

BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

To: The Members of the Executive Committee

1 September 2025

Dear Councillor

**MEMBERS OF THE PRESS AND
PUBLIC**

Please note the content of Page 2
of this Agenda Pack.

To contact our Communication
Team, please email
cteam@bucksfire.gov.uk

Your attendance is requested at a meeting of the **EXECUTIVE COMMITTEE** of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in **MEETING ROOM 1, BFRS HEADQUARTERS, STOCKLAKE, AYLESBURY, BUCKS. HP20 1BD**, on **WEDNESDAY 10 SEPTEMBER 2025 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

Health and Safety:

There will be limited facilities for members of the public to observe the meeting in person. A recording of the meeting will be available after the meeting, at the web address provided overleaf.

Chairman: Councillor Monger

Councillors: Bailey, Hall, Hussain N, McLean, Priestley, Rouse and Stuchbury



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Recording of the meeting

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/UCWmIXPWAscxpL3vIiv7bh1Q>

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 'teams' meeting invitation to join the meeting at the specified agenda item.

Where the Chairman of a Committee has agreed to extend an invitation to all Members of the Authority to attend when major matters of policy are being considered, a Member who is not a member of the Committee may attend and speak at such Meetings at the invitation of the Chairman of that 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.

EXECUTIVE COMMITTEE TERMS OF REFERENCE

1. To make all decisions on behalf of the Authority, except in so far as reserved to the full Authority by law or by these Terms of Reference.
2. To assess performance of the Authority against agreed organisational targets.
3. To determine matters relating to pay and remuneration where required by collective agreements or legislation.
4. To select on behalf of the Authority-the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent, taking advice from suitable advisers and to make recommendations to the Authority as to the terms of appointment or dismissal.
5. To consider and make decisions on behalf of the Authority in respect of the appointment of a statutory finance officer; a statutory monitoring officer; and any post to be contracted to “Gold Book” terms and conditions in whole or in part taking advice from the Chief Fire Officer and suitable advisers.
6. To act as the Employers’ Side of a negotiating and consultation forum for all matters relating to the employment contracts of the Chief Fire Officer and Chief Executive, deputy to the Chief Fire Officer and Chief Executive, or equivalent; and where relevant, employees contracted to “Gold Book” terms and conditions in whole or in part.
7. To hear appeals if required to do so in accordance with the Authority’s Policies.
8. To determine any human resources issues arising from the Authority’s budget process and improvement programme.
9. To determine policies, codes or guidance:
 - (a) after considering recommendations from the Overview and Audit Committee in respect of:
 - (i) regulating working relationships between members and co-opted members of the Authority and the employees of the Authority; and
 - (ii) governing the conduct of employees of the Authority
 - (b) relating to grievance, disciplinary, conduct, capability, dismissals and appeals relating to employees contracted to “Gold Book” terms and conditions in whole or in part.
10. To form a Human Resources Sub-Committee as it deems appropriate.

AGENDA

Item No:

1. Apologies

2. Minutes

To approve, and sign as a correct record the Minutes of the meeting of the Executive Committee held on 9 July 2025 **(Pages 5 to 14)**.

3. Matters Arising from the Previous Meeting

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

4. Disclosure of Interests

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

5. Questions

To receive questions in accordance with Standing Order SOA7.

6. Budget Monitoring Report April – July 2025

To consider Item 6 **(Pages 15 to 26)**

7. Response to The Fair Funding Review 2.0: Consultation

To consider Item 7 **(Pages 27 to 44)**

8. Performance Management - Q1 2025/26

To consider Item 8 **(Pages 45 to 90)**

9. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 12 November 2025 at 10 am.

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



Buckinghamshire & Milton Keynes Fire Authority

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 9 JULY 2025 at 10.00 AM.

Present: Councillors Hall, N Hussain, Lancaster (substitute), McLean, Monger, Rouse, Sherwell (substitute) and Stuchbury

Officers: S Tuffley (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), R Davidson (Director of People), D Buchanan (Assistant Chief Fire Officer) A Hussain (Head of Finance and Assets), P Scanes (Head of Response and Resilience), A Burch (Head of Prevention and Protection) and K Nellist (Democratic Services Officer)

Online: L Harrison (Chief Fire Officer)

Apologies: Councillors Bailey and Priestley

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

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

EX01 ELECTION OF CHAIRMAN

(Councillor Rouse in the Chair)

It was proposed and seconded that Councillor Monger be elected Chairman of the Executive Committee for 2025/26.

RESOLVED –

That Councillor Monger be elected Chairman of the Executive Committee for 2025/26

(Councillor Monger in the Chair)

EX02 APPOINTMENT OF VICE-CHAIRMAN

It was proposed and seconded that Councillor Bailey be elected Vice-Chairman of the Executive Committee for 2025/26

RESOLVED –

That Councillor Bailey be elected Vice-Chairman of the Executive Committee for 2025/26

EX03 MINUTES

RESOLVED -

That the Minutes of the Executive Committee meeting held on Wednesday 19 March 2025 be approved and signed by the Chairman as a correct record.

EX04 MATTERS ARISING FROM THE PREVIOUS MINUTES

The Director of Legal and Governance advised Members of the following matters arising from the previous minutes: -

EX45 PERFORMANCE MANAGEMENT – Q3 2024/25 - The Chairman asked whether it would be more meaningful on the overdue audits to show a percentage of the overdue audits that were either high or medium priority - the Director of Finance and Assets advised that would be a useful way of doing it, and as Members were aware, that audits were graded between high, medium and low depending on the urgency they needed rectifying. Officers could pick up the high and medium ones as they were the ones of more concern to Members – this will be reflected in the performance packs for 2025-26.

The Chairman asked about the big jump in the injury rate quarter on quarter, was there anything Members should be worried about - The Data Intelligence Team Manager did not think so but would ask the Health and Safety Manager and get back to Members. – The Health and Safety Team confirmed this was the case and that in the following Q4 the total number of injuries was lower than the three-year average.

A Member asked about over the border mobilisation figures, it showed there was a weakness, but did not say what the weakness was, it would be beneficial for Members to have more detail to know where the weak spots were - The Data Intelligence Team Manager advised that a report was produced every year which could be supplied to Members as well giving the breakdown.

EX46 GENDER AND ETHNICITY PAY GAP REPORT – The Chairman asked that on the gender pay gap reporting, and the point made that it was not known how other services were making up their data, would it be worth seeing if other services would work with this Service, and try and get a common set of standards, even if it was only five or six other services, that might enable some best practice to be spread across the fire and rescue sector – The Director of People advised that HR Communities of Practice are in place with other fire and rescue services, to collaborate and

identify best practice models for all areas of HR including pay gap reporting.

A Member asked if the next pay gap reporting would have that common approach to look at.

The Director of People advised that officers had set up HR communities of practice with other fire services, which would give the Service consistency across the board, and part of that would be pay gap reporting.

EX05 DISCLOSURE OF INTERESTS

None.

EX06 BUDGET MONITORING REPORT APRIL 2024 – MARCH 2025 (PROVISIONAL OUTTURN)

The Head of Finance and Assets advised Members that the net underspend was £954k which was driven by lower direct employee costs, due to reduced bank (overtime) and on-call expenses, as well as vacancies in support roles. There was also higher than expected investment returns, as a result of the Bank of England's base rate falling more slowly than initially forecast. This resulted in the Service receiving £536k more in investment interest than originally budgeted. Another key point was the one-off revenue credit received from Airwave in March 2025. Confirmation was received from the Court of Appeal regarding the revenue Motorola could generate from airwave charges. As a result, the Service received a one-off credit of £287k. This was a key movement since the last report in December and contributed to the increase in the overall underspend from the previous forecast.

The Head of Finance and Assets wanted to give Members further detail regarding the directorate underspend and overspend by areas.

Corporate Core had an underspend of £287k, this was driven by strong investment returns. However, some of this underspend was partly offset by the temporary restructuring costs to support delivery of the Improvement Plan following the latest HMICFRS inspection. This resulted in some temporary roles which were under review to determine whether they should conclude, be extended, or made permanent.

The Finance & Assets Directorate had an underspend of £171k, this was predominately due to vacant posts and staff not yet at the top of their pay scales. This also included a £24k debt write-off related to Encompass, the former apprenticeship training provider, which was dissolved in February 2025.

The People Directorate had an overspend of £242k, this was primarily due to additional training costs (£190k), approved by the Authority in June 2024. Although originally intended to be funded from reserves, underspend elsewhere meant reserve funding was not required, resulting in this appearing as an overspend.

The Delivery, Corporate Development & Planning Directorate had an underspend of £633k, this was mainly due to significant savings from reduced on-call and overtime costs, due to maintaining an operational establishment above 300 throughout the year. As of March 2025, there were 314 operational staff, including the latest apprentice cohort. This had improved pump availability and reduced reliance on bank and cross-border support.

As part of the 2025/26 Medium Term Financial Plan a zero-based budgeting approach was applied which allowed the Service to reassess and adjust budgets to reflect the reduced bank and on-call costs. Reallocating these identified savings into other priority areas within the Service.

The Capital Programme for the year totalled £3.623m, with a slippage of £1.598m, which would be carried forward. Details of all property works completed across the estate during the year were shown in Appendix B.

In terms of reserves, there had been a change in relation to the funds held by the Thames Valley Fire Control Service. The capital expenditure for 2024/25 was not included in the outturn report as it was not available at the point the report was provided.

Therefore, the Service's share of the reserve had reduced to £479k resulting in the overall reserve position reducing from £15.1m to £14.9m.

The Head of Finance and Assets advised Members that this outturn reflected prudent financial management, and the zero-based budgeting process had enabled officers to set a budget that was aligned with the evolving needs of the Service.

A Member was concerned to see the wholetime numbers drop to 304 by next year, would it be possible to look at this to get the number back up.

The Chairman agreed that although it would bring the Service to just above the establishment of 300, if the Service had the funds and could maintain a higher level there were obvious advantages there.

The Director of Finance and Assets advised this was something that was kept on constant review. A new apprentice cohort was

planned as part of it. Officers forecast a set number of retirees, leavers etc., and it was reviewed every month through the People Delivery Group. The Service may take a transferee intake for example, as it was not just about numbers but experience as well.

A Member asked regarding some members of staff who had not yet reached the top of their pay grade and future pay rises, was this covered in the budget for future years.

The Head of Finance and Assets advised that in terms of staff salary and the establishment, this was all part of the Medium Term Financial Plan. There was an annual review of salary costs and new posts coming in and these were factored in when setting the budget.

A Member asked about the large underspend. This was the third year with a significant underspend on the budget, with the benefit of a zero-based budget, and the benefit of seeing the direction of travel on bank costs, was the case now not building for the higher level of establishment that the Service was running at, rather than operating at the 300. Last year members took a decision to invest in skills rather than headcount, should we now be increasing the establishment.

A Member asked when looking at this year's budget, what confidence did officers have that there would not be a significant level of underspend in this financial year, and what steps were officers taking to act on any underspend and directing it to specific activities.

The Assistant Chief Fire Officer advised Members that the decision was taken to increase the establishment to 300, and the Service had seen significant improvements around availability and bringing down bank costs. The Service was consistently able to provide 12 wholtime appliances and availability was almost 100%. Also, a lot of work had been done around skills and qualifications as it was not just about numbers, but key qualifications, driving being one of them and incident command being another.

The Assistant Chief Fire Officer advised that at this stage, there was not a compelling enough position to exceed 300, but this number must be maintained. That said, the Service was still lean and rode four on all appliances which was nationally comparable, and in terms of value for money for the taxpayer, the Service had an efficient model. It was a balancing act with all the other needs of the organisation. 300 was the bare minimum and it might be that moving forward, there would be some benefit in going slightly above that.

The Head of Finance and Assets advised caution because when the overspend was broken down, £500k of it was treasury investment returns. The base rate fluctuates and if the Bank of England base rates drop, the Service would not have the £500k available in the base budget for future planning. Also, the Airwave credit was a one off amount. The best way to build into the base would be with precept funding, as there was flexibility and it was guaranteed income year on year and that would give the Service sustainability.

The Director of Finance and Assets advised that treasury returns this year had been well over £1m, but they had also been as low as £150k, so it could not be relied on long term. Also, some of the underspend was driven by On Call and the activity being lower. As members know, On Call was a challenge, the Service had committed within the CRMP to review the On Call model.

A Member asked if there had been an uplift in the preventative programme, was it bearing fruit as it was like an investment for the future reducing costs.

The Assistant Chief Fire Officer advised Members the Service had been doing prevention and protection work for many years alongside response activity. Obviously with the intent to drive down the need for response and were very comfortable with the prevention programme and resource. Through the recent HMICFRS inspection, the Service had some challenges around it, but the Cause of Concern had been lifted and the Service was in a better place.

The Service reports on a number of key performance measures, which include looking across prevention activity and how that might impact response i.e. number of false alarms in the home, different incident types attended, and some measure of success could be seen from that activity which was reviewed on a monthly basis.

The Deputy Chief Fire Officer advised Members that over the last 10-15 years the Service had seen a reduction in the number of calls because of the success of prevention activity. Nationally incident number were starting to rise again and it would be factored into the CRMP. One of the risks to the Service was the low frequency, high impact events. Prevention had definitely had an excellent impact, but there were other influences that are leading to incident numbers increasing over time.

RESOLVED –

1. That the provisional outturn forecast for the Authority as at 31 March 2025 be noted.

2. That the slippage of £1.598m on the capital programme is approved to be carried forward into 2025/26.
3. That the underspend of £0.954m is split and transferred into General Fund reserve and Revenue Contribution to Capital Reserve (RCCO). The split will be as follow:
 - £0.415m to be transferred into General Fund
 - £0.539m to be transferred into RCCO.
4. That a transfer of £0.205m into the future funding reserve be approved.
5. That a debt write of £0.024m be approved relating to Encompass which dissolved in February 2025.
6. That delegated authority be given to the Chief Finance Officer to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.
7. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.

EX07 SAFETY CENTRE (HAZARD ALLEY) IMPACT REPORT APRIL 2025

The Head of Prevention and Protection advised Members that there was a minor inaccuracy in the report's Executive Summary. Paragraph 2 on page 33 referred to the CRMP as the 'Corporate Risk Management Plan' whereas it should correctly read 'Community Risk Management Plan.'

