Management across managers	Additional Project Manager in place, supporting projects across the service. Project manger training refreshed and to be rolled out New Governance process in place to provide additional scrutiny of Projects at tactical level(Delivery Groups) and at a strategic level (Programme Board)	**Complete**
Promoting the right values and culture	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.	Chief Fire Officer	CRMP PB	Dec-25	• Station and Team visits taking place by Senior Managers • Continue to review feedback on SMT as part of annual staff survey	Chief Fire Officer regularly attends stations. Wider SMT also spend time on stations. All stations visits are captured and circulated to all of SMT for discussion and review. In the 2024 staff survey "I have trust and confidence in the Service's senior leadership team" was 32.79 % favourable an increase of 12.79%	**Complete**
	The service should proactively monitor working hours (including overtime) to improve staff well-being.	Director of People	People	Dec-25	• Continue reduction in the use of bank • Overtime to be used on an adhoc basis, when required not considered the norm or business as usual. • All staff hours monitored to ensure well-being and in line with Working Time Regulations if applicable	The percentage reduction in bank shifts from Q1-Q3 of the 2023-24 financial year to the same period in 2024-25, is 19.10% reduction. On track to have 20% reduction this financial year which is an achievement given the staffing levels have been consistently above 300 for the majority of this period. CC uplift, skills investment, leave guidance changes have all contributed to a sustained reduction. Meeting being arranged with RMT ref reporting capability from FSR on working hours. New Template for support staff record of hours being explored. Pay & Allowances review will provide information on allowances being paid relating to working hours/flexibility - to be reviewed to ensure consistency and welfare of employees Further enhanced through key items on 25-26 Annual Delivery plan covering people management	**Complete**
	The service should monitor secondary contracts to make sure staff don't work excessive hours.	Director of People	People	Oct-24	• All secondary employment forms are in place and reviewed as per procedure. • Employees do not work excessive hours. • Escalation of concerns to line manager	Introduced a Microsoft form greatly improving efficiency, and monitoring of secondary employment. These will be reviewed by HR and ensured that the correct approval has been obtained and recorded on iTrent. These will then be monitored moving forward and six monthly reviews will be required to take place with their managers, who will then update HR on any amendments/changes.	**Complete**

	Recommendation	Owner	Directorate	Due	Measures	Update	Status
Getting the right people with the right skills	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	Director of People	People	Mar-25	• Tools and resources being utilised by managers. • Improved data gathering and understanding of workforce in relation to retention/ development/succession requirements • Increased number of assessment development centre applications for support staff • Analysis on investment in staff training	Workforce planning data now includes number of staff in development, progress and anticipated completion date. Retirement profile and potential impact examined at People Delivery Group. Appraisal pack contains section on talent management, career discussion and personal development. Monthly meetings being held between Service Delivery & People Directorate, to examine challenges and impacts on resourcing. December 2024 ADC received the highest number of applications. Annual analysis completed on the TNA spend, broken down by staff group and my category of training.	**Complete**
	The service should assure itself that all staff are appropriately trained to fulfil their role.	Director of People	People	Oct-24	• Core training requirements known and being implemented. • Right people with right skills.	Leadership and Management Development Programme launched as part of the new staff development pathway. New development and assessment pathways will clearly define training and qualification requirements at all levels across both uniformed and non uniformed staff. Competency Programmes launched for all operational roles, bespoke programmes being developed for support staff. High potential development programme launched October 2024. Minimum training requirements defined (Incident Command Foundation/IOSH/Level 1 ICS/Supervisory Manager Acquisition Programme) before promoting into CC role - this ensures core foundation learning has been undertaken for what could be required from the individual on day 1. It does extend the length of time between being successful at an ADC and placed in role, however it ensure right people with right skills.	**Complete**
...ging performance & developing leaders	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Director of People	People	Mar-25	• Pilot High Potential Development Programme Launched • Candidate(s) enrolled • Evaluation of pilot programme to identify learns and evolve	High Potential Programme live. Successful candidates from December ADC identified for high potential programme. This is for both operational and non-operational roles. x5 Supervisory Manager (2 support staff and 3 operational) x1 Middle Manager (operational) Meetings with high potential candidates being held with line management to design bespoke development plans to support their acceleration. Positive feedback received from candidates on how programme could support and what they would like to achieve from it. Evaluation to take place once candidates have completed. December 2025.	**Complete**
	The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.	Director of People	People	Oct-24	• Tools and resources being utilised by managers. • Improved data gathering and understanding of workforce in relation to retention/ development/ succession requirements • Increased number of assessment development centre applications for support staff • Analysis on investment in staff training * Staff Development pathway, inclusive to all staff and ORCE methodology removes any potential bias from panels. * Seek feedback from under represented staff groups on any potential barriers - * session at network meetings to raise awareness	Staff Development Pathway has been launched and incorporates a number of workstreams developing inclusive processes for all staff and supporting career and personal development. Revised leadership and management development programme now live and is inclusive of all staff, not just operational. Enhanced talent management documentation has been included within staff appraisal process to give focus on career aspirations and short, medium and long term goals to achieve them. A new behavioural and leadership framework has been developed and gives foundation for expectations, and is aligned to new values. Staff Development pathway, inclusive to all staff and ORCE methodology removes any potential bias from panels.	**Complete**

	Recommendation	Owner	Service	Date	Action	Update	Status
	The service should assure itself it has an effective mechanism in place for succession planning, including senior leadership roles.	Director of People	People	Dec-24	• Tools and resources being utilised by managers to have career discussions with their teams/staff • Improved data gathering and understanding of workforce in relation to retention/ development/ succession requirements • Analysis of appraisal data - Talent Management • Analysis of appraisal data - continue in current role / ready to move within level / potential to move to next level • workforce planning data for all roles, including retirement profile to be used to inform decision making at People Delivery Group	Informed workforce planning slides presented at January People Delivery Group containing retirement forecast and updated leave rate. Appraisal pack contains section focusing on talent management, career discussion and personal development. Data to be pulled from appraisal for 25/26 - talent management, ED&I and continue in current role / ready to move within level / potential to move to next level	**Complete**

His Majesty's Inspectorate of Constabulary
and Fire & Rescue Services

HMICFRS fire and rescue services inspection programme 2025–27

Contents

Introduction

In our 2025–27 inspections, we will measure fire and rescue services (FRSs) against our characteristics of good performance. These characteristics describe the levels of performance FRSs need to achieve to be graded 'good'. They help us to make consistent assessments across all FRSs, and also show FRSs what they are being graded against.

These characteristics are examples. They are not intended to set specific standards or to be a comprehensive list of how we expect FRSs to perform.

The characteristics take account of national standards, operational guidance and evidence from research, which we will keep under review. We aren't limited to these and are entitled to establish our own measures of efficiency and effectiveness.

Effectiveness assessment

1. How well does the FRS understand and manage the risk of fire and other emergencies?

1.1 The FRS routinely uses a wide range of data to produce an accurate and clear risk profile and community risk management plan (CRMP). Resources are clearly allocated using evidence-based decision-making, informed by a comprehensive corporate risk register.

1.2 The CRMP identifies and clearly sets out current and future changes in risk, taking account of local community and national risk registers.

1.3 The CRMP clearly establishes how the FRS will manage risk to the public and monitor the delivery of its objectives for prevention, protection and response activity.

1.4 The FRS has appropriate governance arrangements in place which consider local risk and contribute to setting the priorities in the CRMP. The governance arrangements provide clear accountability to communities for the FRS's service.

2. How effective is the FRS at preventing fires and other risks?

2.1 The FRS has developed and implemented a realistic and risk-based prevention strategy which is informed by local risk and complies with statutory requirements. The FRS's prevention plan clearly sets out where the greatest risks lie within its area and has a clear rationale for the level of activity to prevent fires and other risks. The FRS uses findings from prevention, protection and response activity to adapt its prevention plan. FRS prevention activity meets community expectations, and its core functions are sustained regardless of other discretionary priorities for the FRS.

2.2 The FRS tailors its communications to provide information about fire prevention and to promote community safety. The FRS has a comprehensive understanding of the diverse needs of its communities and makes sure that its engagement and communication is designed to be appropriate and accessible to meet those diverse needs.

2.3 FRS staff are able to recognise the opportunity to prevent fires and other risks and take appropriate action. The FRS works with other FRSs, a wide range of partner organisations and diverse sections of the community to reduce the number of fires and other risks. The FRS evaluates the impact of its prevention activity and uses this to improve its own and partners' approaches.

2.4 Staff understand how to identify vulnerability and take action to safeguard vulnerable people as a result.

2.5 The FRS identifies and targets people who display signs of fire-setting behaviour for intervention activity, and routinely shares information with partner organisations to support the prosecution of arsonists.

3. How effective is the FRS at protecting the public through the regulation of fire safety?

3.1 The FRS has developed and implemented a fire safety enforcement strategy and risk-based intervention programme which is informed by local risk. The FRS's regulatory activities comply with statutory requirements to reduce the risk of fire and activity is aligned with other statutory bodies such as the building safety regulator. The FRS's enforcement plan prioritises the highest risks and includes a proportionate level of activity to reduce risk. The FRS carries out a programme of fire safety audits in line with its enforcement plan.