This report provided an update on the three-year partnership agreement between the Authority and the Safety Centre - Hazard Alley, which was due to conclude on 30 September 2025. The current agreement provided £25,000 per annum in funding, supporting the delivery of vital community safety education aligned with the Service's Community Risk Management Plan (CRMP) and 2025–26 Annual Plan priorities.

Between September 2024 and June 2025, the Safety Centre had delivered preventative education to over 12,000 students across Buckinghamshire and Milton Keynes. Sessions were delivered both at Hazard Alley and directly into schools, covering a wide range of life-saving topics including fire, water safety, road safety, online safety, first aid, and knife crime prevention.

The report covers other highlights include:

- The Centre securing over £50,000 in grant funding for targeted knife crime intervention and violence prevention.
- Launching a new website and online booking system to increase reach and efficiency.
- The Centre and its staff receiving recognition through a High Sheriff's Award and being finalists in two categories at the MK Business Achievement Awards (Celebrating Diversity, and Skills and Learning).

The Safety Centre had recently completed the recruitment of a new Chief Executive, who was due to take up post on 1 September 2025. Due to this change in leadership, the timeline for reviewing and establishing a new long-term funding agreement may be delayed. As such, a further paper would be presented to the full Fire Authority in October to seek approval to extend the current partnership agreement until the end of the 2025–26 financial year. This extension would provide sufficient time to co-develop a new agreement in Quarter 4 2025–26, aligned with the ambitions set out in the Strategic Annual Plan and CRMP.

The Head of Prevention and Protection put on record his thanks to the outgoing Safety Centre CEO Maya Joseph-Hussain and her wider team.

A Member asked about the cost per child to visit which was £10, but the real cost was £30 per child so the £20 deficit was having to be covered by the Safety Centre. Was there a way the Service could help them, £75k over three years was a lot of money, but the Member would be very supportive of whatever support could be given to the Safety Centre as they do a fantastic job.

A Member asked if there was any scope for Members to look at whether there was any outside funding to help them bring down the costs for schools.

The Chairman advised that in terms of further funding and extra support, this was something that could be discussed offline with a view to looking at whether Members could recommend other sources of funding and how Members might approach additional funding themselves either directly or indirectly.

The Chairman advised he would like to organise a visit for Members to the Safety Centre and also hold a meeting at the Blue Light Hub.

The Head of Prevention and Protection provided assurance to Members that everything discussed was part of the ongoing discussions with the Safety Centre, and hence the recommendation that the Authority allow the new Chief Executive

Democratic
Services Officer

to find their feet and to understand some of the challenges that many charities were facing and look at how the Service could look at exploring and continuing that partnership more long term, which was part of the commitment in the Community Risk Management Plan.

The Assistant Chief Fire Officer advised Members that ultimately, everyone agreed that the Safety Centre offered really good value for money for the Service in terms of partial delivery of the prevention activity and education programme, and it was sad that some children in schools could not access it because of the costs involved. This was one part of what the Service was doing from an education perspective. The Service was also reintroducing school visits, where teams, crews, officers would go and visit schools, and a key objective was going to areas of deprivation and which would pick up some or all of those schools that could not get access to the Safety Centre.

The Chairman advised that there would be a full report coming to the Fire Authority meeting in October.

RESOLVED –

That the Safety Centre (Hazard Alley) Impact Report April 2025 be noted.

EX08 DATE OF NEXT MEETING

To note that the next meeting of the Executive Committee will be held on Wednesday 10 September 2025 at 10 am.

THE CHAIRMAN CLOSED THE MEETING AT 10.42 AM

Head of Prevention
and Protection

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 10 September 2025

Report title: Budget Monitoring Report April - July 2025

Lead Member: Councillor Niknam Hussain

Report sponsor: Mark Hemming, Director of Finance and Assets

Author and contact: Asif Hussain, ahussain@bucksfire.gov.uk, 01296 744421

Action: Noting

Recommendations:

That the provisional outturn forecast for the Authority as of 31 July 2025 be noted.

Executive summary:

The report in Appendix A sets out the Authority's revenue and capital spending position as at 31 July 2025, together with the projected outturn position for the financial year.

The budget for 2025/26 is £42.989m, with a forecast outturn of £42.760m, resulting in a projected underspend of £0.229m. This underspend is predominantly due to lower direct employee costs and higher-than-budgeted investment returns. However, following the budget-setting process, funding forecasts have reduced by £0.202m, mainly due to the removal of the Airwave grant (circa £50k) and a significant reduction in the Pension Grant (circa £150k). These funding changes, which were only communicated after the budget was set, partially offset the expenditure underspend, resulting in an overall projected underspend of £0.027m.

Financial implications: As set out in the main body of the report.

Risk management: Management of our financial resources is a key risk to the Authority and the performance reports to Committee inform Members of the main financial risks facing the Authority in year.

Legal implications: None.

Privacy and security implications: None.

Duty to collaborate: None.

Health and safety implications: None.

Environmental implications: None.

Equality, diversity, and inclusion implications: None.

Consultation and communication: None.

Background papers:

Medium Term Financial Plan 2023/24 to 2028/29, Fire Authority Meeting 12 February 2025
<https://bucksfire.gov.uk/wp-content/uploads/2025/02/FIRE-AUTHORITY-AGENDA-AND-REPORTS-12-FEBRUARY-2025-INCLUDING-LATE-URGENT-ITEMS-1-2-AND-3.pdf> (pp.31-45) and
https://bucksfire.gov.uk/wp-content/uploads/2025/02/Item-8a_Revised-Appendices-1-and-2-Final.pdf

Appendix	Title	Protective Marking
A	Budget Monitoring Report April 2025 – July 2025	None

Service Overview

Table 1 | Budget and forecast outturn for the end of the 2025-26 financial year

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Employee Costs (page 2)	31.862	10.675	31.856	-0.006
Non-Employee Costs (page 5)	11.127	2.764	10.904	-0.223
Total Expenditure	42.989	13.439	42.760	-0.229
Total Funding (page 6)	-42.989	-14.820	-42.787	0.202
Net Position	0.000	-1.381	-0.027	-0.027

- The total approved expenditure budget is £42.989m, with a forecast outturn of £42.760m, resulting in a projected underspend of £0.229m.
- The funding budget is £42.989m and the forecast £42.787m, leading to a projected overspend of £0.202m due to reduced grant allocations.
- Taking both expenditure and funding into account, **the net position is a forecast underspend of £0.027m**

Table 1.1 | Ringfenced Grant Funding

Subjective Area	Full Year Allocation £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Balance £m
Protection Uplift	0.140	0.064	0.140	0.000

Ringfenced funding is for a specific purpose and is received and allocated during the year. The Protection Uplift grant is for services to increase their protection capability and delivery, aligning with locally agreed integrated risk management plans and risk-based inspection programmes.

Employee Costs

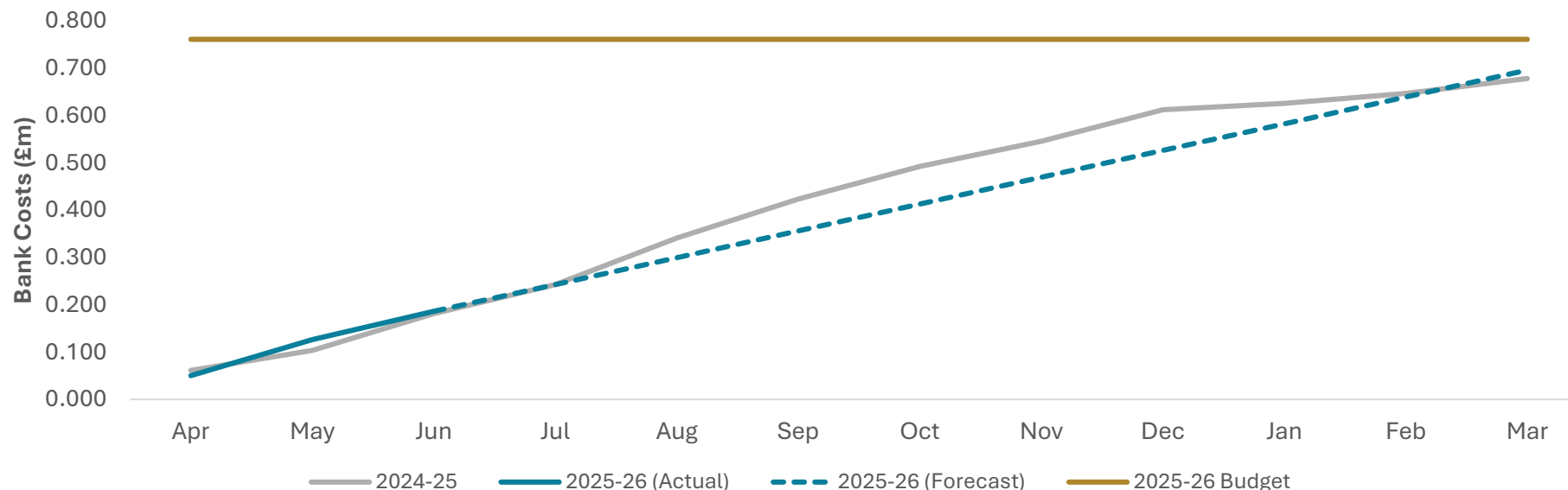
Table 2 | Direct and indirect employee subjective budgets

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Wholetime	22.126	7.490	22.483	0.357
On-Call	1.456	0.376	1.244	-0.212
Support	6.585	2.128	6.365	-0.220
Technicians	0.486	0.140	0.457	-0.029
Sessional	0.083	0.018	0.097	0.014
Agency	0.022	0.047	0.106	0.084
Indirect Staff Costs	1.104	0.476	1.104	0.000
Total Expenditure	31.862	10.675	31.856	-0.006

- **Wholetime £0.357m Overspend** - The overspend reflects current staffing levels exceeding the budgeted establishment. A detailed workforce plan is provided on page 4 to illustrate the anticipated staffing trajectory.
- **On-Call £0.212m Underspend** - primarily attributed to vacant posts and associated allowances, which are activity and training-dependent.
- **Support £0.220m Underspend** - currently under budget due to vacant posts that are in the process of being advertised and recruited. To mitigate service disruption, some roles have been temporarily filled via agency contracts. Recruitment is expected to progress throughout the remainder of the year, gradually reducing the underspend.
- **Agency £0.084m Overspend** - Agency costs have exceeded budget expectations, largely due to the temporary filling of vacant support roles. While this ensures continuity of service, it represents a short-term financial pressure. These costs are expected to decline as permanent recruitment is completed.

Bank Costs

Chart 1 | Bank costs and forecast vs. budget



Note: The figures presented above exclude National Insurance (NI) contributions.

Chart 1 presents a comparative analysis of bank costs incurred during the first quarter of 2025-26 against the corresponding period in 2024-25. Bank costs for Q1 2025/26 are broadly consistent with those recorded in the previous financial year.

The budget setting process for 2025-26 identified a saving of over £0.300m that was reallocated to support other priorities. Current projections indicate that this saving will be fully realised by year-end, subject to ongoing monitoring and review.

Wholetime Establishment

Chart 2 | Wholetime establishment roadmap

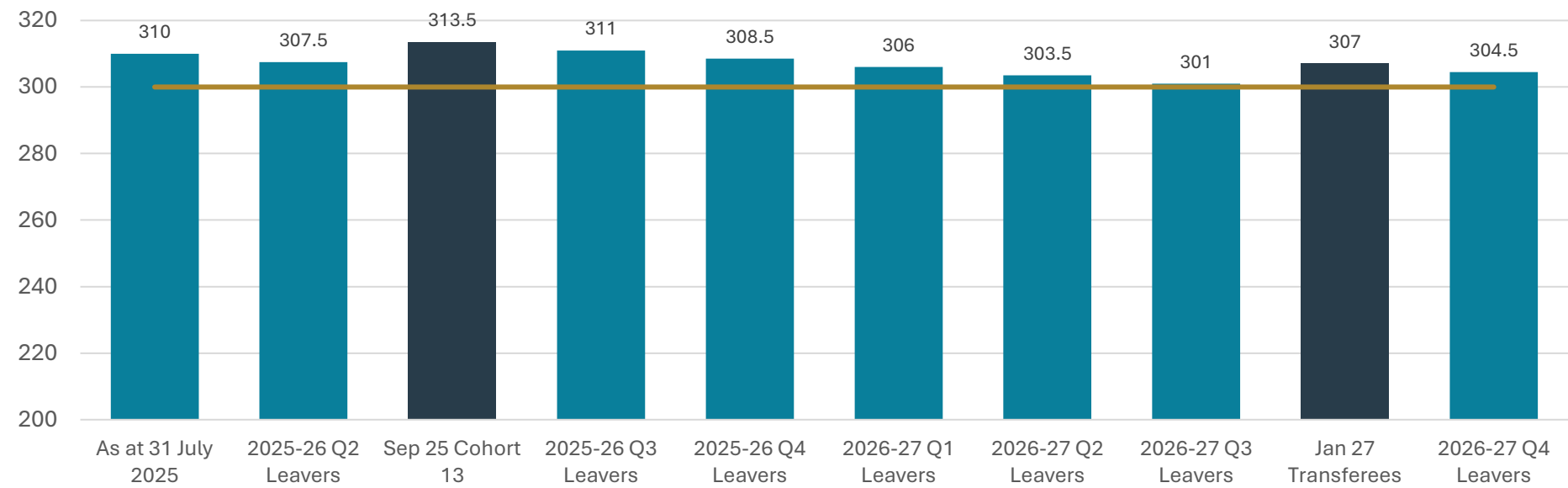


Chart 2 illustrates the wholetime operational establishment as of 31 July 2025 through to March 2027 taking into consideration projected retirees, leavers, transfers and recruitment of apprentices.

Non-Employee Costs

Table 3 | Non-employee subjective budgets

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Supplies and Services	6.140	1.107	6.174	0.034
Premises	2.378	1.378	2.388	0.010
Transport	1.337	0.621	1.308	-0.029
Capital Financing	2.922	0.042	2.922	0.000
Income	-1.650	-0.384	-1.888	-0.238
Total Expenditure	11.127	2.764	10.904	-0.223

- **Additional Income of £0.238m** - primarily driven by higher-than-budgeted investment returns. This is due to the Bank of England base rate remaining static, which has sustained stronger yields. However, economic indicators suggest a potential reduction in the base rate over the next 12 months, as part of broader efforts to manage inflation. This may impact future investment income projections and will be monitored closely.

Funding

Table 4 | Funding by source and forecast outturn position

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Government Funding	-4.111	-1.619	-4.111	0.000
Fire Specific Grants	-2.237	-0.327	-2.038	0.199
Business Rates	-5.995	-3.073	-6.000	-0.005
Top-up Grant	-1.615	-0.291	-1.607	0.008
Council Tax	-28.530	-9.510	-28.530	0.000
Transfers from Reserves	-0.501	0.000	-0.501	0.000
Total Funding	-42.989	-14.820	-42.787	0.202

A funding shortfall of approximately £0.202m is currently projected for the 2025-26 financial year. This shortfall arises from two key changes in central grant allocations:

- Airwave Grant: A reduction of approximately £50k following the complete removal of this funding stream.
- Pension Grant: A significant decrease of approximately £150k compared to the previous year's allocation.

The pension grant shortfall is primarily attributable to an update in the data used within grant allocation methodology, which resulted in a lower overall award. Importantly, notification of these changes was received only after the annual budget had been set, limiting the opportunity to adjust financial plans in advance.

The impact of this funding gap and future outcome of the fair funding review is being assessed, and mitigation strategies will be considered as part of ongoing budget monitoring and medium-term financial planning.

Reserves

Table 5 | Reserves (including capital funding)

Reserve	Opening Balance (31 March 2025) £m	Use Of / (Contribution To) £m	Transfers Between Reserves £m	Projected Year End Balance £m
General Fund Balance	-2.040	0.000	0.000	-2.040
Non-earmarked Reserves	-2.040	0.000	0.000	-2.040
Workforce Planning Reserve	-1.175	0.501	0.434	-0.240
Control Room Reserve (*)	-0.479	-0.050	0.000	-0.529
USAR Reserve	-0.817	0.000	0.817	0.000
Future Funding Reserve	-0.205	0.205	0.000	0.000
Transformation Reserve	-3.298	0.000	3.298	0.000
Earmarked Reserves (Revenue)	-5.974	0.656	4.549	-0.769
Usable Capital Receipts Reserve	0.000	0.000	0.000	0.000
Revenue Contribution to Capital	-6.894	3.113	-4.549	-8.330
Earmarked Reserves (Capital)	-6.894	3.113	-4.549	-8.330
Total Reserves	-14.908	3.769	0.000	-11.139

(*) This figure represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire).

The projected balance in the Workforce Planning Reserve will be fully utilised during 2026-27 to fund temporary roles that will continue into that year as per the approved medium term financial plan.

Capital Monitoring

Table 6 | Capital forecasts

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Provisional Outturn £m	Projected Year End Variance £m	Projected c/fwd to 2026-27 £m
Property	7.408	0.150	4.408	0.000	3.000
Total Property Portfolio	7.408	0.150	4.408	0.000	3.000
Operational Red Fleet Vehicles	0.905	0.126	0.905	0.000	0.000
Operational White Fleet Vehicles	0.114	0.000	0.114	0.000	0.000
Total Fleet Vehicles	1.019	0.126	1.019	0.000	0.000
Operational Equipment	0.188	0.032	0.188	0.000	0.000
ICT Equipment	0.185	0.029	0.185	0.000	0.000
Total Equipment	0.373	0.061	0.373	0.000	0.000
Grand Total	8.800	0.337	5.800	0.000	3.000

- **Property** - £3m is currently being forecast to carry forward into 2026-27 to reflect an early estimate of the split of expenditure across the two years for this project. The project is still forecast to be within the total budget.

Details of planned delivery for Property Works and Operational Red Fleet Vehicles can be found on pages 9 and 10.

Capital Monitoring – Property and Operational Red Fleet

Table 7 | Delivery progress

Complete
 On track
 Risk to progress
 - Not due to be started

Project	Start Date	End Date	Status	Commentary (mandatory if risk to progress)
Property – b/fwd from 2024-25				
Drill tower refurbishment	Apr 25	Mar 26	On track	
Broughton – repair and resurface drill yard	Apr 25	Aug 25	Risk to progress	Quotation exceeded budget – being reviewed
Multiple sites – fire door replacement programme	May 25	Sep 25	On track	
Planned Property Works 2025-26				
Newport Pagnell – roof, guttering and downpipes	Apr 25	Mar 26	On track	
Amersham – roof, guttering and downpipes	Apr 25	Mar 26	On track	
Stokenchurch – roof, guttering and downpipes	Apr 26	Mar 27	-	Deferred to 2026-27
Chesham – roof, front yard, M&E, refurbishment	Apr 25	Mar 26	On track	
Brill – drainage	May 25	Jun 25	Complete	
Various sites – EDI/contaminants improvements	Jun 25	Mar 26	On track	
Emergency Property Works 2025-26				
West Ashland – male shower block	Apr 25	Jul 25	Complete	
Broughton – drainage	Apr 25	May 25	Complete	
West Ashland – DSEAR improvements	Jun 25	Jun 25	Complete	

Project	Start Date	End Date	Status	Commentary (mandatory if risk to progress)
Major Projects 2025-26				
Westcott – construction of new training centre	Apr 25	Mar 27		
High Wycombe – options appraisal	Aug 25	Dec 25		Options to be presented to Authority Feb 26
Operational Red Fleet				
Rural Firefighting Vehicle (x 2)	Apr 25	Sep 25		See detail below
Water Carrier (x 2)	Apr 25	Feb 26		

- **Broughton – repair and resurface drill yard** – quotations have been received to undertake the planned works, but these were significantly higher than the allocated budget. Work is being undertaken to see if these costs can be reduced by retendering and/or re-specification of the required work.
- **Rural Firefighting Vehicle (x 2)** – these were anticipated to be delivered during July/August 2025. However, during the final inspection visit a couple of fundamental issues with the specified build were identified. The supplier is rectifying these at their cost, but it means delivery of the vehicles is now not expected until September 2025. The current vehicles will continue to be available until these new vehicles are in service.



Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 10 September 2025

Report title: Response to The Fair Funding Review 2.0: Consultation

Lead Member: Councillor Niknam Hussain

Report sponsor: Mark Hemming, Director of Finance and Assets

Author and contact: Mark Hemming - mhemming@bucksfire.gov.uk

Action: Noting

Recommendations: That the response to the consultation be noted.

Executive summary:

The Consultation was published on 20 June 2025, with a deadline for responses of 15 August 2025. In accordance with the Scheme of Delegation to Officers, the response was discussed with the Chairman and Lead Member before submission. This paper details the content of the submission for the attention of the Committee.

The Consultation response is based heavily on the response of the National Fire Chiefs Council (NFCC) on behalf of the sector, adapted to articulate the specific potential impacts on the Service.

Financial implications: The potential financial implications of the Review have been included in the response and are also illustrated in Appendix 1.

Risk management: The publication of the Consultation has led the Service to increase the Financial Sustainability risk on the Corporate Risk Register from medium to high.

Legal implications: The Chief Fire Officer may make a formal response on behalf of the Authority to a Government Consultation Paper provided that such a response is subsequently referred to the appropriate committee for their attention.

Privacy and security implications: No direct impact.

Duty to collaborate: No direct impact.

Health and safety implications: No direct impact.

Environmental implications: No direct impact.

Equality, diversity, and inclusion implications: No direct impact.

Consultation and communication: No direct impact.

Background papers:

Fire Authority (12 February 2025), Item 8(a) Medium Term Financial Plan (MTFP) 2025/26 to 2029/30 (pp. 31-45), <https://bucksfire.gov.uk/wp-content/uploads/2025/02/FIRE-AUTHORITY-AGENDA-AND-REPORTS-12-FEBRUARY-2025-INCLUDING-LATE-URGENT-ITEMS-1-2-AND-3.pdf>

Fire Authority (12 February 2025), Item 8(a) Revised Appendices 1 and 2, https://bucksfire.gov.uk/wp-content/uploads/2025/02/Item-8a_Revised-Appendices-1-and-2-Final.pdf

The Fair Funding Review 2.0 (Consultation) - <https://www.gov.uk/government/consultations/the-fair-funding-review-20/the-fair-funding-review-20>

Appendix	Title	Protective Marking
1	Fair Funding Review Modelling	None
2	Response to the Consultation	None

Appendix 1 - Fair Funding Review Modelling

- 1.1. The budget for 2025/26 was approved by the Fire Authority at its meeting on 12 February 2025. The papers are referenced in the background papers section of the cover paper. Please note that *Item 8(a) Revised Appendices 1 and 2* replaces the equivalent pages in the main report pack.
- 1.2. The Fair Funding Review 2.0 is likely to have a significant impact on the funding figures for 2026/27 onwards.
- 1.3. The Service has been provided with two different models, one from the National Fire Chiefs Council (**NFCC**) and one from **Pixel**, an advisory group that the Service subscribes to.
- 1.4. Initial drafts of both models showed materially similar results for the Service. However, later iterations have deviated due to different assumptions and interpretations being applied, especially regarding notional council tax calculations.
- 1.5. The chart below shows the impact on usable revenue reserves for the next five years in each modelled scenario, if the expenditure figures presented to the Fire Authority in February 2025 remain unchanged.

Chart: Forecast Revenue Reserves 2025/26 to 2029/30



- 1.6. While both models produce significantly different outputs, both scenarios would result in revenue reserves decreasing below 5% of the net budget requirement (**NBR**). While there is no legal defined minimum level, anything significantly less than 5% would be very concerning.
- 1.7. Provisional figures are due to be published in December 2025, with the final settlement being confirmed in February 2026.
- 1.8. For consistency with the NFCC's national response, figures quoted in the consultation response are based on the NFCC model.

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Local Government Finance
Ministry for Housing, Communities and Local Government
2 Marsham Street
London
SW1P 4DF

Sent to: LGFCorrespondence@communities.gov.uk

13 August 2025

Dear Local Government Finance Team,

Fair Funding Review 2.0 Consultation Response

This letter represents the response of Buckinghamshire Fire and Rescue Service (BFRS) to the Fair Funding Review 2.0 consultation. We would also refer MHCLG colleagues to the response from the National Fire Chiefs Council (NFCC) on behalf of all Fire and Rescue Services (FRSs). Answers to the specific consultation questions can be found appended to the end of this letter.

Summary

FRSs face significant funding pressures as a result of a range of issues including the evolving role of FRSs in protecting our communities; responding to an increasing number of extreme weather events; inflationary pressures; responding to emerging technology risks; challenges around cyber resilience; the need for increased but unfunded capital investment in ageing estates; existing budgetary commitments and more. In addition to FRSs' statutory duties, public and Government expectation of an FRS response has also grown in a number of areas which are not underpinned by a statutory footing but requires investment, such as rescues from water, emergency medical response to support ambulance services, and road and water safety messaging.

Without additional investment, the level of service provided to communities may not be sustainable in the medium to long-term. Whilst recognising the current very challenging economic climate, BFRS urges the Government to reconsider elements of the Fair Funding Review which appear to have significant negative consequences for BFRS. In particular:

- 1. Modelling produced for the NFCC suggests that the Review will result in Government grant funding for BFRS reducing by more than 20% over the next three years** effectively penalising a FRS for having a level of council tax significantly below the national average.
- 2. This cut in Government grant funding is estimated to be £2.6m over the multi-year settlement period—equivalent to 44 wholetime firefighter roles, a reduction of almost 20%.**

3. **The reduction in Government grants appears to be underpinned by an assumption that council tax will be increased by £5, thereby essentially centralising what should be a local decision.**
4. **BFRS will face a real-terms reduction in its core spending power (CSP) even after factoring in potential £5 increases in council tax for each of the next three years.**
5. **If only 3% council tax increases can be approved, BFRS will need to rely on the funding floor mechanism to avoid CSP decreasing in cash terms.** This would necessitate even deeper cuts to service provision and create a very real risk of BFRS having to issue a Section 114 notice.

BFRS recognises the large number of competing pressures facing local authorities and the need to take a balanced approach, however, the impacts of the Review on FRSs do not seem to have been fully considered. Given the growing pressures in other parts of local government, the fact that Government grant funding for fire and rescue is being cut suggests that FRAs are effectively paying for services to be delivered in other parts of local government. Something which is exacerbated by the approach to control totals.

Furthermore, FRSs had previously supported updates to the data underpinning the Fire Funding Formula, however, this was on the basis that the changes to FRAs' individual allocations would be minimal and smoothed. Nevertheless, this is not the case in the Government's Review proposals, with wider local government funding receiving a more fulsome review rather than the simple data updates to the Fire Funding Formula. This leaves the impression that fire and rescue is an afterthought in the wider local government agenda, especially in the context of the fire and rescue portfolio only recently moving to MHCLG from the Home Office. It would appear that it is being penalised as a result.

Control Totals

BFRS is concerned that the Government's proposed approach to control totals is flawed. Whilst the approach has some merit for local authorities (particularly unitary authorities which cover all services), it does not work for FRAs. Control totals for the relative need formulae (RNF) have been established based on how authorities have spent money in recent years. However, this is entirely dependent on past funding for FRAs which do not spend in any of the other RNF areas. If FRAs had collectively spent more in the most recent year for which data is available, they would receive more funding (as the control total for fire and rescue compared to other areas of local government spend would be higher).

Fire and rescue is a risk-based rather than demand-led service, but the proposals in the Review fail to take account of this fact. The risks faced by FRSs are not necessarily consistent from year to year, but can vary, particularly as the UK experiences increasingly frequent and severe periods of extreme weather that result in wildfires and floods amongst other incident types. Using the previous year's expenditure as a predictor of the next year's financial need is deeply flawed. FRSs must maintain the capability and capacity to respond to a range of low frequency, but high impact, events alongside normal fire cover, yet the Review proposals make no allowance for this.

The lack of consideration or assessment of fire and rescue risk, and the treatment of fire as a demand-led rather than a risk-based service adds to the impression that fire and rescue

has been treated as an afterthought, and the impact on FRSs has not been fully considered or understood. As a result, this approach raises the question as to whether FRAs belong in the local government finance system. Given similarities with other blue-light services, there is a strong rationale for fire and rescue to be considered in a comparable manner to policing, with its own dedicated funding system.