3.2 The FRS carries out systematic, consistent and robust fire safety audits. The FRS assures itself that fire safety audits are being carried out in a systematic, consistent and robust way.

3.3 The FRS uses its enforcement powers in a proportionate way. The FRS's regulatory activities keep people safe and secure from the risk of fire.

3.4 The FRS systematically and routinely shares relevant information on fire safety risk with staff who use it to carry out fire safety audits. FRS staff work and share information with enforcement partners and take appropriate enforcement action.

3.5 FRS staff work with local businesses and/or large organisations and share information and expectations on compliance with fire safety regulations. The FRS has a system to help all local businesses to have easy and timely access to clear guidance on how to comply with fire safety regulations.

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4. How effective is the FRS at responding to fires and other emergencies?

4.1 The FRS has taken the action required in a timely manner to align its policies, processes and procedures with fire standards and national operational guidance, including joint and national learning.

4.2 The FRS has developed a response strategy that is based on a thorough assessment of risk to the community. The FRS has an appropriate range of resources (people and equipment) available to respond to personal, property and environmental risk in line with its risk management plan. The FRS understands and actively manages the resources and capabilities available for deployment. The FRS is able to handle calls in a timely manner to ensure public safety. The FRS is able to manage the fair deployment (and temporary redeployment) of resources to meet operational need.

4.3 The FRS routinely gathers relevant risk information about people, places and threats. It makes sure that the information it has gathered is accurate and up to date. It has easily accessible systems in place so staff involved in emergency incidents can access risk information in easily usable formats.

4.4 FRS staff are able to command fire service assets assertively, effectively and safely at incidents. FRS staff make sure the public are protected at incidents.

4.5 The FRS can mobilise sufficient resources to respond to local and cross-border incidents.

4.6 The FRS uses learning from emergencies (local and national) to improve its operational response and to challenge existing policies, processes and procedures.

5. How well prepared is the FRS to respond to major and multi-agency incidents?

5.1 The FRS understands national and cross-border risks, and has sufficiently assessed reasonably foreseeable local community risks that are likely to require a major or multi-agency response.

5.2 The FRS uses risk assessments to develop plans to respond to major and multi-agency incidents, and is supporting local communities to make them more resilient.

5.3 The FRS carries out a joint exercise programme to test arrangements for major and multi-agency incidents. The FRS uses the learning to improve its capabilities and inform local and national developments.

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5.4 FRS staff can work with neighbouring FRSs and form part of a multi-agency response in line with Joint Emergency Services Interoperability Principles. The FRS actively participates in its local resilience forum and is well prepared for, or routinely contributes to, multi-agency debriefs.

5.5 The FRS's local arrangements comply with, and support, the requirements within the 'National Coordination and Advisory Framework (NCAF) England'.

5.6 The FRS is aware of joint organisational and national operational learning. The FRS takes sufficient action to improve the services it provides in line with good practice.

Efficiency assessment

6. How well does the FRS use resources to manage risk, making sure it is efficient and affordable?

6.1 The FRS has appropriate governance and scrutiny arrangements in place to make sure its performance is meeting objectives and targets, improvement plans are providing the intended outcomes, audit requirements are in place and financial plans are affordable. Scrutiny activity is well planned and focused on areas of strategic importance.

6.2 Senior officers are constructively held to account for the corporate management and activity of the FRS through effective governance arrangements. A scheme of delegation clearly sets out responsibilities.

6.3 The FRS's budget and resource allocation is proportionate and supports the activity set out in its CRMP and its strategic priorities. The FRS has allocated enough resources to prevention, protection and response activity. There is a clear rationale for the levels of this activity linked to its CRMP. The FRS's workforce model allows it to carry out its core functions effectively and efficiently.

6.4 The FRS understands its likely financial challenges. The FRS's plans are built on sound assumptions, including scenario plans, and mitigate the main financial risks. The FRS has a plan for using reserves sustainably. The FRS has an affordable workforce model that provides the right skills and capabilities, and is linked to its CRMP and priorities. The FRS's financial plans help it to make sure it can provide a sustained service to the public, can continuously improve and will result in a balanced budget. The FRS has financial controls and financial risk control systems in place to reduce the risk of inappropriate use of public money.

6.5 The FRS's arrangements for managing its performance make sure the use of its resources is clearly linked to its CRMP and strategic priorities. The FRS has tools and systems in place to collect, interpret and analyse data to improve staff productivity, make sure resources are used efficiently and effectively, and provide value for money.

6.6 The FRS identifies savings and investment opportunities that improve service to the public and/or generate further savings. The FRS can demonstrate that it has consistently achieved savings, including from non-pay costs. It routinely reviews non-pay costs and regularly challenges itself to make sure that it is achieving value for money. The FRS comprehensively monitors, reviews and evaluates the benefits and outcomes of any contract arrangements, collaboration and improvement projects, and can demonstrate the intended outcomes are achieved.

6.7 The FRS's strategies for its capital programme, estate and fleet are clearly linked to its CRMP. The FRS actively considers how changes in fleet and estate provision and status, and future innovation, may affect risk. The FRS exploits opportunities presented by changes in fleet and estate to improve efficiency and effectiveness. The FRS can demonstrate that it consistently carries out estate and fleet projects on time and on budget, managing risks appropriately.

6.8 The FRS actively considers how changes in technology and future innovation may affect risk, and it exploits opportunities presented by these to improve efficiency and effectiveness. The FRS can show it has a record of carrying out IT projects on time and on budget, managing risks appropriately.

6.9 The FRS has the capacity and capability it needs to improve performance, and has the skills needed to achieve sustainable change. The FRS manages change and transformation through effective projects and programmes. The FRS has a clear internal structure with appropriate governance arrangements to make sure progress against projects and programmes is monitored, scrutinised and challenged.

People assessment

7. How effective is the FRS at promoting, embedding and improving its values and culture, and ensuring the health and well-being of its workforce?

7.1 The FRS's governance arrangements provide oversight and assurance that its people strategies are effective at establishing a positive culture and standards of conduct that support the health and well-being of its workforce.

7.2 The FRS regularly assesses its culture by using and sharing learning to continuously improve. The FRS makes sure that its values and the Code of Ethics are established across the service, and acceptable standards of behaviour are understood and demonstrated by all. The FRS carries out effective background checks to help prevent unsuitable people from joining or remaining in the service.

7.3 Leaders at all levels are visible, approachable and open to alternative views. Leaders request, act on and learn from feedback from staff and all representative bodies and staff associations. Feedback processes are trusted, and staff have confidence that their views will be listened to and acted on.

7.4 Staff at all levels have the confidence to challenge unacceptable behaviour and raise concerns, and trust the systems that are in place for doing so. The FRS acts appropriately to address unacceptable behaviour, resolve grievances and discipline issues in a consistent and timely manner, adhere to national standards, and support the well-being of all involved.

7.5 The FRS has effective, trusted and well-understood policies and procedures to support and maintain the health, safety and well-being of its staff. Leaders at all levels prioritise and promote the physical and mental health of all staff, with a strong focus on prevention and early intervention.

8. How well trained, skilled and developed are FRS staff?

8.1 The FRS has a good understanding of the skills its workforce needs for its CRMP, now and in the future. The FRS has training and succession plans in place to identify and address gaps in its capabilities, taking account of organisational and wider learning, and regularly reviews these.

8.2 The FRS equips, develops and supports its staff with the operational and non-operational skills needed to carry out their roles effectively. The FRS has effective systems to develop, monitor and assure staff competence and capability.

8.3 The FRS has a culture of continuous improvement. It actively manages the career pathways of all staff, both operational and non-operational. It identifies and overcomes any barriers or disproportionality in the provision and accessibility of training and development.

9. How well does the FRS ensure fairness and diversity?

9.1 The FRS is taking effective action to attract and recruit talented people at all levels with various backgrounds, experiences and perspectives to better reflect the communities it serves, using fair, open, innovative and transparent recruitment processes. It has identified potential barriers to under-represented groups joining the service and is taking action to overcome these.

9.2 The FRS is making good efforts to progress and retain a diverse workforce so that it better reflects its communities at all levels of the organisation. The FRS understands and overcomes potential barriers preventing particular groups from progressing. It creates opportunities for people from these groups to develop and progress.

9.3 The FRS promotes equality, diversity and inclusion across all its staff groups, making sure all staff understand its importance. The FRS has prioritised equality through strategies, plans, training, facilities and practice, and works with all staff groups to resolve any issues.

10. How well does the FRS lead its people?

10.1 The FRS's senior leadership team effectively engages with staff at all levels and communicates its intention and strategic objectives for the service. Leaders at all levels make sure that staff understand and can demonstrate how they contribute to the delivery of the strategic objectives.

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10.2 Leaders at all levels act as role models, promoting a positive culture through their behaviour. They actively encourage inclusive and ethical work environments. Leaders routinely challenge and act on inappropriate behaviour, and create safe environments where others feel confident to do so.

10.3 The FRS has open, fair and transparent processes to identify, develop and promote high-potential staff and aspiring leaders across all staff groups. FRS staff understand and trust these processes. The service has identified potential barriers preventing particular groups from accessing the talent schemes and is taking action to overcome these.

10.4 The FRS makes sure that leaders at all levels are equipped, developed and supported to meet leadership standards, and effectively supports both teams and individuals. All leaders are equipped and have the confidence to manage staff performance and well-being and to resolve poor performance and behaviour, and actively do so.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Fire Authority, 11 June 2025

Report title: Performance Management – Q4 2024/25

Lead Member: Chairman

Report sponsor: Simon Tuffley, Deputy Chief Fire Officer/Chief Operating Officer

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

Action: Noting

Recommendation: It is recommended that the Performance Management – Q4 2024/25 be noted.

Executive summary:

This report details the suite of 45 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 2024/25, 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, 43 measures reported with a Blue, Green, Amber or Red status, one is awaiting information and one is currently for monitoring purposes only.

BRAG	Total	%
B	9	20%
G	20	44%
A	9	20%
R	5	11%
-	2	4%

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
Senior Leadership Board	21 May 2025	Approved

Next steps -

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

Background papers:

Executive Committee, 19 March 2025: Performance Management – Q3 2024/25
[ITEM 6a_BFRS Key Performance Measures Q3 24-25 Exec.pdf](#)

Overview and Audit Committee, 07 November 2024: 2023-24 Annual Performance Monitoring Report

[OVERVIEW AND AUDIT COMMITTEE - 7 NOVEMBER 2024 - Buckinghamshire Fire & Rescue Service](#)

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Q4 – 24-25	N/A

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KEY PERFORMANCE MEASURES - 2024-2025
Q4 - January 2025 - March 2025

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

R.2.03 - Wholetime - Response Model

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day 2023/2024	10.8	10.7	10.5	11.2	11.0	11.3	11.3	11.6	11.4	12	12	12
2024/2025	12	12	11.6	11.9	11.6	11.5	11.7	11.9	11.8	12	12	11.9
Status	B	B	A	B	A	A	A	G	G	B	B	B

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Night 2023/2024	11.4	11.3	10.9	11.7	11.5	11.7	11.7	11.9	11.6	12	12	12
2024/2025	12	12	11.9	11.7	12	11.7	11.8	12	11.9	12	12	12
Status	B	B	G	A	B	A	G	B	B	B	B	B

B	>11.9
G	> 11.8
A	> 11.49
R	< 11.5

What is good
Higher is better

Ref	R.2.03
Owner	Response
Comparison	Target
Source	BFRS Fire Service Rota

The average number of Wholetime pumps available at the beginning of each shift, broken down my day shift and night shift.

Quarter four continued the positive trend in respect of wholetime availability. The Service continues to see the benefits of the increase establishment agreed by the Fire Authority. We continue to focus on skills and qualifications to maximise our appliance availability.

PI.1.06 - 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
2024/2025	344	363	396	509	456	482	513	455	303	417	398	418
Status	A	G	G	B	B	B	B	B	R	G	G	G

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cumulative Target	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800
2024/2025	343	707	1102	1611	2067	2549	3062	3517	3820	4237	4635	5050
Status	A	A	G	G	G	G	G	G	G	G	G	G

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

What is good
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.

It is pleasing that we have met our target for both the quarter and the year in relation to our Home Fire Safety Visits.

While this measure predominantly covers the number of visits, our focus remains on the quality of our interventions, ensuring each visit has a meaningful impact to risk reduction and is not restricted by time.

GP.1.06 - Appraisal & Objectives Completion

Appraisals

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	25%	50%	75%	80%	85%	90%	95%	95%	95%	95%	95%	95%
2023/2024	38%	63%	71%	78%	85%	95%	95%	95%	95%	95%	95%	95%
Status	B	B	A	A	G	B	B	B	B	B	B	B

Objectives

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	25%	50%	75%	80%	85%	90%	95%	95%	95%	95%	95%	95%
2024/2025	-	30%	54%	78%	88%	95%	95%	95%	95%	95%	95%	95%
Status	-	R	R	A	G	B	B	B	B	B	B	B

B	>10% of target or 95%
G	=> 0% of Target
A	< 0% of target
R	< 10% 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 2023/2024 end of year review and their 2024/2025 objectives.

This year for the first time ever we achieved our KPI of 95% appraisal returns. That means:

- 95% of our workforce have been set objectives for 2024/25 meaning they have clarity on what is expected of them to deliver.
- 95% of our workforce have had a dedicated discussion on Equality, Diversity & Inclusion, what they can do to support us and what we can do to support them.
- 95% of our workforce reviewed their performance during 2023/24 with their line manager
- 95% of our workforce have discussed with their line manager their career aspirations, development areas & support needed

The 25/26 performance and development pack has been finalised and published. It includes an assessment against our behaviours, specific role and person related training to be captured in the TNA and an enhanced talent management discussion to include sideways move/transfer requests.

To ensure everyone understands the benefits of the new sections, we are hosting a series of training and support sessions. These sessions provide an opportunity for staff to ask questions and receive practical guidance.

PUBLIC IMPACT

IN THE HOME

Ref	Description	Monthly	Cumulative	Page
PI.1.01	Number of Accidental Dwelling Fires (ADFs)	R	G	11
PI.1.02	Number of serious ADFs	G	G	11
PI.1.03	ADFs - Fire related fatalities	A	A	12
PI.1.04	ADFs—Fire related serious injuries	G	A	12
PI.1.05	Dwelling fires - Deliberate	A	B	13
PI.1.06	Home Fire Safety Visits	G	G	13

IN THE WORKPLACE

Ref	Description	Monthly	Cumulative	Page
PI.2.01	Non-domestic property fires - Accidental	R	A	14
PI.2.02	Non-domestic property fires - Deliberate	G	G	14
PI.2.03	Non-domestic property fires - Serious	R	G	15
PI.2.04	Non-domestic property fires - False Alarms	B	B	15
PI.2.05	Fire Safety Audits	G	A	16
PI.2.06	Prison Fires	R	B	16

DELIBERATE FIRES

Ref	Description	Monthly	Cumulative	Page
PI.3.01	Deliberate Secondary Fires (to other's property)	R	B	17
PI.3.02	Deliberate Primary Fires (to other's property)	R	G	17

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RESPONSE

INCIDENTS

Ref	Description	Monthly	Cumulative	Page
R.1.01	Total incidents (exc co-responders)	G	B	19
R.1.02	Average attendance time to all incidents (exc co-responder)	A	G	19
R.1.03	Average attendance time to accidental dwelling fires	R	G	20

RESPONSE MODEL

Ref	Description	Monthly	Cumulative	Page
R.2.01	Availability - Wholetime Appliances	G	A	21
R.2.02	Availability - On-call Appliances	A	R	21
R.2.03	Response Model - Wholetime Appliances	B	B	22
R.2.04	Response Model - On-call Appliances	A	G	22
R.2.05	Over The Border Mobilisations into BFRS	R	G	23
R.2.06	Over The Border Mobilisations out of BFRS	R	G	23

OPS RESILIENCE

Ref	Description	Monthly	Cumulative	Page
R.3.01	Maintenance of Competencies	G	A	24
R.3.02	High Risk Site Information	B	B	24

A GREAT PLACE TO WORK

PEOPLE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
GP.1.01	Actual vs Establishment - Wholetime	B	B	27
GP.1.02	Actual vs Establishment - On-Call	R	R	27
GP.1.03	Actual vs Establishment - Support	G	G	28
GP.1.04	Staff Turnover	G	G	28
GP.1.05	Absence	R	R	29
GP.1.06	Appraisal & Objectives Completion	B	B	29

HEALTH & SAFETY

Ref	Description	Monthly	Cumulative	Page
GP.2.01	Injury Rate	G		30
GP.2.02	Workplace Injuries	G	G	30
GP.2.03	Near Miss Events Recorded	G	G	31
GP.2.04	RIDDOR Reportable Injuries	R	A	31

PUBLIC VALUE

FINANCE

Ref	Description	Monthly	Cumulative	Page
PV.1.01	Forecast - Outturn	R	-	33
PV.1.02	Bank Cost	G	G	33

COMPLIANCE

Ref	Description	Monthly	Cumulative	Page
PV.2.01	Data Breaches	-	G	34

ENGAGEMENT

Ref	Description	Monthly	Cumulative	Page
PV.3.01	Compliments & Complaints	-	R	34
PV.3.02	Social Media Engagements	R	G	35
PV.3.03	Website Engagements	?	?	35

PROJECTS

Ref	Description	Monthly	Cumulative	Page
PV.4.01	Internal Audits	-	G	36
PV.4.02	Projects	-	A	36

ENVIRONMENT

Ref	Description	Monthly	Cumulative	Page
PV.5.01	Carbon Emissions	-	-	37
PV.5.02	Printing	G	A	37

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PUBLIC IMPACT

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

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	23.2	25	23.4	16.6	19.8	22.6	21.6	23.6	26.2	25.6	23.2	19.0
2024/2025	23	14	28	17	13	24	20	24	30	21	21	30
Status	G	B	A	G	B	G	G	G	A	B	G	R

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	23.2	48.2	71.6	88.2	108	130.6	152.2	175.8	202	227.6	250.8	269.8
2024/2025	23	37	65	82	95	119	139	163	193	214	235	265
Status	G	B	G	G	B	G	G	G	G	G	G	G

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

What is good
Less is better

Ref	PI.1.01
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

While March saw an increase in the number of ADFs we attended, there were no unusual patterns/trends identified.
- Cooking related fires still accounts for half of the incidents attended.
- 17 out of the 30 incidents were in Milton Keynes - a much higher rate of ADFs than compared with the rest of the county.
- five of the 30 incidents involved properties that did not have an alarm system present. Based on the estimated percentages of homes that have detectors, this is a much higher rate than those that do have a system in place.
Of the 30 incidents, 10 only saw heat and smoke damage only, and 10 were limited the item that 1st ignited.