Council Tax

BFRS (via the NFCC) understands that Government's proposals are underpinned by modelling which assumes that the £5 precept flexibility all authorities had for 2025/26 would be rolled forward for the three year settlement. Whilst BFRS are pleased that FRAs will be given £5 flexibility throughout the multi-year settlement period, this now needs to be confirmed by Government.

However, notwithstanding our support for precept flexibility, Government should not assume full utilisation of referendum principles as a justification for a reduction in Government grants. In doing so, Government has effectively centralised the decision by forcing FRAs to utilise maximum council tax increases.

Ideally, additional flexibilities would be available for FRAs with lower-than-average fire precepts, who are severely impacted by the assumed notional amount of council tax in the model. In general, previous referendum principles served to diverge the levels of council tax paid by residents in different authorities (in the case of percentage-based principles) or to maintain these differences (in the case of £-based principles). Furthermore, the inconsistency in FRA governance models and how the financial rules apply to them already results in variance between how much individual FRAs can raise through council tax. It would be preferable for all FRAs would have the same freedoms given to mayoral authorities to raise council tax in line with local decisions and approvals.

Given its historically low council tax precept, **BFRS is being unfairly penalised for historic prudence** and would need to increase its precept by significantly more than £5 every year simply to maintain CSP at current real-terms levels through the Spending Review period.

Distribution of Fire and Rescue RNF

It is not appropriate for BFRS to comment on the distribution of RNF between individual FRAs. However, sector-wide allocations should be protected in real terms and individual FRAs should be prevented from large shocks. Furthermore, we are concerned that the full impact of the Review has not been adequately assessed at an individual FRA level. For example, FRAs were provided funding to partially compensate for the increased cost of employer national insurance contributions. If this grant is rolled into the overall totals and redistributed based on RNF, many FRAs will have an even bigger gap between the increased cost and available funding, putting greater pressure on staffing budgets.

BFRS is supportive that formulae are updated whenever possible with the latest data. However, by choosing not to undertake a wholesale review of the fire funding formula when all other formulae are being updated is leading to perverse consequences for FRAs. This leads to concerns that fire and rescue is being treated as an afterthought. This cannot be right given it is an invaluable, 24/7 public service which communities rightly rely on to keep

them safe. If fire and rescue funding cannot be appropriately managed through the local government finance system, a dedicated system for FRAs should be established in a comparable manner to policing.

Business Rates

The consultation discusses a temporary increase in the business rates retention system safety net. BFRS welcomes such a move and would encourage the Government to make this a permanent change. However, it is incumbent on the Government to revise the business rates retention tier splits considering this change. Given the removal of the risk side of the risk-reward incentive in the system, the current tier splits (which were set up to protect shire counties and FRAs from large losses) must be reviewed.

Indicative Allocations

The Government's decision not to publish indicative CSP and Settlement Funding Assessment (SFA) allocations makes responding to this consultation in an informed manner very difficult. Authorities need to understand the impact that proposals will have to make an informed comment on them. Most notably, the issue of sustainability and stability requires respondents to know how significant changes are.

The Government has informed third party modellers that their models are roughly correct, but given some of the oversights made in respect to FRAs, it is very difficult to make informed views when detail on allocations may not be wholly accurate. Our responses are based on the most accurate information available to us, but would note that this issue represents a big challenge for fire and rescue responses.

Quantum

Finally, it must be noted that the quantum of funding in the local government and fire and rescue finance system is insufficient. Fire and rescue must not be the forgotten emergency service. FRSs are under increasing pressure, responding to significantly more 999 incidents despite an already shrinking workforce. The number of incidents FRSs in England responded to has increased by 20% (from just under 500k to over 600k) in the last ten years.

Whilst the number of fires attended by FRSs has been on a downward trajectory, reaching historic lows in 2024, this reduction is largely the result of FRS prevention activities and reflects considerable work by FRSs. In contrast to the reduction in fires, FRSs are responding to the highest number of non-fire incidents for fifteen years, driven in large part by attendance at more collaboration incidents alongside other emergency services (up from 20-22k between 2009 and 2015 to more than 73k in 2024/25). At the same time, firefighter numbers in England have fallen by the equivalent of 11,000 wholetime roles since 2008—a reduction of 25%. If the Government is to continue its approach as outlined in the Review, the cut in Government grant funding is likely to lead to further firefighter reductions, or even station closures, in some areas as any increase in CSP is swallowed by a combination of growing asks on FRSs such as those already noted, the increase in essential protection activity following the Grenfell fire tragedy, inflation, and pay awards.

The role of FRSs is evolving and expanding, and the risk-based nature of FRSs' work necessitates undertaking various activities which are not statutory duties. This includes activities such as flooding response which, whilst FRS attendance and action is expected by the public, is not a statutory duty in England. Funding for FRAs requires a more holistic approach that takes full account of the expanding role of FRSs, emerging hazards and threats to national resilience, and the risk-based nature of FRS activities. With a higher quantum of funding, FRSs could engage in such work more consistently, both in terms of response capacity and capability, whilst also expanding support in areas such as local and national resilience.

It is also disingenuous to suggest that fire funding is increasing, when central Government grant funding at a national level is actually reducing by ~2% per annum, and this reduction is only being covered by the assumption that council tax will be raised by maximum amounts in all areas. Something which may not be possible for all FRAs. Pressures on local government services are well publicised, but it cannot be right that a critical emergency service like fire and rescue has to be cut to pay for it. The solution should be an increased quantum of grant funding. Fire and rescue funding must be protected with a full risk analysis conducted before any changes are made.

Yours sincerely,



Louise Harrison
Chief Fire Officer
Buckinghamshire Fire and Rescue Service

Response to Consultation Questions

Question 1. What are your views on the updated SFA resulting in zero allocations, and the use of mitigations to avoid zero allocations?

Given that this should not affect FRAs, BFRS does not hold a specific view on such arrangements except to say that FRAs should not indirectly pay for such a compensation.

Question 2. Do you agree with how the government proposes to determine the Council of the Isles of Scilly's SFA?

Given the unique nature of the Isles of Scilly and the fact that it is extremely small relative to other authorities, BFRS accepts that a unique arrangement is the best approach. However, the approach set out by Government does not work for FRAs, therefore, BFRS urges the Government to treat FRAs in a similar manner to Isles of Scilly with a bespoke sector arrangement. All standalone FRAs received less core spending power than the Greater London Authority in 2025-26, and it is understood that the Greater London Authority will have a bilateral agreement. Consequently, the size of FRAs should not be a problem here. As a starting principle, all FRAs' grant funding (SFA) should be protected.

Question 3. Do you agree with the government's plans to simplify the grant landscape?

Yes, whilst not particularly relevant to FRAs, there is a strong case for funding simplification. Government should prioritise transparency and certainty of funding going forward.

As an example, most FRAs expected the Minimum Funding Guarantee and Rural Services Delivery Grant to continue in 2025/26, and the removal of these grants represented a serious cut to FRA settlement funding. Such shocks must be avoided going forward as they materially impact on the resilience of the fire and rescue service across England.

Question 4. Do you agree with the formulae for individual services the government proposes to include?

No view. Whilst the services set out seem sensible, this is not particularly relevant to FRAs.

Question 5. Do you agree with the areas of need the government proposes to no longer include in the assessment through the Foundation Formula?

The Foundation Formula is not applicable to FRAs.

Question 6. Do you agree with the government's approach to calculating the control total shares for the relative needs formulae?

Disagree. Whilst the approach seems generally acceptable for demand-based services, it is likely to understate need which is risk-based.

Whilst the majority of FRAs' need to spend is consistent with demand-led services, there are notable areas of expenditure which could vary depending on factors beyond its control. Perhaps most notably, retained duty / on-call firefighters' time and wholtime firefighters' overtime are subject to (at least in part) the number of incidents they need to attend.

FRAs should be funded based on an assessment of risk, rather than previous year's funding and demand. A risk-based approach ensures FRSs can adequately respond to major incidents and maintain national resilience, even if those events are infrequent.

The Government's proposals include no such risk assessment, rather they assume that previous funding was roughly correct. To be clear, the Government's approach to control totals for FRAs is a regression to previous funding and does not work for FRAs because this is the only area of spend in a standalone FRA. Therefore, basing control totals on previous spend necessarily locks in past funding decisions without any account for national resilience and changing risks.

If the Government was minded towards a 'no change for FRAs', which seems evident given the fact that the fire and rescue RNF has only been updated (not reviewed), then the Government should ensure that total SFA for FRAs is flat in real terms at a minimum, with council tax decisions being additional funding to meet new or increasing risks and pressures.

The proposed approach suggests that fire and rescue is an afterthought in the Government's Review. It suggests that the Government does not understand the risks of a poorly funded fire and rescue sector. Changes to the local government funding landscape, however necessary they may be, should not negatively impact the management of local and national resilience risks.

Instead, BFRS proposes that fire and rescue allocations are separated from this part of the process. The quantum for fire and rescue SFA should be protected in real terms, with additional council tax flexibilities so that exceptional local resilience pressures can be addressed. The proposed approach to control totals seems reasonable for other local services, but for FRAs it is unsuitable.

The current approach to control totals means that if FRAs had collectively spent more in the most recent year for which data is available, they would get more funding (as the control total for fire and rescue compared to other areas of local government spend would be higher). There is, therefore, a significant risk that prudent FRAs are being punished, creating a perverse incentive to overspend.

Due to the fact that some areas of local government services are spending over budget (i.e. spending reserves), FRAs are being squeezed despite increased risks, and do not have the resources to keep pace. In effect, this approach rewards overspending and penalises prudence.

Question 7. Do you agree with the Labour Cost Adjustment and Rates Cost Adjustment equations set out in this chapter?

Whilst individual authorities will have a range of views, the approach seems reasonable. The consultation document (annex H) says "The government is currently exploring whether it would be possible to mitigate some of the issues caused by the interaction between the updated Area Cost Adjustment (ACA) and the Fire RNF", and BFRS asks the Government for specific details regarding any progress on this.

Question 8. What are your views on the proposed approach to the ACA?

See Q7.

Question 9. Do you agree or disagree with the inclusion of the Remoteness Adjustment?

See Q7.

Question 10. Do you agree with the government's proposal to set a notional Council Tax level at the national average level, to achieve the objective of full equalisation?

A notional council tax level is the right approach as local decisions to raise the level of band D council tax should not negatively impact an authority. However, it is vitally important that council tax referendum principles are significantly reviewed to allow those with lower-than-average council tax to catch up at a faster rate than those with higher-than-average council tax. At a minimum, BFRS calls on the Government to guarantee the £5 principle for FRAs across the multi-year settlement period, without assuming this is fully utilised in notional council tax calculations.

Question 11. Do you agree with the government's proposal to fully include the impact of mandatory discounts and exemptions in the measure of taxbase?

Agree. Where there is no local discretion, these should be adjusted for.

Question 12. Do you agree with the government's proposal to use statistical methods to proxy for the impact of Working Age Local Council Tax Support in the measure of taxbase?

No view.

Question 13. What are your views on the proposed statistical approach to proxy for the impact of Working Age Local Council Tax Support?

No view.

Question 14. Do you agree with the government's proposal to assume that authorities make no use of their discretionary discount and premium schemes in the measure of taxbase?

Discretionary discounts should be covered by the authority which has the discretion not others (either precepting authorities or elsewhere). Two options seem sensible. Government could assume no use or take the average over the previous three years and apply this uniformly.

Question 15. Do you agree with the government's proposal to apply a uniform Council Tax collection rate assumption to all authorities?

Given volatility and potential perverse incentives, this approach is sensible.

Question 16. Do you agree with the government's proposal to split or allocate the resource adjustment in multi-tier areas according to the average share in council tax receipts in multi-tier areas?

The approach proposed makes sense.

Question 17. Noting a potential trade-off of an increased levy charged on business rate growth for some local authorities, do you agree that the level of Safety Net protection should increase for 2026-27?

Neither agree nor disagree. BFRS agrees that this is sensible, however, tier splits must be reconsidered when taking this into account.

Business rates retention tier splits were set up to protect precepting authorities (shire counties and FRAs) from shocks in the system as they were less likely to be able to manage losses (due to proportionately high mandatory social care and national resilience costs respectively). A sensible increase in safety net removes the need to protect precepting authorities from shocks. Therefore, tier splits should be adjusted reflecting the important role precepting authorities play in providing services for new and growing businesses.

Question 18. Do you agree with the government's proposal to end the New Homes Bonus in the Local Government Finance Settlement from 2026-27 and return the funding currently allocated to the Bonus to the core Settlement, distributed via the updated Settlement Funding Assessment?

Agree.

Question 19. What measures could the government use to incentivise local authorities to specifically support affordable and sub-market housing?

The Government should not assume that authorities utilise full council tax flexibilities each year. Rather Government should assume either flat cash or flat real council tax, whilst truly devolving the tax by relaxing referendum thresholds. Council tax income should be incentive enough. Any housing incentive should reflect the increased pressures on FRAs where housing is built, and FRAs should not be overlooked in this.

Question 20. Are there any further flexibilities that you think could support local decision-making during the transitional period?

Council tax income should not be included in the headline CSP figures quoted in the settlement. Each year, the settlement sets out a seemingly generous CSP increase, but most of this increase is attributed to an assumed maximum increase in council tax. Any uptake of the maximum referendum-free amount of council tax flexibility by local authorities / FRAs should be seen as a pragmatic reaction to the current local government funding climate (i.e. an insufficient quantum of resources).

Local taxation should have full local discretion. Above-inflation increases in local taxation should be a local decision, not a Whitehall mandate.

The English Devolution White Paper stated that the Government "will end the 'parent-child' dynamic that has characterised the relationship between central and local government in recent years," and this must apply to local taxation. Council tax should be a local decision, but there is currently very little flexibility when rises in council tax are assumed so that Whitehall can reduce grant funding.

At a minimum, the £5 flexibility for FRAs should be guaranteed for the next three years with cash flat / flat real council tax assumed by Whitehall, rather than the current centralised system. Ideally, this should be enhanced by extending the freedoms given to mayoral authorities to raise council tax to all FRAs.

Question 21. What are the safeguards that would need to go alongside any additional flexibilities?

Additional flexibilities should be safeguarded by local democratic accountability. Additionally, the system failure in full and timely audits of accounts seen in recent years must be completely addressed with enough space to ensure that no such situation reoccurs.