2025/2026 will see the launch of our new prevention methodology, in which we will be targeting those most at risk of having a serious fire or being injured by a fire in their home. This will compliment our existing our referral program for those most vulnerable to the risk of dying in a fire in a dwelling.

PI.1.02 - Number of Serious ADFs

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	8.4	5.6	7.6	5.8	5.4	7.6	6.2	7.6	7.4	8.0	6.4	8.4
2024/2025	4	4	10	6	4	9	11	10	8	6	2	10
Status	B	B	A	G	B	G	R	R	G	B	B	G

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	8.4	14.0	21.6	27.4	32.8	40.4	46.6	54.2	61.6	69.6	76	84.4
2024/2025	4	8	18	24	28	37	48	58	66	72	74	84
Status	B	B	G	G	G	G	G	G	G	G	G	G

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

What is good
Less is better

Ref	PI.1.02
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

Of the 30 accidental dwelling fires, 10 resulted in the fire spreading beyond the item that first ignited. This was inline with historic trends.

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PI.1.03 - ADF Fire-Related Fatalities

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.4	0	0.2	0.0	0.4	0	0	0	0.2	0.4
2024/2025	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**1**
Status	G	G	G	G	G	A	G	G	G	G	G	A

(Monthly)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.4	0.4	0.6	0.6	1	1	1	1	1.2	1.6
2024/2025	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**1**	**1**	**1**	**1**	**2**
Status	G	G	G	G	G	A	A	A	A	A	A	A

(Cumulative)

B	
G	0
A	> 0 a year
R	> 3 a year

What is good
Less is better

Ref	PI.1.03
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

At 11.46 pm (Wednesday 26 March), TVFCS mobilised resources to a house fire in Drayton Parslow.

At its peak, this incident was attended by three pumping appliances, one turntable ladder and two FDO's, all from BFRS. TVP and SCAS also attended and assisted with casualty care.

On arrival crews encountered a two-storey house, with a fire located on the first floor spreading to the roof space.

Fire Investigation Officers from BFRS and Oxfordshire FRS were on scene to establish potential causes of this serious fire.

Serious Incident Review – 2 April 2025

PI.1.04 - ADF Fire Related Serious Injuries

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0.2	0	0	0.2	0.6	0	0	0	0.6	0.8	0	0.4
2024/2025	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**0**	**0**
Status	G	G	G	G	G	G	G	G	A	G	G	G

(Monthly)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0.2	0.2	0.2	0.4	1	1	1	1	1.6	2.4	2.4	2.8
2024/2025	**1**	**1**	**2**	**2**	**2**	**2**	**2**	**2**	**4**	**4**	**4**	**4**
Status	G	G	G	G	G	G	G	G	A	A	A	A

(Cumulative)

B	
G	< 3 a year
A	> 2 a year
R	> 4 a year

What is good
Less is better

Ref	PI.1.04
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

No serious injuries were recorded across the 30 accidental dwelling fires between January and March.

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PI.1.05 - Deliberate Dwelling Fires

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	1.2	2.2	1.8	2.4	3	0.6	3	1.6	0.8	0.8	1.8	0.4
	2024/2025	**2**	**3**	**1**	**0**	**1**	**1**	**2**	**0**	**0**	**1**	**1**	**3**
	Status	G	A	B	B	B	B	G	B	B	B	B	A

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

Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	1.2	3.4	5.2	7.6	10.6	11.2	14.2	15.8	16.6	17.4	19.2	19.6
	2024/2025	**2**	**5**	**6**	**6**	**7**	**8**	**10**	**10**	**10**	**11**	**12**	**15**
	Status	G	A	G	B	B	B	B	B	B	B	B	B

What is good
Less is better

Ref	PI.1.06
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

There was no link between the three incidents recorded in March.
TVP were either in attendance or informed of each case.

Monthly arson reports are sent to Station Commanders for review and action as required. These are now a fixed agenda item at the monthly Response and Resourcing meetings to highlight any trends or issues being faced. Any initiatives or joint working with partners is then captured in Service Delivery Area (SDA) plans.

The prevention team have recently reviewed our approach with TVP to reduce the risk where there is a credible threat of arson to a property.

PI.1.06 - Home Fire Safety Visits

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	400	400	400	400	400	400	400	400	400	400	400	400
	2024/2025	**344**	**363**	**396**	**509**	**456**	**482**	**513**	**455**	**303**	**417**	**398**	**418**
	Status	A	G	G	B	B	B	B	B	R	G	G	G

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

Cumulative		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800
	2024/2025	**343**	**707**	**1102**	**1611**	**2067**	**2549**	**3062**	**3517**	**3820**	**4237**	**4635**	**5050**
	Status	A	A	G	G	G	G	G	G	G	G	G	G

What is good
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.

It is pleasing that we have met our target for both the quarter and the year in relation to our Home Fire Safety Visits.
While this measure predominantly covers the number of visits, our focus remains on the quality of our interventions, ensuring each visit has a meaningful impact to risk reduction and is not restricted by time.

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PI.2.01 - Non-domestic Property Fires - Accidental

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	10.6	11.2	9.4	12	9.8	8.4	12	9.6	9.2	10	8.4	9.4
2024/2025	**4**	**12**	**12**	**7**	**18**	**8**	**12**	**15**	**12**	**10**	**10**	**16**
Status	B	G	R	B	R	G	G	R	A	G	A	R

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	10.6	21.8	31.2	43.2	53	61.4	73.4	83	92.2	102.2	110.6	120
2024/2025	**4**	**16**	**28**	**35**	**53**	**61**	**73**	**88**	**100**	**110**	**120**	**136**
Status	B	B	B	B	G	G	G	G	G	G	G	A

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

What is good
Less is better

Ref	PI.2.01
Owner	Protection
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.

While we have seen a spike in Q4 for accidental non-domestic property fires, there were no clear trends identified. Our protection teams follow up all non-domestic property fires with a view of supporting the occupants and owners, and where necessary undertaking enforcement action.

PI.2.02 - Non-domestic Property Fires - Deliberate

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	2.2	1.4	1.8	2.4	2.8	1.8	1.4	0.2	1.8	1.6	1.2	2.2
2024/2025	**4**	**3**	**3**	**4**	**0**	**2**	**0**	**1**	**0**	**1**	**3**	**1**
Status	A	A	A	A	B	G	B	G	B	G	A	G

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	2.2	3.6	5.4	7.8	10.6	12.4	13.8	14	15.8	17.4	18.6	20.8
2024/2025	**4**	**7**	**10**	**14**	**14**	**16**	**16**	**17**	**17**	**18**	**21**	**22**
Status	A	A	A	A	G	G	G	G	G	G	G	G

B	< 1 per month
G	=< 2 per month
A	> 2 per month
R	> 4 per month

What is good
Less is better

Ref	PI.2.02
Owner	Protection
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.

Low numbers recorded in quarter four, in-line with historical trends.

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PI.2.03 - Non-domestic Property Fires - Serious

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	8.4	6.2	6.8	10.4	6.6	6.0	5.2	5.4	6.0	5.4	5.0	5.8
2024/2025	8	6	11	5	8	5	4	5	3	6	9	9
Status	G	G	R	B	R	B	B	G	B	A	R	R

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

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	8.6	14.8	21.6	32.0	38.6	44.6	49.8	55.2	61.2	66.6	71.6	77.4
2024/2025	8	14	25	30	38	43	47	52	55	61	70	79
Status	G	G	A	G	G	G	G	G	B	G	G	G

What is good
Less is better

Ref	PI.2.04
Owner	Protection
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.