Question 22. Do you agree or disagree that we should move local authorities to their updated allocations over the three-year multi-year Settlement?

FRAs' SFA allocations should be protected, especially given the issues raised above on control totals.

Question 23. Do you agree or disagree that we should use a funding floor to protect as many local authorities' income as possible, at flat cash in each year of the Settlement?

Above inflation council tax rises should be at the benefit of the authority raising it (and specifically the residents paying it). If the Government is wedded to its current approach, then it should introduce a pre-council tax Minimum Funding Guarantee for FRAs.

Question 24. Do you agree or disagree with including projections on residential population?

Neither agree nor disagree. Whilst BFRS supports this in theory, projections can be very significantly wrong at an individual authority level. The Government should only use these if they can be demonstrated to be accurate at a local authority / FRA level.

Question 25. Do you agree or disagree with including projections on Council Tax level?

Disagree, this effectively centralises council tax decisions. Government should instead assume flat cash or flat real council tax levels, whilst allowing authorities to go beyond this when they need to. To this end, a £5 flexibility should be guaranteed for FRAs at a minimum.

Question 26. Do you agree or disagree with including projections on Council Tax base?

See Q24. If these can be proven to be accurate at the authority level, then this is reasonable, but if accuracy cannot be assured, then they will not be.

Question 27. Please provide any additional information, including any explanation or evidence for your response and any views on technical delivery. If you agree, what is your preferred method of projecting residential population, Council Tax level and Council Tax base?

Not applicable. BFRS disagrees with the use of projections unless they can be proven to be accurate at the authority level.

Question 28. Do you agree with the above approach to determining allocations for areas which reorganise into a single unitary authority along existing geographic boundaries?

Agree. Reorganisation should not negatively impact on the funding of authorities outside the local government reorganisation area.

Question 29. Do you agree that, where areas are reorganising into multiple new unitary authorities, they should agree a proposal for the division of existing funding locally based on any guidance set out by central government?

No view. This question is best left for the authorities to which it applies.

Question 30. Do you agree that the government should work to reduce unnecessary or disproportionate burden created by statutory duties?

Agree.

Question 31. Do you agree with the proposed framework outlined at paragraph 11.2.3 for assessing whether a fee should be changed?

No view.

Question 32. The government invites views from respondents on how best to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users.

Not applicable.

Question 33. Do you agree that the measures above provide an effective balance between protecting charge payers from excessive increases, while providing authorities with greater control over local revenue raising?

No view.

Question 34. Do you agree that we should take action to update fees before exploring options to devolve certain fees to local government in the longer term?

No view.

Question 35. Do you agree or disagree that these are the right Relative Needs Indicators? Are there any other Relative Needs Indicators we should consider? Note that we will not be able to add additional indicators for a 2026-27 update.

Neither agree nor disagree. However, see concerns about control totals above. The Fire Funding Formula update has been undertaken without a full review and with minimal sector engagement, so it is impossible to judge based on the evidence provided whether these are the correct needs indicators. Again, previously expressed support for a simple update is predicated on the understanding that allocations remain relatively stable.

Question 36. Do you agree or disagree with including population projections in the ASC formula, when published, that have been rebased using Census 2021 data?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 37. Do you agree or disagree with our proposal to include a Low-Income Adjustment (LIA) for the older adults component of the ASC RNF model?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 38. Do you agree or disagree that the overall ASC RNF should combine the two component allocation shares using weights derived from the national ASC net current expenditure data on younger and older adults (in this case 2023 to 2024)?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 39. Do you agree that ethnicity should be removed as a variable in the CYPS formula?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 40. Do you agree overall that the new formula represents an accurate assessment of need for children and family services?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 41. Do you believe that the components of daytime population inflow should be weighted to reflect their relative impact on demand for services?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 42. Do you agree with/have any comments on the design of the Foundation Formula?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 43. Do you agree with/have any comments on the design of the Fire and Rescue Formula?

The fire and rescue RNF has, unlike all the other RNFs, simply been updated rather than reviewed. This has happened, in part, because the appetite for change in the fire sector was lower than in local government. It is, therefore, incredibly disappointing to see modelling showing a significant negative impact on some FRAs.

Whilst individual FRAs will have differing views, the choices made suggest again that fire and rescue was an afterthought in MHCLG's funding review. It suggests a knowledge gap in how fire and rescue must be funded (not understanding the difference between risk and demand) and the methodology stands out like a sore thumb among the other RNFs.

The consultation states that "Of the 55 responses who provided substantive comment on the proposal, a majority (55%) explicitly agreed to update the existing formula with new data" but it must be understood that the overwhelming majority of these wanted stability of funding allocations. The precise design of the formula is far less important than the stability of allocations.

The Government has prioritised a consistent formula for the fire and rescue RNF, however, wider changes to resources, ACA and control totals mean that this is not a stable position. In effect, FRAs are in the worst of all worlds with a potentially out of date formula and no stability of allocations.

The consultation document (annex H) says "The government is currently exploring whether it would be possible to mitigate some of the issues caused by the interaction between the updated ACA and the Fire RNF", and BFRS asks the Government for specific details regarding any progress on this.

Additionally, it is not immediately clear where fire and rescue related central services costs fit and whether these are being fairly captured for standalone FRAs and county FRSs alike. BFRS urges Government to quickly confirm the approach to FRSs' central and other costs.

Question 44. Do you agree with/have any comments on the design of the formula for Highways Maintenance?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 45. Do you agree with/have any comments on the design of the formula for Home-to-School-Transport?

No view. It does not seem appropriate for the fire sector to comment on the distribution of non-fire RNFs.

Question 46. Do you have any views on the potential impacts of the proposals in this consultation on persons who share a protected characteristic?

The most vulnerable members of society are most at risk from an underfunded fire and rescue sector. Any reduction in funding for fire and rescue necessarily increases this risk.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 10 September 2025

Report title: Performance Management – Q1 2025/26

Lead Member: Councillor Llew Monger, Chair

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 and Approval

Recommendation:

That the report and recommendation below be approved for submission to the Fire Authority:

1. It is recommended that the Performance Management – Q1 2024/25 be noted.
-

Executive summary:

The Service monitors its performance on a monthly basis across three delivery boards. These then feed the Performance Board and the Strategic Leadership Board. One of the tools used to monitor performance is a Key Performance Measures pack. This is scrutinised, with any actions arising being captured and monitored.

The attached report now details 53 specific performance measures selected from the above-mentioned key performance measure pack. These are split across the Service's new six objectives, as defined in the 2025-2030 community risk management plan (CRMP):

- 1) Reducing risk and keeping our community safe
- 2) Protecting people from the risk in the built environment
- 3) Responding quickly and effectively to emergencies
- 4) An Inclusive, healthy and engaged workforce
- 5) Making the most of our finances and assets
- 6) Optimising our technology and data

This report comprises of the Service performance against these measures for Q1 2025/26. This includes detail that shows performance alongside relevant trend information and where needed commentary.

At the end of Q1, 51 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	19	36%
G	19	36%
A	8	15%
R	5	9%
-	2	4%

Highlighted measures:

ADF Fire-related fatalities

During the first quarter of 2025/2026, there were three recorded fire-related fatalities across two Accident Dwelling Fires (ADF). This is compared to an average of two fire-related fatalities per year in Buckinghamshire and Milton Keynes.

Both fires were attended in less than eight minutes of the pumps being assigned.

Members are informed and briefed on all fire-related fatalities that occurred in dwellings as quickly as possible.

Following any fire related fatality, we conduct a serious incident review which is chaired by the Principal Officer. This follows a set agenda which looks to cover all aspects of the incident including Prevention, Safeguarding, Operational Assurance and debriefing. This helps us to understand the nature of the incident and that any learning opportunities are identified and acted upon.

Fire Safety Audits

Fire safety audits are conducted as part of our regulatory responsibilities. They involve the inspection of a commercial premise to ensure they are meeting necessary fire safety compliance.

Between 3rd party referrals and the utilisation of our risk-based inspection programme, we aim to audit, those most at risk. However, high risk audits tend to involve many different complexities and challenges and as such, can vary in time and effort dramatically.

All of this, coupled with staff development and other unplanned activities, makes target setting challenging for audits. This aspirational target was very much set based on all staff being qualified, trained and available.

In view of the above, we are comfortable with our current position, and would expect to see audit number increase over the year. We remain on target to complete our planned audit programme.

OTB Mobilisations out of BFRS Grounds

BFRS saw an increase in the number of resources that were utilised to support incidents over the border (OTB), in neighbouring Service's grounds. Due to the location of our stations, requests for support are mostly made for notable incidents. This was no exception during Q1 with incidents such as the tragic fire in Bicester (and the subsequent support), a large commercial fire in Northampton, a domestic fire in Maidenhead, and a railway embankment in Chinnor. Whether the support is in or outbound, mutual aid across all our borders and borderless mobilising (specific to the Thames Valley) is highly beneficial to the communities we serve.

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.

Equality, diversity, and inclusion implications: There are no specific Equality, diversity and inclusion implications arising from this paper.

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
Finance & Assets Delivery Group	11 July 2025	Approved
Service Delivery Group	11 July 2025	Approved
People Delivery Group	14 July 2025	Approved
CRMP Performance Board	22 July 2025	Approved
Strategic Leadership Board	19 August 2025	
Executive Committee	10 September 2025	
Fire Authority	08 October 2025	

Next steps -

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

Background papers:

Fire Authority, 11 June 2025: Performance Management – Q4 2024/25
[\(Public Pack\)Agenda Document for Buckinghamshire & Milton Keynes Fire Authority, 11/06/2025 11:00](#)

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Q1 – 25-26	N/A



KEY PERFORMANCE MEASURES - 2025-2026

QUARTER ONE - APR to JUN

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.

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

REDUCING RISK AND KEEPING OUR COMMUNITY SAFE



PRV.1.03 - Home Fire Safety Visits Completed

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> 10%
	Target	400	400	400	400	400	400	400	400	400	400	400	400	G	Within 10%
	2025/2026	368	469	430										A	< 10%
	Status	G	B	G										R	< 20%
Cumulative		400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800	What is good	
	Target	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800	More is better	
	2025/2026	368	837	1267											
	Status	G	G	G											

Ref	PRV.1.03
Owner	Prevention
Comparison	Target
Delivery Group	Service Delivery Group

The total number of HFSV completed from all sources. This includes referrals, hot strikes and targeted locations. This does not include any advice given online.

HFSVs completion on slightly exceeding target across the reporting period. Our Prevention team continue to broaden the reach of our fire sense programme to ensure we drive up quality referrals for HFSV's for those most vulnerable to dying in a domestic property as a result of a fire. It is very encouraging to note that during the first 3 months of the year, partner referrals accounted for almost 75% of our HFSV numbers.

In addition to partner referrals, station staff make use of vulnerability data to target individuals likely to be at increased risk of either having a fire or dying in the event of a fire.

The service continue to monitor the number of on line HFSVs completed and the % which result in a visit from our staff.

PRV.1.04 - Home Fire Safety Visits - % Vulnerable

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	=> 80%
	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	G	=> 70%
	2025/2026	83%	78%	75%										A	=> 60%
	Status	B	G	G										R	< 60%
Cumulative		70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	What is good	
	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	Higher is better	
	2025/2026	83%	80%	78%											
	Status	B	G	G											

Ref	PRV.1.04
Owner	Prevention
Comparison	Target
Delivery Group	Service Delivery Group

The percentage of HFSV that were deemed to be supporting a dwelling that contained a vulnerable person. This definition is taken from the Home Office guidance note.
The target is based on the national average across the sector.

As noted above, referrals from partners usually prove to identify highly vulnerable people, so it is pleasing to see that our interventions have exceeded target for the period.

PRV.2.01 - Number of Accidental Dwelling Fires (ADF)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 20%
	Prev 5 year	22.2	23.2	24.2	16.8	17	21.8	22	24	24.8	24	24.2	21.2	G	Within 20%
	2025/2026	27	20	20										A	> 20%
	Status	A	G	G										R	> 30%
Cumulative	Prev 5 year	22.2	45.4	69.6	86.4	103.4	125.2	147.2	171.2	196.0	220.0	244.2	265.4	What is good	
	2025/2026	27	47	67										Less is better	
	Status	A	G	G											

Ref	PRV.2.01	Number of dwelling fires where the cause of the fire was recorded as accidental. Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/ hostels and residential institutions.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

ADFs numbers are consistent with the previous 5 year average. Analysis has not identified any particular trends over the reporting period.

The response time average across these incidents is well within the service expectation of ten minutes at 07.45. Following AFD's crews routinely undertake a HFSV and consider any safeguarding referral requirements.

PRV.2.03 - ADF Fire-Related Fatalities

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
	Prev 5 year	0	0	0.4	0	0.2	0.2	0.4	0	0	0	0.2	0.6	G	0
	2025/2026	1	2	0										A	> 0 a year
	Status	A	A	G										R	> 3 a year
Cumulative	Prev 5 year	0.0	0.0	0.4	0.4	0.6	0.8	1.2	1.2	1.2	1.2	1.4	2.0	What is good	
	2025/2026	1	3	3										Less is better	
	Status	A	A	A											

Ref	PRV.2.03	Number of fire related fatalities recorded at accidental dwelling fires. In general, 'fire-related deaths' are those that would not have otherwise occurred had there not been a fire.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

During the first quarter of 2025/2026, there were three recorded fire-related fatalities across two Accident Dwelling Fires (ADF). This is compared to an average of two fire-related fatalities per year in Buckinghamshire and Milton Keynes.

Both fires were attended in less than eight minutes of the pumps being assigned.

Members are informed and briefed on all fire-related fatalities that occurred in dwellings as quickly as possible.

Following any fire related fatality, we conduct a serious incident review which is chaired by the Principal Officer. This follows a set agenda which looks to cover all aspects of the incident including Prevention, Safeguarding, Operational Assurance and debriefing. This helps us to understand the nature of the incident and that any learning opportunities are identified and acted upon.

PRV.2.04 - ADF Fire Related Serious Injuries

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
	Prev 5 year	0.4	0	0.2	0.2	0.6	0	0	0	0.8	0.4	0	0.4	G	< 3 a year
	2025/2026	0	0	0										A	> 2 a year
	Status	G	G	G										R	> 4 a year
Cumulative															
	Prev 5 year	0.4	0.4	0.6	0.8	1.4	1.4	1.4	1.4	2.2	2.6	2.6	3.0	What is good	
	2025/2026	0	0	0										Less is better	
	Status	G	G	G											

Ref	PRV.2.04	Number of fire related serious injuries recorded at accidental dwelling fires. In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

Whilst we are sadly reporting on 3 fatalities during the period, there were no additional incidents that resulted in serious injuries.