A Breakdown of March's incidents can be found below:

Day	StationGround	Rescued WithoutInjury FireRelated	Fatalities FireRelated	FirstAidGiven FireRelated	Precautionary FireRelated	VictimSlight FireRelated	VictimSerious FireRelated	PropertyLevel2	PropertyLevel3	PropertyLevel4	TimeFromFirstAssignedTo FirstArrived	ExtentFireAndHeatDamageAtStop
Monday	Aylesbury	0	0	0	0	0	0	Non Residential	Education	Infant/primary school	14:35	Limited to room of origin
Sunday	Broughton	0	0	0	0	0	0	Non Residential	Private garage		06:43	Limited to room of origin
Tuesday	Gerrards Cross	0	0	0	0	0	0	Other Residential	Hotel/motel		10:42	Limited to room of origin
Friday	High Wycombe	0	0	0	0	0	0	Non Residential	Private Garden Shed		04:47	Limited to room of origin
Saturday	Olney	0	0	0	0	0	0	Non Residential	Private garage		15:12	Whole building
Thursday	West Ashland	0	0	1	0	0	0	Other Residential	Residential Home	Nursing/Care	07:04	Limited to room of origin
Saturday	West Ashland	0	0	0	0	0	0	Non Residential	Private garage		10:52	Limited to room of origin
Saturday	High Wycombe	0	0	0	0	0	0	Non Residential	Other buildings/use not known		20:02	Limited to room of origin
Monday	Gerrards Cross	0	0	0	0	0	0	Non Residential	Public admin, security and safety	Local Government Office	08:04	Limited to deck of origin

PI.2.04 - Non-domestic Property False Alarms

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	110.4	114.6	120.8	139.8	141.6	154.8	163.8	150	150.2	136.4	116.6	118.8
2024/2025	147	133	121	86	61	78	76	103	43	76	53	66
Status	R	A	G	B	B	B	B	B	B	B	B	B

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

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	110.4	225	345.8	485.6	627.2	782	945.8	1096	1246	1382	1499	1618
2024/2025	147	280	401	487	548	626	702	805	848	924	977	1043
Status	R	R	A	G	B	B	B	B	B	B	B	B

What is good
Less is better

Ref	PI.2.07
Owner	Protection
Comparison	Previous five year average
Source	BFRS IRS

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.

It is pleasing to see the benefits of the new approach to attending non-domestic property alarms (launch in July 2024).

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PI.2.05 - Fire Safety Audits

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	83	83	83	83	83	83	66	66	66	66	66	66
2024/2025	56	49	43	51	68	44	52	48	24	44	67	65
Status	R	R	R	R	A	R	A	R	R	R	G	G

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	83	166	249	332	415	498	564	630	696	762	828	894
2024/2025	56	105	148	199	267	311	363	411	435	479	546	611
Status	R	R	R	R	R	R	R	R	R	R	R	A

B	> 70 Per month
G	> 59 Per month
A	> 49 Per month
R	< 50 Per month

What is good

More is better

Ref	PI.2.08
Owner	Protection
Comparison	Target
Source	PRMS

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.

The Protection Team is running now at full complement albeit, some staff members are still in development roles. This has resulted in an increase of audit numbers.

The team remain focused on the Risk Based Inspection Programme ensuring we target the highest risk premises for audit. We have also introduced our business engagement framework to compliment our audit activity.

Regulating the build environment remains challenging. We continue to monitor our activity to ensure we are making best use of our qualified staff.

PI.2.06 - Prison Fires

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	3	6	10	14	18	23	15	18	2	11	4	5
2024/2025	0	7	8	16	11	15	4	8	6	9	10	10
Status	B	A	B	A	B	B	B	B	R	B	R	R

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	3	9	19	33	51	74	89	107	109	120	124	129
2024/2025	0	7	15	31	42	57	61	69	75	84	94	104
Status	B	B	B	G	B	B	B	B	B	B	B	B

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

What is good

Less is better

Ref	PI.2.09
Owner	Response
Comparison	Previous year
Source	BFRS IRS

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.

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PI.3.01 - Deliberate Secondary Fires (to other's property)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Prev 5 year	39.8	39.2	41.8	43.2	51.8	33.8	20.4	16.6	11.8	10.8	17.4	20.6	**B**	< 10%
2024/2025	**20**	**17**	**27**	**36**	**20**	**15**	**14**	**22**	**17**	**8**	**5**	**25**	**G**	Within 10%
Status	B	B	B	B	B	B	B	R	R	B	B	R	**A**	> 10%
													R	> 20%
Prev 5 year	39.8	79	120.8	164	215.8	249.6	270	286.6	298.4	309.2	326.6	347.2		
2024/2025	**20**	**37**	**64**	**100**	**120**	**135**	**149**	**171**	**188**	**196**	**201**	**226**		What is good
Status	B	B	B	B	B	B	B	B	B	B	B	B		Less is better

(Left axis labels: Monthly / Cumulative)

Ref	PI.3.05
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

While there were no identified trends within the period, it is known that there is a correlation between periods on sustained dry and hot weather, and an increase in the number of deliberate fires as witnessed in march.

Monthly arson reports sent to Station Commanders for review and action as required. These are now a fixed agenda item at the monthly Response and Resourcing meetings to highlight any trends or issues being faced. Any initiatives or joint working with partners is then captured in Service Delivery Area (SDA) plans.

PI.3.02 - Deliberate Primary Fires (to other's property)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Prev 5 year	13.4	14.2	15.6	19.4	19	14.4	10.6	8.4	9.2	9.8	7.8	11	**B**	< 10%
2024/2025	**19**	**17**	**13**	**21**	**18**	**16**	**13**	**7**	**5**	**10**	**9**	**16**	**G**	Within 10%
Status	R	A	B	G	G	A	R	B	B	G	A	R	**A**	> 10%
													R	> 20%
Prev 5 year	13.4	27.6	43.2	62.6	81.6	96	106.6	115	124.2	134	141.8	152.8		
2024/2025	**19**	**36**	**49**	**70**	**88**	**104**	**117**	**124**	**129**	**139**	**148**	**164**		What is good
Status	R	R	A	A	G	G	G	G	G	G	G	G		Less is better

(Left axis labels: Monthly / Cumulative)

Ref	PI.3.06
Owner	Prevention
Comparison	Previous five year average
Source	BFRS IRS

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.

While there were no identified trends within the period, it is known that there is a correlation between periods on sustained dry and hot weather, and an increase in the number of deliberate fires as witnessed in march.

Monthly arson reports sent to Station Commanders for review and action as required. These are now a fixed agenda item at the monthly Response and Resourcing meetings to highlight any trends or issues being faced. Any initiatives or joint working with partners is then captured in Service Delivery Area (SDA) plans.

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RESPONSE

R.1.01 - Total Incidents (exc co-responders)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	569	583	608	677	690	637	617	573	574	549	496	504
2024/2025	575	561	592	627	509	593	542	580	430	554	420	493
Status	G	B	B	B	B	B	B	G	B	G	B	G

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

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	569	1152	1760	2437	3127	3764	4381	4954	5528	6076	6572	7076
2024/2025	575	1136	1728	2355	2864	3457	3999	4579	5009	5563	5983	6476
Status	G	G	G	B	B	B	B	B	B	B	B	B

What is good
Monitor

Ref	R.1.01
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of incidents attended within Buckinghamshire and Milton Keynes (excluding co-responder incidents).

Most of the reduction in incidents attended can be attributed to the successful implementation of the new Automatic Fire Alarm response policy, and a reduction in secondary fires, likely due to milder weather across the year.

R.1.02 - Average Attendance Time to all Incidents (exc Co-Res)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	08:28	08:23	09:20	08:48	08:55	08:53	08:43	08:47	08:44	08:38	08:28	08:28
2024/2025	08:43	08:46	08:57	08:48	08:43	09:41	08:49	08:46	08:30	08:48	09:00	08:48
Status	A	A	B	G	B	R	G	G	B	G	R	A

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

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	08:28	08:25	08:44	08:45	08:47	08:48	08:47	08:47	08:47	08:46	08:45	08:44
2024/2025	08:43	08:44	08:49	08:48	08:47	08:57	08:56	08:54	08:52	08:52	08:53	08:52
Status	A	A	G	G	G	G	G	G	G	G	G	G

What is good
Less is better

Ref	R.1.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

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.

Despite an increase in appliance availability across the Service, this year has seen a slight increase in our attendance time across all incidents (eight seconds slower). Initial analysis did not identify any specific trends.

It is worth noting that a slight increase in attendance times was predicted as one of the impacts of attending fewer automatic fire alarms in don-domestic buildings. This will be analysed further at a later date.

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R.1.03 - Average Attendance Time to ADFs

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	08:03	07:42	07:56	08:15	08:02	08:16	08:41	08:38	07:24	08:43	08:06	07:53
2024/2025	**09:24**	**08:56**	**07:00**	**06:48**	**07:55**	**08:56**	**06:33**	**08:33**	**08:24**	**08:23**	**7:51**	**08:36**
Status	R	R	B	B	G	R	B	G	R	B	B	R

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	08:03	07:52	07:54	07:58	07:59	08:02	08:07	08:11	08:05	08:09	08:09	08:08
2024/2025	**09:24**	**09:14**	**08:16**	**07:58**	**07:57**	**08:09**	**07:56**	**08:01**	**08:04**	**08:06**	**08:05**	**08:08**
Status	R	R	A	G	G	G	B	G	G	G	G	G

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

What is good
Less is better

Ref	R.1.05
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

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.

The overall ADF attendance time in March was impacted by the three slowest times (three listed below). Would have been 7:38 had these not impacted the times. Median average was 07:40

Drayton Parslow - both nearest on-call and WT appliance was available and mobilised. - Predicted arrival time was 15 mins

Hanslope - both nearest appliance available and mobilised - predicted arrival time was 17:41 mins

Denham - Nearest appliance was not available (training at another station? RMT not aware). London assigned as nearest appliance, predicted arrival time was 12:50 mins

Across the year, the average attendance time to accidental dwelling fires was exactly the same as the average of the previous five years (08:08).