PRV.2.05 - Deliberate Dwelling Fires

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 2 per month
	Prev 5 year	1.4	2.4	1.8	1.8	3	0.6	2.8	1.4	0.6	0.8	1.6	1.2	G	2 per month
	2025/2026	3	1	1										A	> 2 per month
	Status	A	B	B										R	> 4 per month
Cumulative															
	Prev 5 year	1.4	3.8	5.6	7.4	10.4	11.0	13.8	15.2	15.8	16.6	18.2	19.4	What is good	
	2025/2026	3	4	5										Less is better	
	Status	A	G	B											

Ref	PRV.2.05	Number of dwelling fires where the fire was started deliberately by someone other than the owner/occupant. This includes derelict properties - derelict are buildings which are unfit for further use.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

The number of deliberate dwelling fires is consistent with the previous 5 year average. In all cases, an appropriate level of fire investigation was carried out and TVP informed of the deliberate fire.

During this reporting period, we have reviewed and improved our threat of arson procedure with TVP, which aims to improve communication between us as blue light partners of potential risks of arson and allow us to put in place preventative measures.

PRV.3.01 - Deliberate Primary Fires (to other's property)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	Prev 5 year	13	15	15.2	20.6	19.8	12.8	11.2	8.8	7.6	9	8.4	11.4	G	Within 10%
	2025/2026	17	17	22										A	> 10%
	Status	R	A	R										R	> 20%
Cumulative														What is good	
	Prev 5 year	13	28	43	64	84	96	108	116	124	133	141	153	Less is better	
	2025/2026	17	34	56											
	Status	R	R	R											

Ref	PRV.3.01	Number of Primary fires that were deliberately started by somebody that wasn't the owner. Primary fires are potentially more serious fires that harm people or cause damage to non-derelict property such as buildings, vehicle or (some) outdoor structures. Prison Fires have been excluded from these numbers.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

While there were no fire-related fatalities or fire-related slight injuries recorded at these incidents, one serious fire-related injury was recorded at one of the incidents. This incident is still being investigated by Thames Valley Police (TVP).

The Service works closely with TVP. This includes sharing of information in relation to any fire believed to have been started deliberately, that involved a property that was believed not to be theirs, or with the intent to cause harm or criminal damage.

A breakdown of the type and location can be found below:

Property Type	April	May	June	Total
Grassland, woodland and crops	3	10	5	18
Motorcycle	5	0	7	12
Car	2	2	5	9
Dwelling	3	1	1	5
Non Residential	1	2	1	4
Van	1	0	2	3
Boats	1	0	1	2
Outdoor structures	1	1	0	2
Minibus	0	1	0	1
Total	17	17	22	56

Station Ground	April	May	June	Total	%
West Ashland	6	8	9	23	41%
Broughton	2	0	6	8	14%
High Wycombe	3	1	2	6	11%
Aylesbury	1	2	1	4	7%
Gerrards Cross	2	0	2	4	7%
Amersham	0	3	0	3	5%
Beaconsfield	0	1	1	2	4%
Great Missenden	1	0	1	2	4%
Newport Pagnell	1	1	0	2	4%
Brill	0	1	0	1	2%
Marlow	1	0	0	1	2%

Hour	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total
April	1	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	2	1	1	3	3	2	0	1	17
May	0	0	1	0	1	0	0	0	0	0	0	1	0	0	1	0	0	3	3	1	2	1	1	2	17
June	1	2	0	2	0	1	0	0	0	0	0	0	1	0	2	1	1	0	0	3	2	1	1	4	22
Total	2	2	1	2	1	1	1	0	0	0	0	1	1	1	4	1	3	4	4	7	7	4	2	7	56

PRV.3.02 - Deliberate Secondary Fires (to other's property)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	Prev 5 year	34	32	40.6	40	45.8	25.2	19.2	18.8	11.8	10.4	15	21.8	G	Within 10%
	2025/2026	54	48	26										A	> 10%
	Status	R	R	B										R	> 20%
Cumulative														What is good	
	Prev 5 year	34	66	107	147	192	218	237	256	267	278	293	315	Less is better	
	2025/2026	54	102	128											
	Status	R	R	R											

Ref	PRV.3.02	Number of secondary fires that were deliberately started by somebody that wasn't the owner. Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended.
Owner	Prevention	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

No trends identified either though location of type. The Prevention team consider to monitor opportunities for interventions.

A breakdown of the incident type and location can be found below:

Station Ground	April	May	June	Total	%
West Ashland	17	14	8	39	30%
Broughton	7	11	5	23	18%
High Wycombe	9	6	3	18	14%
Aylesbury	4	5	5	14	11%
Beaconsfield	3	2	1	6	5%
Gerrards Cross	3	3	0	6	5%
Newport Pagnell	2	2	1	5	4%
Buckingham	2	1	1	4	3%
Amersham	1	1	1	3	2%
Marlow	3	0	0	3	2%
Chesham	1	1	0	2	2%
Great Missenden	0	1	0	1	1%
Olney	1	0	0	1	1%
Princes Risborough	0	0	1	1	1%
Waddesdon	1	0	0	1	1%
Winslow	0	1	0	1	1%

Property Type	April	May	June	Total
Loose refuse (incl in garden)	8	11	9	28
Tree scrub (includes single trees not in garden)	8	4	1	13
Grassland, pasture, grazing etc	7	3	2	12
Hedge	9	2	1	12
Small refuse/rubbish/recycle container (excluding wheelie bin)	2	7	1	10
Refuse/rubbish tip	3	5	0	8
Scrub land	4	1	2	7
Cycle path/public footpath/bridleway	1	2	2	5
Other outdoor location	0	4	0	4
Park	2	0	2	4
Lake/pond/reservoir	0	0	2	2
Playground (not equipment) or Recreational area	1	0	1	2
Roadside vegetation	0	2	0	2
Wasteland	1	1	0	2
Woodland/forest - broadleaf/hardwood	0	1	1	2
Woodland/forest - conifers/softwood	2	0	0	2
Others Combined (all with 1 incident)	6	5	2	13
Total	54	48	26	128

PROTECTING PEOPLE FROM RISK IN THE BUILT ENVIRONMENT



PRT.1.01 - Fire Safety Audits

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> 70 Per month
	Target	66	66	66	66	66	66	66	66	66	66	66	66	G	> 59 Per month
	2025/2026	37	54	43										A	> 49 Per month
	Status	R	A	R										R	< 50 Per month
Cumulative															
	Target	66	132	198	264	330	396	462	528	594	660	726	792	What is good	
	2025/2026	37	91	134										More is better	
	Status	R	R	R											

Ref	PRT.1.01	<div>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.</div>
Owner	Protection	
Comparison	Target	
Delivery Group	Service Delivery Group	

Fire safety audits are conducted as part of our regulatory responsibilities. They involve the inspection of a commercial premise to ensure they are meeting necessary fire safety compliance. Between 3rd party referrals and the utilisation of our risk-based inspection programme, we aim to audit, those most at risk. However, high risk audits tend to involve many different complexities and challenges and as such, can vary in time and effort dramatically.

This aspirational target was set based on all staff being qualified, trained and available.

Of those completed over the period, we are on target for ensuring 66% are conducted at high risk or very high risk premises. We are slightly below our target currently of audits resulting in non- satisfactory outcomes with a current figure of 57% against a target of 66%. 5 enforcement notices and 3 prohibitions were issued as a result of audits during the period.

Alongside our audit and enforcement work, we continue to deliver a broad reaching business engagement programme.

PRT.3.01 - Non-domestic Property Fires - Accidental

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 5 per month
	Prev 5 year	9.8	11	9.2	10.8	11.4	7.4	11.8	10.6	9.4	9.6	9.2	12.0	G	< 11 per month
	2025/2026	12	12	11										A	< 15 per month
	Status	A	A	A										R	=> 16 per month
Cumulative														What is good	
	Prev 5 year	9.8	20.8	30.0	40.8	52.2	59.6	71.4	82.0	91.4	101	110	122	Less is better	
	2025/2026	12	24	35											
	Status	A	A	A											

Ref	PRT.3.01	Number of primary 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.
Owner	Protection	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

Whilst numbers are slightly up on previous 5 year average there have been not trends identified. Prevention and Protection teams continue to monitor for any opportunities for appropriate intervention and business engagement.

Property Type	April	May	June	Total	A break-down of the type and location can be found below:	Station Grounds	April	May	June	Total
Private Garden Shed	2	4	1	7		Aylesbury	1	5	1	7
Food and Drink	2	3	1	6		Broughton	3	2	0	5
Private garage	2	1	2	5		Gerrards Cross	2	0	2	4
Industrial Manufacturing	1	1	1	3		West Ashland	1	1	1	3
Residential Home	1	0	2	3		Amersham	2	0	0	2
Hotel/motel	1	0	1	2		Beaconsfield	0	0	2	2
Other private non-residential building	1	0	1	2		Buckingham	0	1	1	2
Boarding House/B&B other	0	1	0	1		High Wycombe	1	0	1	2
Hospitals and medical care	1	0	0	1		Newport Pagnell	1	1	0	2
Permanent Agricultural	0	0	1	1		Chesham	1	0	0	1
Private greenhouse	1	0	0	1		Great Missenden	0	0	1	1
Retail	0	1	0	1		Marlow	0	0	1	1
Sporting venues	0	1	0	1		Olney	0	1	0	1
Warehouses and bulk storage	0	0	1	1		Princes Risborough	0	0	1	1
Total	12	12	11	35		Waddesdon	0	1	0	1

PRT.3.02 - Non-domestic Property Fires - Deliberate

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 1 per month
	Prev 5 year	2.4	1.6	2.2	2.6	1.8	1.6	1	0.4	1.6	1.6	1.6	1.8	G	< 3 per month
	2025/2026	1	2	1										A	> 2 per month
	Status	G	G	G										R	> 4 per month
Cumulative															
	Prev 5 year	2.4	4.0	6.2	8.8	10.6	12.2	13.2	13.6	15.2	16.8	18.4	20.2	What is good	
	2025/2026	1	3	4										Less is better	
	Status	G	G	G											

Ref	PRT.3.02	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.
Owner	Protection	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

Of the four recorded incidents, three recorded damage across a single floor, and the remaining incident recorded damage to the room of origin only. One, was located in Amersham's station ground, one in Broughton's and two in West Ashland's.

The four properties involved were: One car park, a private garage, a retail unit and one industrial unit.

The average attendance time for the four incidents was 08:28.

PRT.3.07 - Non-domestic Property False Alarms

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	Prev 5 year	114	115	117	121	122	140	147	139	131	120	100	109	G	Within 10%
	2025/2026	62	62	45										A	> 10%
	Status	B	B	B										R	> 20%
Cumulative															
	Prev 5 year	114	229	346	467	589	729	877	1016	1147	1267	1366	1476	What is good	
	2025/2026	62	124	169										Less is better	
	Status	B	B	B											

Ref	PRT.3.07	Number of incidents attended in non-domestic properties that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder. These numbers do not include incidents in Prisons.
Owner	Protection	
Comparison	Previous five year average	
Delivery Group	Service Delivery Group	

BFRS are still seeing the predicted benefits of the changes it made in July 2024 in relation to how it responds to calls to Automatic Fire Alarms in low and medium risk buildings.

RESPONDING QUICKLY AND EFFECTIVELY TO EMERGENCIES



RSP.2.01 - Average Attendance Time to all Incidents (exc Co-Res)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 5 years	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	B < 08:30
	2025/2026	08:54	08:42	08:38									G =< 09:30
	Status	G	G	G									A > 09:30
													R > 10:00
YTD	Prev 5 years	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	What is good
	2025/2026	08:54	08:48	08:45									Less is better
	Status	G	G	G									

Ref	RSP.2.01	The average attendance time to all incidents (excluding co-responding incidents). The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.
Owner	Response	
Comparison	Prev 5 year average	
Delivery Group	Service Delivery	

Over the quarter our attendance times continue to be within the services target

RSP.2.02 - Average Attendance Time to ADFs

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 5 year	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	B < 08:30
	2025/2026	07:33	07:41	07:42									G =< 09:30
	Status	B	B	B									A > 09:30
													R > 10:00
Cumulative	Prev 5 year	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	10:00	What is good
	2025/2026	07:33	07:37	07:38									Less is better
	Status	B	B	B									

Ref	RSP.2.02	The average attendance time to Accidental Dwelling Fires. The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.
Owner	Response	
Comparison	Previous five year average	
Delivery Group	Service Delivery	

Over the quarter our attendance times continue to be within the services target

Part of the reason the attendance time to AFDs is consistently lower than the overall attendance time is that a high percentage of ADFs occur in urban areas, where our WDS stations are located.

RSP.3.01 - Response Model - All

Day		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> 12
	2024/2025	12.9	12.9	12.4	12.8	12.3	12.3	12.3	13.4	13.0	14.9	14.1	14.2	G	> 10
	2025/2026	14.2	13.5	13.2										A	=> 9
	Status	B	B	B										R	< 9
Night	2024/2025	13.1	13.2	12.7	13.5	13.6	13.2	13.1	14.5	14.0	16.3	15.5	15.6	What is good	
	2025/2026	15.8	15.3	14.9										Higher is better	
	Status	B	B	B											

Ref	RSP.3.01	The average number of pumps available at the beginning of each shift, broken down my day shift and night shift.
Owner	Response	
Comparison	Previous year	
Delivery Group	Service Delivery	

Consistently meeting the requirements of the CRMP in respect WDS appliance availability, with some additional resilience from on call. There does however continue to be a reliance on bank usage to sustain this availability, which is something officers are keen to reduce.

RSP.3.02 - Availability - Wholetime

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	99% - 99.9%	
	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%	G	98% - 98.9%	
	2025/2026	98.9%	97.5%	98.4%										A	96% - 97.9%	
	Status	G	A	G										R	<96%	
Cumulative															What is good	
	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%	Higher is better		
	2025/2026	98.9%	98.2%	98.3%												
	Status	G	G	G												

Ref	RSP.3.02	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.
Owner	Response	
Comparison	Target	
Delivery Group	Service Delivery	

Wholetime availability remains relatively consistent and reflects the investment the Authority made in an increased Wholetime establishment. We continue to undertake work to ensure we have the right skills in the right place and to monitor impacts such as sickness and leave.