R.2.01 - Availability - Wholetime

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	92%	90.9%	88.2%	94.3%	95.1%	97.4%	94.9%	96.9%	94.5%	99%	98.8%	98.7%
2024/2025	97.9%	99.1%	96.7%	97.0%	96.5%	96.2%	96.8%	98.0%	97.5%	99.2%	99.3%	98.5%
Status	A	B	A	A	A	A	A	G	A	B	B	G

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

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	92%	91.5%	90.4%	91.4%	92.1%	93.0%	93.3%	93.7%	93.8%	94.3%	94.7%	95.1%
2024/2025	97.9%	98.5%	97.9%	97.7%	97.4%	97.2%	97.2%	97.3%	97.3%	97.5%	97.6%	97.7%
Status	A	G	A	A	A	A	A	A	A	A	A	A

What is good

Higher is better

Ref	R.2.01
Owner	Response
Comparison	Target
Source	TVFC Vision

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.
Reasons for an appliance being "off the run" include, crew/skill deficient, vehicle defects and decontamination.

Quarter four continued the positive trend in respect of wholetime availability. The Service continues to see the benefits of the increase establishment agreed by the Fire Authority. We continue to focus on skills and qualifications to maximise our appliance availability.

R.2.02 - Availability On-Call

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	9.7%	7.1%	7.6%	9.0%	6.8%	7.6%	6.0%	8.7%	5.4%	16.9%	14.3%	11.7%
2024/2025	10.6%	9.6%	7.3%	11.2%	10.8%	11.6%	10.8%	13.5%	11.1%	20.9%	18.8%	17.5%
Status	R	R	R	R	R	R	R	R	R	A	A	A

	B	>55%
	G	>29%
	A	> 16%
	R	< 17%

Cumulative	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2023/2024	9.7%	8.4%	8.1%	8.3%	8.0%	8.0%	7.7%	7.8%	7.5%	8.5%	9.0%	9.2%
2024/2025	10.6%	10.8%	9.15%	9.7%	9.9%	10.2%	10.3%	10.7%	10.7%	11.8%	12.3%	12.8%
Status	R	R	R	R	R	R	R	R	R	R	R	R

What is good

Higher is better

Ref	R.2.02
Owner	Response
Comparison	Target
Source	TVFC Vision

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.
Reasons for an appliance being "off the run" include, crew deficient, vehicle defects and decontamination.

It is pleasing that we have seen an improvement in on-call availability during quarter four. It should be noted that over the course of the year however, providing on-call availability has been challenging.

Across quarter four, we utilised wholetime staff in some instances to support skill gaps on on-call appliances to increase availability.

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R.2.03 - Wholetime - Response Model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Day	2023/2024	10.8	10.7	10.5	11.2	11.0	11.3	11.3	11.6	11.4	12	12	12		B	>11.9
	2024/2025	12	12	11.6	11.9	11.6	11.5	11.7	11.9	11.8	12	12	11.9		G	> 11.8
	Status	B	B	A	B	A	A	A	G	G	B	B	B		A	> 11.49
															R	< 11.5
Night	2023/2024	11.4	11.3	10.9	11.7	11.5	11.7	11.7	11.9	11.6	12	12	12			What is good
	2024/2025	12	12	11.9	11.7	12	11.7	11.8	12	11.9	12	12	12			Higher is better
	Status	B	B	G	A	B	A	G	B	B	B	B	B			

Ref	R.2.03
Owner	Response
Comparison	Target
Source	BFRS Fire Service Rota

The average number of Wholetime pumps available at the beginning of each shift, broken down my day shift and night shift.

Quarter four continued the positive trend in respect of wholetime availability. The Service continues to see the benefits of the increase establishment agreed by the Fire Authority. We continue to focus on skills and qualifications to maximise our appliance availability.

R.2.04 - On-Call - Response Model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
Day	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		B	> 5
	2024/2025	0.9	0.9	0.8	0.9	0.6	0.8	0.5	1.5	1.2	2.9	2.1	2.2		G	2.99
	Status	R	R	R	R	R	R	R	R	R	A	A	A		A	< 3
															R	< 2
Night	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			What is good
	2024/2025	1.1	1.2	0.9	1.6	1.6	1.5	1.3	2.5	2.0	4.3	3.5	3.6			Higher is better
	Status	R	R	R	R	R	R	R	A	A	G	G	G			

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 by day shift and night shift.

84

R.2.05 - OTB Mobilisations into BFRS Grounds

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	129	132	144	197	193	151	140	129	138	117	104	107
2024/2025	**140**	**117**	**188**	**175**	**159**	**152**	**160**	**131**	**112**	**116**	**125**	**141**
Status	G	B	R	B	B	G	A	G	B	G	R	R

Prev 5 year	129	261	405	602	795	945	1086	1215	1353	1470	1574	1681
2024/2025	**140**	**257**	**445**	**620**	**779**	**931**	**1091**	**1222**	**1334**	**1450**	**1575**	**1716**
Status	G	G	G	G	G	G	G	G	G	G	G	G

(Monthly / Cumulative)

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

What is good

Less is better

Ref	R.2.05
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of mobilisations of appliance from Over The Border (OTB) into BFRS grounds

As has been the case for a number of years, we continue to see the majority of OTB mobilisations being into the south of the county. This is predominately due to the location of neighbouring stations and motorways.

OTB assigned into Bucks	Mobilised	Attended
141	126	88

of the 88 attended, 22 were on scene less than 10 mins (some less that 1)
Average time unavilable was (assign to available - 35mins)
141 mobilisations was over 80 incidents
8 incidents were to an alarm
45 incidents were to fires
5 Standbys
17 RTCs
3 Other special service i.e. hazmat

Broughton	6	4.3%
Newport Pagnell	1	0.7%
West Ashland	3	2.1%
Aylesbury	17	12.1%
Buckingham	4	2.8%
Winslow	1	0.7%
Brill	11	7.8%
Waddesdon	2	1.4%
Haddenham	3	2.1%
Chesham	2	1.4%
High Wycombe	10	7.1%
Princess Risborou	3	2.1%
Stokenchurch	2	1.4%
Marlow	2	1.4%
Beaconsfield	22	15.6%
Gerrards Cross	52	36.9%
Total	141	

R.2.06 - OTB Mobilisations out of BFRS Grounds

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	39	50	44	56	56	43	50	35	49	38	33	33
2024/2025	**30**	**43**	**35**	**41**	**47**	**38**	**57**	**48**	**35**	**39**	**29**	**46**
Status	B	B	B	B	B	B	A	R	B	G	B	R

Prev 5 year	39	88	133	189	245	288	338	373	422	460	492	525
2024/2025	**30**	**73**	**108**	**149**	**196**	**234**	**291**	**339**	**374**	**413**	**442**	**488**
Status	B	B	B	B	B	B	B	G	B	B	B	G

(Monthly / Cumulative)

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

What is good

less is better

Ref	R.2.05
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of mobilisations of appliance from BFRS into Over The Border (OTB) grounds.

The number of times BFRS crews were mobilised to neighbouring services saw an increase inline with percentage of those coming into our grounds.

85

R.3.01 - Maintenance of Operational Skills

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	2024/2025	6.5%	6.5%	7.8%	12%	9%	9%	3%	7%	10%	9%	6%	9%
	Status	A	A	A	B	G	G	R	A	G	G	A	G
Cumulative	Target	8%	16%	24%	32%	40%	48%	56%	64%	72%	80%	88%	96%
	2024/2025	6.5%	13%	20.8%	33%	42%	51%	54%	61%	71%	80%	86%	95%
	Status	A	A	A	G	G	G	A	A	A	G	A	A

B	> 10 % per month
G	> 7.99% per month
A	< 8% per month
R	< 6% per month

What is good

Higher is better

Ref	R3.01
Owner	Response
Comparison	Target
Source	BFRS IRS

Progress against maintenance of operational skills by wholetime firefighters and supervisory managers.

While we didn't achieve the targeted 96%, we understand the reasons behind these numbers and are content with the over outcome of the year. Our managers monitor progress against skills on a frequent basis in order to support staff in their roles.

R.3.02 - High Risk Site Information

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Level 4	Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
	2024/2025	82%	82%	79%	79%	79%	82%	85%	85%	85%	81%	96%	100%
	Status	A	A	R	R	R	A	G	G	G	A	B	B
Level 3	Prev 5 year	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
	2024/2025	76%	74%	73%	69%	71%	72%	75%	75%	83%	90%	91%	95%
	Status	G	G	G	A	G	G	G	G	B	B	B	B

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

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.

Having a strong understanding of operation risks for specific sites is a key component for operational preparedness and firefighter safety.

Staff have worked extremely hard to meet and exceed the targets for both our level 4 and level 3 operational risk visits (SSRI).

This has been an priority focus to ensure that these inspections are completed in readiness for the roll out of the new SSRI module, which is due in Q1 2025/2026.