RSP.3.04 - Bank Shifts

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	2024/2025	197	137	260	202	311	270	224	176	209	40	63	104	G	=< 0%
	2025/2026	163	252	199										A	> 0%
	Status	B	R	B										R	> 10%
Cumulative														What is good	
	2024/2025	197	334	594	796	1107	1377	1601	1777	1986	2026	2089	2193	Less is better	
	2025/2026	163	415	614											
	Status	B	R	A											

Ref	RSP.3.04	The number of banks shift utilised per month.
Owner	Response	
Comparison	Previous Year	
Delivery Group	Service Delivery	

Banks shifts are one of the resourcing options available to the service, when appliance availability is forecasted to be below minimum standard requirements. The Resource Management Team effectively manage resources to ensure this standard is maintained. This includes forecasting for training courses, long term absence and peak holiday periods.

For this Quarter we have seen a slight increase in the number of banks shifts used, this information is reviewed against the people data provided in this pack to ascertain reasons and identifying any potential trends.

May highlighted numerous challenges which impacted both bank shifts and appliance availability. These included, high absence, the impact of school holidays on pre-planned leave, performance related absence, pre-planned training, and the impact of a notable incident in Oxfordshire resulting in unplanned leave (including compassionate).

RSP.4.01 - Availability - On-Call

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	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%	B => 25%
	2025/2026	18.5%	17.7%	16.1%										G => 15%
	Status	G	G	G										A => 10%
YTD Avg														
	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%	
	2025/2026	18.5%	18.1%	17.4%										What is good
	Status	G	G	G										Higher is better

Ref	RSP.4.01	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.
Owner	Response	
Comparison	Target	
Delivery Group	Service Delivery	

Appliance (June)	Availability	Appliance (June)	Availability	Whilst on call availability has improved over the quarter, with some stations demonstrating significant improvement, the overall availability remains poor. Service Delivery management are working closely to make BAU improvements and as part of the wider CRMP delivery an on call improvement programme has been established to identify more fundamental change and improvement to meet the requirements of the CRMP.
Olney	55%	Marlow	10%	
Princess Risborough	46%	Chesham	6%	
Waddesdon	30%	High Wycombe	4%	
Broughton	30%	Amersham	4%	
Buckingham	30%	West Ashland 2	0%	
West Ashland 1	29%	Haddenham	0%	
Aylesbury	19%	Great Missenden	0%	
Winslow	15%	Stokenchurch	0%	
Brill	11%	Beaconsfield	0%	

RSP.4.02 - Availability - On-Call - Immediately Available

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	2024/2025	5.9%	5.6%	3.5%	6.3%	5.5%	5.2%	6.3%	9.0%	7.0%	14.3%	11.7%	9.7%	B => 20%
	2025/2026	11.6%	10.9%	9.9%										G => 10%
	Status	G	G	A										A => 5%
Cumulative														
	2024/2025	5.9%	5.7%	5.0%	5.3%	5.4%	5.3%	5.5%	5.9%	6.0%	6.9%	7.3%	7.5%	
	2025/2026	11.6%	11.2%	10.8%										What is good
	Status	G	G	G										Higher is better

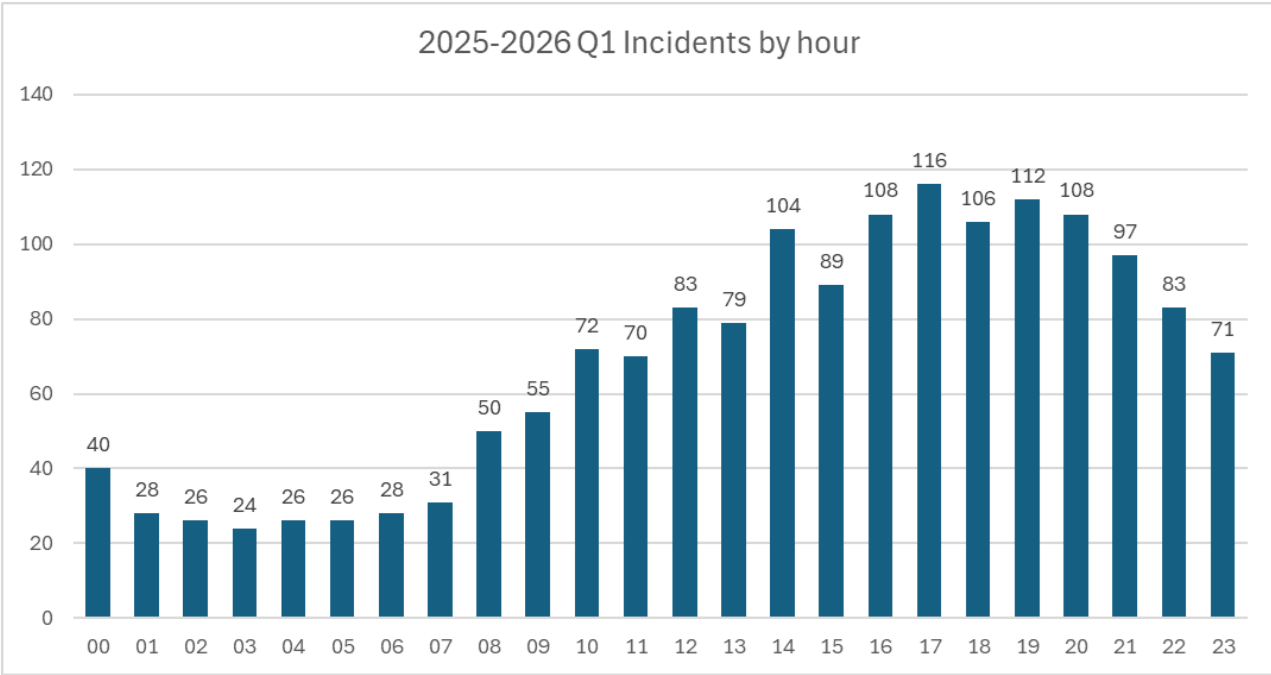
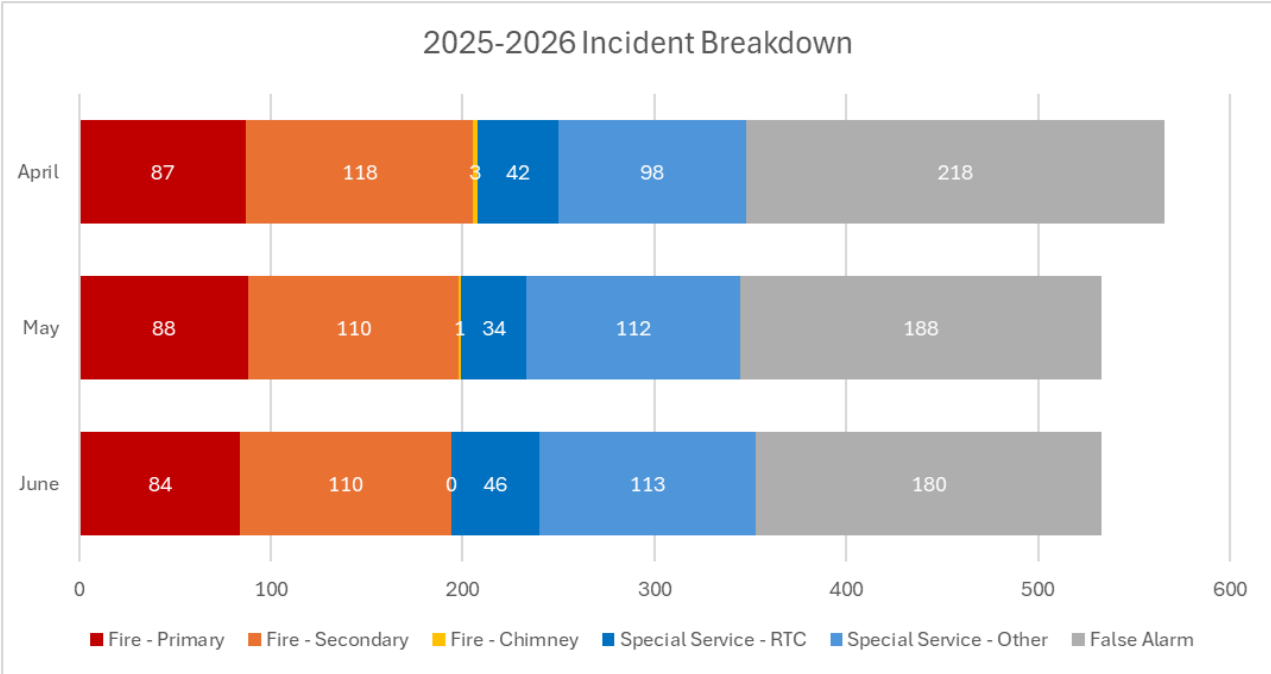
Ref	RSP.4.02	The availability of BFRS On-Call pumps to respond to incidents. This measure reflects when pumps are “on the run”, but does not include when the pump is available with a slower response time (i.e. excludes 2nd, 3rd and 4th line). Reasons for an appliance being “off the run” include, crew/skill deficient, vehicle defects and decontamination.
Owner	Response	
Comparison	Target	
Delivery Group	Service Delivery	

Appliance (June)	Availability	Appliance (June)	Availability	Whilst on call availability has improved over the quarter, with some stations demonstrating significant improvement, the overall availability remains poor. Service Delivery management are working closely to make BAU improvements and as part of the wider CRMP delivery an on call improvement programme has been established to identify more fundamental change and improvement to meet the requirements of the CRMP.
Olney	28%	Winslow	6%	
West Ashland 1	27%	Chesham	5%	
Buckingham	24%	High Wycombe	3%	
Broughton	22%	Amersham	2%	
Aylesbury	17%	West Ashland 2	0%	
Princess Risborough	12%	Haddenham	0%	
Waddesdon	11%	Great Missenden	0%	
Brill	11%	Stokenchurch	0%	
Marlow	10%	Beaconsfield	0%	

RSP.7.01 - Total Incidents (exc co-responders)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B < 2.51%
	Prev 5 year	562	575	604	652	652	619	607	573	551	555	480	502	G Within 2.5%
	2025/2026	566	533	533										A > 2.51%
	Status	G	B	B										R > 10%
Cumulative														
	Prev 5 year	562	1137	1741	2393	3045	3664	4272	4844	5395	5951	6431	6933	What is good
	2025/2026	566	1099	1632										Monitor
	Status	G	B	B										

Ref	RSP.7.01	Total number of incidents attended within Buckinghamshire and Milton Keynes (excluding co-responder incidents).
Owner	Response	
Comparison	Previous five year average	
Delivery Group	Service Delivery	



RSP.7.02 - OTB Mobilisations into BFRS Grounds

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	Prev 5 year	129	131	151	201	195	150	149	132	138	117	114	117	G	Within 10%
	2025/2026	126	133	153										A	> 10%
	Status	G	G	G										R	> 20%
Cumulative														What is good	
	Prev 5 year	129	260	410	611	807	957	1106	1238	1376	1493	1606	1723	Less is better	
	2025/2026	126	259	412											
	Status	G	G	G											

Ref	RSP.7.02	Number of mobilisations of appliance from Over The Border (OTB) into BFRS grounds.
Owner	Response	
Comparison	Previous five year average	
Delivery Group	Service Delivery	

The service continue to monitor OTB mobilisations into the county. Mutual aid in both directions is beneficial to the communities we serve in terms of efficient and effective incident response and resolution.

The specific nature of the Thames Valley borderless mobilising means that we will always expect to receive more support from Berkshire (due to geographical county boundaries) than other surrounding services.

June	Mobilisations	HH:MM Utilised	Station Grounds	Mobilisations	Time unavailable
2022/2023	131	92:44	Broughton	8	6:19
2023/2024	207	107:45	Newport Pagnell	4	1:52
2024/2025	188	154:19	Olney	1	0:01
2025/2026	153	116:33	West Ashland	5	4:33
			Aylesbury	18	12:18
			Buckingham	7	2:44
			Brill	7	7:18
			Waddesdon	2	0:37
			Haddenham	2	1:33
			Amersham	1	0:19
			Chesham	5	1:13
			High Wycombe	6	12:23
			Princess Risborough	2	1:56
			Stokenchurch	1	0:23
			Beaconsfield	28	15:16
			Gerrards Cross	56	47:40
			Total	153	116:33

Service	Mobilisations	Time unavailable
Berkshire	80	68:10
Oxfordshire	28	21:30
Bedfordshire	25	17:43
Hertfordshire	9	1:44
London	6	3:12
Northamptonshire	4	4:06
Surrey	1	0:05
Total	153	116:33

RSP.7.03 - OTB Mobilisations out of BFRS Grounds

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 10%
	Prev 5 year	36	50	41	54	53	40	49	39	45	39	32	36	G	Within 10%
	2025/2026	58	84	88										A	> 10%
	Status	R	R	R										R	> 20%
Cumulative														What is good	
	Prev 5 year	36	86	127	181	234	274	323	362	407	445	478	514	Within range is better	
	2025/2026	58	142	230											
	Status	R	R	R											

Ref	RSP.7.03	Number of mobilisations of appliance from BFRS into Over The Border (OTB) grounds.
Owner	Response	
Comparison	Previous five year average	
Delivery Group	Service Delivery	

BFRS saw an increase in the number of resources that were utilised to support incidents over the border (OTB), in neighbouring Service's grounds. Due to the location of our stations, requests for support are mostly made for notable incidents.

This was no exception during Q1 with incidents such as the tragic fire in Bicester (and the subsequent support), a large commercial fire in Northampton, a domestic fire in Maidenhead, and a railway embankment in Chinor. Whether the support is in or out-bound, mutual aid across all our borders and borderless mobilising (specific to the Thames Valley) is highly beneficial to the communities we serve.

Below is a breakdown of the support provided in June to our neighbouring services.