A GREAT
PLACE TO WORK

GP.1.01 - Actual vs Establishment - Wholetime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	301	301	301	301	301	301	301	301	301	300	300	300
2024/2025	307	307	306	306	303	301	312	312	312	312	312	314
Status	B	B	B	B	B	G	B	B	B	B	B	B

		B	>100%
G	> 94.9%
A	< 95%
R	< 90%

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2024/2025	102%	102%	102%	102%	102%	101%	102%	102%	102%	102%	102%	103%
Status	B	B	B	B	B	B	B	B	B	B	B	B

What is good — Higher is better

Ref	GP.1.01
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in Wholetime roles v's budgeted establishment

The current Wholetime Firefighter Apprenticeship recruitment campaign went live on 6 January 2025 for a September 2025 start date. Throughout the recruitment process, positive action and Have a Go days have been scheduled and we have eight candidates that have been invited and are attending these sessions. There are a total of 45 candidates that have been invited for the next stage of the Behavioural Workshop and the Role Related tests, which are due to take place on 23, 24 & 25 April 2025 at WAS Station.

5 Crew Commander transferees joined the organisation on the 5th March, they have undertaken a 3 week transferee course, ICS L1 and people manager training to join watches as CC April 2025.

The appointments board undertook the following appointments in March:

	Crew Commander	Watch Commander	GC Service Delivery South	Assistant Chief Fire Officer
Substantive	7	0	1	0
Temporary	4	3	0	1

GP.1.02 - Actual vs Establishment - On-Call

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	96	96	96	96	96	96	96	96	96	96	96	96
2024/2025	54.9	54.8	55.7	55.7	55.4	58.9	58.3	57.8	58.7	58.1	57.8	59.8
Status	R	R	R	R	R	R	R	R	R	R	R	R

B	> 95%
G	> 89.9%
A	< 90%
R	< 85%

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2024/2025	57%	57%	57%	58%	58%	58%	59%	59%	59%	59%	59%	59%
Status	R	R	R	R	R	R	R	R	R	R	R	R

What is good — Higher is better

Ref	GP.1.02
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in On-Call roles v's budgeted establishment (FTE).

We had six new On Call employees commence with us on 10 March 2025, based at Broughton, Amersham, Beaconsfield, Marlow (x2) and Princes Risborough

The next On Call campaign will go-live date on 1st September 2025. This delay will enable the completion of the foundational work which will guide future On-Call recruitment decisions.

GP.1.03 - Actual vs Establishment - Support

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	133	133	133	133	133	133	133	133	133	128.3	128.3	128.3
2024/2025	123	123	123	122	128	128	129	130	131	122.5	122.5	122.5
Status	A	A	A	A	G	G	G	G	G	G	G	G

YTD Average	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2024/2025	92.5%	92.5%	92.5%	92.4%	93.1%	93.6%	94.1%	94.4%	94.8%	94.9%	94.9%	95.0%
Status	A	A	A	A	A	A	A	A	A	A	A	G

B	>100%
G	> 94.9%
A	< 95%
R	< 90%

What is good
Higher is better

Ref	GP.1.03
Owner	HR
Comparison	Target
Source	iTrent

Total number of people in Support roles v's budgeted establishment.

Workforce planning is presented at the monthly People Delivery Group and has an individual focuses on Support, Wholetime and On-Call. At the monthly People Delivery Group, we review current vacancy information, including advert timings, application and any challenges recruiting to roles.

Within the we review retirement forecasts, absence, leaver rates and exit interviews/reasons for leaving to identify any themes and any action that needs to be taken. Recruitment activity remains high to fill current budgeted and temporary support staff vacancies.

GP.1.04 - Staff Turnover

Monthly	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
2024/2025	0%	0.6%	0.4%	1.0%	0.4%	0.6%	0.4%	0.8%	0.2%	0.4%	0.2%	0.8%
Status	G	G	G	A	G	G	G	G	G	G	G	G

YTD Average	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	< 1%	< 2%	< 3%	< 4%	< 5%	< 6%	< 7%	< 8%	< 9%	< 10%	< 11%	< 12%
2024/2025	0%	0.6%	1.0%	2.0%	2.4%	3.0%	3.4%	4.2%	4.4%	4.8%	5.0%	5.8%
Status	G	G	G	G	G	G	G	G	G	G	G	G

B	
G	< 1%
A	< 2%
R	> 1.9%

What is good
Less is better

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.

Staff turnover remains low. Workforce planning is presented at the monthly People Delivery Group and has an individual focuses on Support, Wholetime and On-Call. Within the workforce planning we review retirement forecasts, absence, leaver rates and exit interviews/reasons for leaving to identify any themes and any action that needs to be taken.

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GP.1.05 - Absence

Wholetime	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	226	226	226	226	226	226	226	226	226	226	226	226
2024/2025	256	206	317	241	284	201	237	240	227	271	376	378
Status	R	G	R	A	R	G	A	A	A	R	R	R

	B	< 20%
	G	< 0%
	A	> 0%
	R	> 10%

Support	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	103	103	103	103	103	103	103	103	103	103	103	103
2024/2025	102	90	79	100	101	109	109	118	53	105	69	151
Status	G	G	B	G	G	A	A	R	B	A	B	R

What is good
Less is better

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.

Absence analysis – numbers and trends are reviewed monthly by the People Deliver Group. Reasons for absence and protected characteristics information of cases is reviewed to ensure there are no trends relating to absence reason /staff group / protected characteristic.

GP.1.06 - Appraisal & Objectives Completion

Appraisals	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	25%	50%	75%	80%	85%	90%	95%	95%	95%	95%	95%	95%
2023/2024	38%	63%	71%	78%	85%	95%	95%	95%	95%	95%	95%	95%
Status	B	B	A	A	G	B	B	B	B	B	B	B

	B	>10% of target or 95%
	G	=> 0% of Target
	A	< 0% of target
	R	< 10% of target

Objectives	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	25%	50%	75%	80%	85%	90%	95%	95%	95%	95%	95%	95%
2024/2025	-	30%	54%	78%	88%	95%	95%	95%	95%	95%	95%	95%
Status	-	R	R	A	G	B	B	B	B	B	B	B

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 2023/2024 end of year review and their 2024/2025 objectives.

This year for the first time ever we achieved our KPI of 95% appraisal returns. That means:

- 95% of our workforce have been set objectives for 2024/25 meaning they have clarity on what is expected of them to deliver.
- 95% of our workforce have had a dedicated discussion on Equality, Diversity & Inclusion, what they can do to support us and what we can do to support them.
- 95% of our workforce reviewed their performance during 2023/24 with their line manager
- 95% of our workforce have discussed with their line manager their career aspirations, development areas & support needed

The 25/26 performance and development pack has been finalised and published. It includes an assessment against our behaviours, specific role and person related training to be captured in the TNA and an enhanced talent management discussion to include sideways move/transfer requests.

To ensure everyone understands the benefits of the new sections, we are hosting a series of training and support sessions. These sessions provide an opportunity for staff to ask questions and receive practical guidance.

GP.2.01 - Injury Rate

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	16.3	12.0	19.7	25.2
2024/2025	**18.6**	**13.7**	**23.1**	**17.4**
Status	**G**	**B**	**A**	**G**

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

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.

In Q4 the total number of injuries (9) was lower than the three-year average, which is a positive indicator. It is important to note that the injury rate is weighted against the total number of employees in the service, allowing for a proportional comparison that reflects the size of the workforce.

Throughout the year, trends and performance has been closely monitored and continues to be scrutinised at the Health and Safety Committee meetings to ensure ongoing improvement and accountability.

GP.2.02 - Workplace injuries

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	7.7	5.7	9.3	12.3
2024/2025	**10**	**7**	**12**	**9**
Status	**G**	**G**	**A**	**G**

Cumulative

	Q1	Q2	Q3	Q4
Prev 3 year	7.7	13.3	22.7	35.0
2024/2025	**10**	**17**	**29**	**38**
Status	**G**	**G**	**G**	**G**

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

What is good
Less is better

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 nine recorded workplace injuries, one was recorded as being Major, four Moderate, and four Minor.
The major was related to a firefighter catching their middle finger in some mechanical spreaders during an RTC drill.
Of the four moderate, one was related to sickness following water rescue training. Another was related to a drill in which a firefighter twisted their ankle. The third related to an on-call firefighter experiencing back pain following training in involving a dummy. The final moderate involved a firefighter at an operational incident, who twisted their ankle while climbing over a small fence.

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GP.2.03 - Near Miss Events Recorded

<table>
<tr><th></th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr>
<tr><td>Prev 3 year</td><td>13</td><td>9.7</td><td>7.0</td><td>8.3</td></tr>
<tr><td>2024/2025</td><td>7</td><td>10</td><td>5</td><td>6</td></tr>
<tr><td>Status</td><td>G</td><td>G</td><td>G</td><td>G</td></tr>
</table>

Quarterly

<table>
<tr><td>Prev 3 year</td><td>13</td><td>22.7</td><td>29.7</td><td>38.0</td></tr>
<tr><td>2024/2025</td><td>7</td><td>17</td><td>22</td><td>28</td></tr>
<tr><td>Status</td><td>G</td><td>G</td><td>G</td><td>G</td></tr>
</table>

Cumulative

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 six recorded near miss events, two were recorded as moderate and the remaining four were recorded as minor.

The first moderate involved a 3rd party drilled through an electrical cable within the ground. This caused the fuse box to trip.
The second moderate was still under investigation at the time of writing the report.

GP.2.04 - RIDDOR reportable Injuries

<table>
<tr><th></th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr>
<tr><td>Prev 3 year</td><td>3.0</td><td>0.7</td><td>0.3</td><td>4.0</td></tr>
<tr><td>2024/2025</td><td>2</td><td>3</td><td>2</td><td>4</td></tr>
<tr><td>Status</td><td>A</td><td>R</td><td>A</td><td>R</td></tr>
</table>

Quarterly

<table>
<tr><td>Prev 3 year</td><td>3.0</td><td>3.7</td><td>4.0</td><td>8.0</td></tr>
<tr><td>2024/2025</td><td>2</td><td>5</td><td>7</td><td>11</td></tr>
<tr><td>Status</td><td>A</td><td>A</td><td>A</td><td>A</td></tr>
</table>

Cumulative

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.

The four RIDDOR reportable injuries related to
- a firefighter catching their middle finger in some mechanical spreaders during an RTC drill.
- a drill in which a firefighter twisted their ankle.
- an on-call firefighter experiencing back pain following training in involving a dummy.
- a firefighter at an operational incident, who twisted their ankle while climbing over a small fence.

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PUBLIC VALUE

PV.1.01 - Forecast - Outturn (£000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	39,470	39,470	39,470	39,470	39,470	39,470	39,470	39,470	39,470	39,470	39,470	-
Forecast	-	-	38,791	38,876	38,859	38,635	38,934	38,749	38,697	38,661	38,586	-
% Difference	-	-	-1.7%	-1.5%	-1.5%	-2.1%	-1.4%	-1.8%	-1.96%	-2.04%	-2.24	-
Status	-	-	A	A	A	R	A	A	A	R	R	-

B	Within 0.5%
G	Within 1.0%
A	Within 2.0%
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.

PV.1.02 - Bank Shift Cost (£)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	103K	100K	98K	105K	110K	107K	120K	105K	96K	52K	81K	81K
2024/2025	68K	47K	87K	68K	109K	91K	77K	59K	73K	14K	24K	36K
Status	G	G	G	G	G	G	G	G	G	G	G	G

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	103K	203K	301K	406K	517K	624K	744K	849K	945K	997K	1078K	1160K
2024/2025	68K	115K	202K	270K	379K	469K	546K	604K	678K	693K	717K	752K
Status	G	G	G	G	G	G	G	G	G	G	G	G

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

What is good

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.

Another benefit of our increased establishment has seen our Bank Shift usage reduce (despite the increase cost of each bank shift). We continue to invest in skills and qualifications which we anticipate will reduce this cost further.

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PV.2.01 - Reportable Data Breaches

Annual	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Target	0	0	0	0	0	0	0	0
Breaches	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Status	**G**	**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.3.01 - Compliments and Complaints

Compliments	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	-	-	-	-	-	-	-	-	-	-	-	-
2024/2025	**1**	**3**	**7**	**4**	**6**	**4**	**3**	**8**	**6**	**5**	**11**	**4**
Status	-	-	-	-	-	-	-	-	-	-	-	-

Complaints												
	-	-	-	-	-	-	-	-	-	-	-	-
2024/2025	**1**	**1**	**1**	**2**	**3**	**3**	**2**	**2**	**1**	**0**	**0**	**3**
Status	**G**	**G**	**G**	**A**	**R**	**R**	**A**	**A**	**G**	**B**	**B**	**R**

B	0
G	1
A	> 1
R	> 2

What is good
Monitor

Ref	PV.3.01
Owner	Legal & Governance
Comparison	Monitor
Source	

Number of compliments and complaints received each month.
This does not identify if the complaints were upheld.

All three complaints recorded in March were related to incidents involving fires and the actions of the crews attending. All three complaints were still under investigation at the time of this report being produced.

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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 Prev 2 year	18.8	8.4	11.8	27.6	15.6	10.7	11.8	10.6	14.9	12.0	18.1	23.0
2024/2025	6.8	18.3	9.2	11.3	20.3	18.6	11.1	13.2	10.9	20.5	18.8	13.5
Status	R	B	R	R	B	B	G	B	R	B	G	R

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cumulative Prev 2 year	18.8	27.1	38.9	66.5	82.0	92.8	104.6	115.2	130.0	142.1	160.2	183.2
2024/2025	6.8	25.1	34.3	45.6	65.9	84.5	95.6	108.8	119.7	140.2	159.1	172.6
Status	R	G	A	R	A	G	G	G	G	G	G	G

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

What is good

Higher is better

Ref	PV.3.02
Owner	MarComms
Comparison	Previous year
Source	Social Media Platforms

Total number of unique engagements with our social media content across Facebook, Instagram, Twitter and LinkedIn.

We've seen a noticeable dip in engagement this March compared to the same period last year. At first glance, there's no clear reason tied to campaign activity or content strategy shifts that would explain this drop.

However, digging a bit deeper, it's clear that we need to examine the split between paid and organic engagement to better understand where the shortfall is coming from.

One likely contributing factor is a two-week absence of our Marketing and Engagement Executive in March. While content was scheduled in advance, their role is pivotal in keeping our social channels dynamic and responsive, particularly in terms of real-time engagement, community management, and driving organic reach.

This situation has highlighted a broader issue around team capacity rather than capability. We all have the access and skills to manage the platforms, but the team is currently too lean to fully absorb the focused workload of a colleague without impact. It's a resourcing gap rather than a skills gap.

Next steps include a breakdown of paid vs organic engagement to pinpoint the source of the dip and exploring interim cover options or resource reallocation for when key team members are unavailable in the future.

PV.3.03 - Website - Active Users (000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly 2023/2024	16.5	17.4	21.7	18.0	19.1	16.6	20.9	19.3	13.6	19.8	16.0	12.6
2024/2025	12.0	12.3	10.2	12.2	17.2	14.0	12.1	11.3	9.8	15.9	11.4	11.4
Status	-	-	-	-	-	-	-	-	-	-	-	-

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Cumulative 2023/2024	16.5	33.9	55.5	73.6	92.7	109	130	150	163	183	199	211
2024/2025	12.0	24.3	34.6	46.7	63.8	77.8	89.9	101.2	111.0	127.0	138.3	149.8
Status	-	-	-	-	-	-	-	-	-	-	-	-

B	
G	
A	
R	

What is good

Monitor

Ref	PV.3.03
Owner	MarComms
Comparison	Monitor
Source	Google Analytics

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.

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PV.4.01 - Internal Audits

	Jun-21	Oct-21	Feb-22	Jun-22	Sep-22	Feb-23	Jun-23	Oct-23	Feb-24	Jun-24	Oct-24	Feb-25
	-	-	-	-	-	-	-	-	-	-	-	-
Overdue Audits	23	22	21	22	29	12	13	4	8	4	4	3
Status	-	-	-	-	-	-	-	-	-	-	-	-
Target	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Overdue Audits	7%	29%	19%	22%	30%	13%	14%	4%	20%	14%	14%	8%
Status	G	R	A	R	R	A	A	B	A	A	A	G

(left axis labels: Number, Percentage)

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

What is good
Less is better

Ref	PV.5.01
Owner	PMO
Comparison	Target
Source	Audit Providers - (BC)

Number of overdue audits actions following internal audits.
This is then compared with the total number of actions.

PV.4.02 - Projects

	Q1	Q2	Q3	Q4
	-	-	-	-
2024/2025	24	26	26	4
	-	-	-	-
Target	<3	<3	<3	<3
2024/2025	0	4	4	4
Status	G	A	A	A

(left axis labels: In Progress, Risk to progress)

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
Owner	PMO
Comparison	Target
Source	PMO

The number of projects the service has in progress, and the number of those deemed to be at 'risk to progress'.
This excludes projects in relation to property.

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PV.5.01 - 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.

The Service has had difficulty obtaining a reliable summary of energy usage for 2023-24 from the providers. While the overall usage looks to be broadly in line with the previous year, there are a few anomalies that we have queried. The Service has now installed smart meters at all sites and is waiting for the third-party provider to link these to the reporting software. Once live, these will give much more useful management information across all our sites to help monitor and reduce unnecessary usage. It is anticipated that for 2024-25, the pilot to change of response to automatic fire alarms (AFAs) will reduce the number of miles travelling by our red fleet vehicles.

PV.5.02 - Printing

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K	<20K
2024/2025	**28.9k**	**38.7k**	**5.7k**	**19.1k**	**16.4k**	**17.6k**	**20.7k**	**21.5k**	**16.0k**	**22.8k**	**21.5k**	**18.8k**
Status	R	R	B	G	G	G	A	A	G	A	A	G

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	<20K	<40K	<60K	<80K	<100K	<120K	<140K	<160K	<180K	<200K	<220K	<240K
2024/2025	**28.9k**	**67.6k**	**73.3k**	**92.4k**	**109k**	**126k**	**147k**	**169k**	**185k**	**207k**	**229k**	**248k**
Status	R	R	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.

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