June	Mobilisations	HH:MM Utilised
2022/2023	51	29:24
2023/2024	42	34:34
2024/2025	35	29:34
2025/2026	88	108:28

Service	Mobilisations	HH:MM Utilised
Bedfordshire	14	13:05
Berkshire	36	52:36
Hertfordshire	1	0:03
London	3	0:57
Northamptonshire	12	12:06
Oxfordshire	22	29:37
Total	88	108:28

Resource	Mobilisations	HH:MM Utilised
JC13P1	4	1:31
JC14P1	3	2:18
JC15S6	1	0:10
JC16A8	1	0:10
JC16P1	11	5:57
JC16P2	3	7:42
JC21C7	1	0:14
JC21P1	5	7:58
JC21P2	1	0:38
JC22P1	6	8:01
JC29T9	1	0:25
JC31P1	2	1:36
JC32M1	1	4:48
JC41A8	7	16:12
JC41P1	8	8:36
JC41P2	4	5:22
JC42P1	1	0:59
JC42W5	3	13:34
JC44P1	1	1:56
JC44S6	2	2:19
JC51P1	14	10:52
JC52P1	8	6:59
Total	88	108:28

AN INCLUSIVE, HEALTHY AND ENGAGED WORKFORCE



PPL.1.01 - Actual vs Establishment - Wholetime

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	>100%
	Target	301	301	301	301	301	301	301	301	301	301	301	301	G	> 94.9%
	2025/2026	314	312	310										A	< 95%
	Status	B	B	B										R	< 90%
YTD														What is good	
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		
	2025/2026	104%	104%	104%										Closer to Target	
	Status	B	B	B											

Ref	PPL.1.01	Total number of people in Wholetime roles v's budgeted establishment as at the last day of the month.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

Role	Workforce numbers
Senior Management	3
Area Commander	2
Group Commander	7
Station Commander	20 (1 SC on secondment)
Watch Commander	44
Crew Commander	54
Firefighter	180 (inc 2 FF on secondment & 1 FF on sabbatical)
Total Operational Workforce	310

The current Wholetime Firefighter Apprenticeship recruitment campaign commenced on 6 January 2025, with successful candidates scheduled to begin their roles on 22 September 2025. Following the interview process, six candidates have been offered positions and are now progressing through pre-employment checks. This includes one internal candidate from the Protection team.

Based on the projected (wholetime) monthly leaver rate of 0.9 and current workforce figures, we remain slightly over-established, which strategically ensures we maintain a minimum of 301 operational personnel. This is essential to sustaining operational resilience and service delivery.

Since last month, the overall establishment has decreased by one Firefighter, with additional reductions due to internal role reversions—one Crew Commander and one Station Commander.

This recruitment outcome is fully aligned with our workforce planning strategy. Onboarding a cohort of six enables us to maintain the required operational strength while allowing flexibility for future workforce adjustments. Any subsequent Wholetime recruitment will be carefully assessed and initiated in line with evolving organisational needs.

PPL.1.02 - Actual vs Establishment - On-Call

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> 95%
	Target	96	96	96	96	96	96	96	96	96	96	96	96	G	> 89.9%
	2025/2026	60.0	59.8	60.8										A	< 90%
	Status	R	R	R										R	< 85%
YTD	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	What is good	
	2025/2026	62.0	62.0	63.0										Closer to Target	
	Status	R	R	R											

Ref	PPL.1.02	Total number of people in On-Call roles v's budgeted establishment (FTE) as at the last day of the month.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

The next On-Call Firefighter recruitment campaign is scheduled to launch on 1 September 2025. This revised timeline has been strategically set to allow for the completion of critical foundational work that will enhance the effectiveness and sustainability of future On-Call recruitment efforts.

Collaborative planning is currently underway, involving On-Call Managers, HR, and the Communications team. These discussions are focused on the six priority stations identified for this campaign: Princes Risborough, Winslow, Waddesdon, Brill, Olney, and Chesham.

While the budgeted Full-Time Equivalent (FTE) for On-Call stations is 96, it is important to note that this figure does not directly equate to headcount. As highlighted by HR and Finance, a single FTE may be fulfilled by multiple individuals, reflecting the flexible nature of On-Call contracts.

The June FTE figures were shaped by several key changes:

- One employee reduced their On-Call hours to zero
- Another increased their availability from 40 to 120 hours per week
- A Wholetime firefighter commenced an On-Call contract for 60 hours per week

Work is ongoing to review and refine On-Call contracts, with a focus on aligning contractual arrangements with station-specific needs. This foundational work will support a more targeted and data-informed recruitment approach, ensuring alignment between employee availability, remuneration, and operational coverage requirements.

This campaign represents a key step in strengthening our On-Call workforce model and ensuring long-term operational resilience across our communities.

PPL.1.03 - Actual vs Establishment - Support

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	>100%
	Target	139.3	139.3	139.3										G	> 94.9%
	2025/2026	133.4	133.4	134.4										A	< 95%
	Status	G	G	G										R	< 90%
%														What is good	
	Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Closer to Target	
	2025/2026	95.8%	95.8%	96.4%											
	Status	G	G	G											

Ref	PPL.1.03	Total number of people in Support roles v's budgeted establishment as at the last day of the month.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

We currently have the following vacancies:

- Asset Management & Equipment Officer
- Vehicle Technician
- Business Continuity Officer
- Cook
- Driving School Instructor

The target number includes all budgeted and temporary roles in the establishment for 2025/26. The temporary roles are essential in enabling departments to meet increased workloads and deliver key projects within required timescales. Additionally, we aspire to recruit into roles, whilst the current postholder remains in place to ensure a thorough and effective handover, however this does create a temporary increase in establishment.

Over recent months, there has been a significant volume of recruitment activity, with the majority of roles successfully filled. Several new starters are joining in July, further strengthening our workforce.

The HR Operations team continues to work closely with managers to provide guidance and support throughout all recruitment campaigns, ensuring we attract and appoint the right candidates for each role.

PPL.1.04 - Staff Turnover

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
	Target	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	G	<= 1% per month
	2025/2026	1.4%	0.6%	0.6%										A	> 1% per month
	Status	A	G	G										R	> 1.9% per month
YTD															
	Target	< 1%	< 2%	< 3%	< 4%	< 5%	< 6%	< 7%	< 8%	< 9%	<10%	<11%	<12%	What is good	
	2025/2026	1.4%	2%	2.6%										Less is better	
	Status	A	G	G											

Ref	PPL.1.04	Percentage of employees who leave the Service, expressed as a percentage of the total workforce.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

This month, we recorded three employee’s leaving, one from the operational team and two from support functions. All three leavers were due to resignations.

This will continue to be monitored to assess any emerging trends or underlying factors.

PPL.2.05 - Maintenance of Operational Skills - WT

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> 10% per month
	Target	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	G	> 7.99% per month
	2025/2026	4.2%	10.7%	11.9%										A	< 8% per month
	Status	R	B	B										R	< 6% per month
Cumulative														What is good	
	Target	8%	16%	24%	32%	40%	48%	56%	64%	72%	80%	88%	96%	Higher is better	
	2025/2026	4.2%	14.9%	26.8%											
	Status	R	A	G											

Ref	R3.01	Progress against maintenance of operational skills by wholtime firefighters and supervisory managers.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

The completion rate for Maintenance of Operational Skills (MOS) among wholtime staff reached 11.9%, exceeding the 8% target. This brings the cumulative target to 26.8% which is also above target. When compared to the same period last year this represents a significant improvement of 4.1% for the monthly target and 6% on the cumulative.

Targeted communications issued through established channels to encourage improvement has clearly had an impact, with operational staff making a concerted effort to get back on track. The development of the Operational Competence Management System (OCMS) will support staff by clearly identifying required skill maintenance timelines and provide timely reminders. This tool is expected to enhance completion rates and help achieve service KPIs.

PPL.2.07 - Mandatory E-Learning

Wholtime		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	> Target
	Target	11%	22%	33%	44%	55%	66%	77%	88%	95%	95%	95%	95%	G	< 0 - 9.9 %
	2025/2026	43%	46%	48%										A	< 10 - 19.9 %
	Status	B	B	B										R	< 20%
Support														What is good	
	Target	8%	16%	24%	40%	56%	72%	80%	88%	95%	95%	95%	95%	Higher is better	
	2025/2026	33%	34%	41%											
	Status	B	B	B											

Ref	PPL.2.07	All BFRS staff are required to complete a number of mandatory e-learning packages every year. These packages cover three main subjects across Health & Safety, Equality Diversity & Inclusion and Data Protection. Within the subjects, there are packages such as Safety Event Reporting, ED&I in the Workplace and Responsible for Information.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

The Mandatory eLearning completion rates are 48% vs the target of 33% for Wholtime (WT) and 41% vs the target of 24% for Support (SS).

This is a slight increase of returns vs last month and means we will remain above the target for June and July. August's targets are 55% (WT) and 56% (SS) and so this will continue to be monitored to avoid this risk of falling below for August.

Next steps include sending the Q1 reports to all department managers in early July. These reports will show eLearning module completion by individual, by module and will support a targeted approach to support them with their teams mandatory learning completion.

PPL.3.01 - Appraisal Completion

Appraisals

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	30%	60%	90%	95%	95%	95%	95%	95%	95%	95%	95%	95%
2024/2025	71%	79%	87%									
Status	B	B	A									

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

Ref	PPL.3.01	The percentage of all staff that have received their 2024/2025 end of year review.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

What is good
Higher is better

As of the end of June, returns have increased to 87% vs last month, 79%. The target for this month is 90%. 13 End of Year Appraisals are needed to achieve the expected return rate.

Throughout June, mid-month reports were generated for managers to provide them a mid-month snapshot of their returns to allow them to effectively enable conversations with their teams about missing submissions. In some cases, appraisals are sat with the Grandparent manager for sign off and these are being followed up on, in other cases, employees are submitting the appraisal to the incorrect email address which is causing further delays. A reminder that all appraisals should be submitted using the downloaded PDF appraisal form and the embedded submit button functions within it.

Monthly reports to managers now detail the % return vs the KPI so they are aware of how the Service is performing against the target.

Training continues to be provided to support completion with further training planned for mid-year to ensure we are working to overcome any barriers to appraisal facilitation and completion.

PPL.3.02 - Objectives & Half Year Review

Objectives

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	30%	60%	90%	95%	95%	95%	95%	95%	95%	95%	95%	95%
2025/2026	32%	47%	82%									
Status	G	R	A									

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

Review

Target	-	-	-	-	-	25%	50%	75%	75%	75%	75%	75%
2025/2026	-	-	-	-	-							
Status	-	-	-	-	-							

What is good
Higher is better

Ref	PPL.3.02	The percentage of all staff that have received their 2025/2026 Objectives, and have then had their half year review.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

As of the end of June, returns have increased to 82% vs last month, 47% - a significant increase. The target for this month is 90%. 40 Objective Setting appraisals are needed to achieve the expected return rate.

Throughout June, mid-month reports were generated for managers to provide them a mid-month snapshot of their returns to allow them to effectively enable conversations with their teams about missing submissions. In some cases, employees are submitting the appraisal to the incorrect email address which is causing further delays. A reminder that all appraisals should be submitted using the downloaded PDF appraisal form and the embedded submit button functions within it.

Monthly reports to managers now detail the % return vs the KPI so they are aware of how the Service is performing against the target.

Training continues to be provided to support completion with further training planned for mid-year to ensure we are working to overcome any barriers to appraisal facilitation and completion.

PPL.4.01 - Absence - Wholetime Staff

Count		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 20%
	Target	-	-	-	-	-	-	-	-	-	-	-	-	G	=< 0%
	2025/2026	40	60	29										A	> 0%
Shifts	Status	-	-	-	-	-	-	-	-	-	-	-	-	R	> 10%
	Target	297	295	293										What is good	
	2025/2026	283	360	210										Less is better	
	Status	G	R	B											

Ref	PPL.4.01	The number of occasions wholetime employees are absent due to sickness and number of working days lost per month due to sickness. This covers short and long-term sickness. The target is based on the national average of days/shifts recorded per WT FF across 2024-25. This does not
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

In Q1, absence numbers—both in terms of occasions and days lost—rose during May but returned to more typical levels in June. The HR data analysis revealed that the Buckinghamshire saw an increase in number of cases of Norovirus which correlates with our absence recording for May of gastroenteritis cases. The same absence spike was observed in terms of occasions, across On-Call and Support Staff in May, this will be due to a number of our staff being WT and On-call, and suggests a seasonal trend with the warmer weather starting.

Long-term sickness absence: At the end of June, the number of working days lost reduced from 209 days in May to 109 days in June. There are four ongoing long term sickness absence cases. A reduction of two cases from May. Reasons from long-term sickness cases include:

- Two cases – musculoskeletal due to a shoulder injury. one being a workplace injury
- One case - musculoskeletal
- One case – damage to ankle, due to a workplace injury

Continued focus on management of long-term sickness absence will result in more consistent reductions supported through regular People Delivery Group governance review. Wellbeing promotion events will be offered to employees with information and resources to help colleagues to access support and make healthier lifestyle choices along with training opportunities to enhance the wellbeing offer.

Short-term sickness absence:

At the end of June, the number of working days lost decreased from 150 days in May to 101 days in June.

Absences are handled at local level, with the People team assisting line managers to ensure support is given to absence case management. Key priorities include closing absence records to maintain accurate data, conducting return-to-work meetings, and continuous monitoring.

PPL.4.03 - Absence - On-Call Staff

Count		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 20%
	Target	-	-	-	-	-	-	-	-	-	-	-	-	G	=< 0%
	2025/2026	10	13	8										A	> 0%
	Status	-	-	-	-	-	-	-	-	-	-	-	-	R	> 10%
Days														What is good	
	Target	169	167	169										Less is better	
	2025/2026	112	183	136											
	Status	B	A	G											

Ref	PPL.4.03	The number of occasions OC employees are absent due to sickness and calendar days (not shifts) lost per month due to sickness. This covers short and long-term sickness. The target is based on the national average of days/shifts recorded per OC FF across 2024-25. This does not account for seasonal trends.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

Long-term sickness absence: At the end of June, the number of working days lost decreased from 116 days in May to 60 days in June. There are two ongoing long term sickness absence cases, A reduction by one case from May. Reasons from long-term sickness cases include:

- One case – back/spinal disorder, due to a workplace injury
- One case – heart/blood pressure

Continued focus on management of long-term sickness absence will result in more consistent reductions supported through regular People Delivery group governance review. Wellbeing promotion events will be offered to employees with information and resources to help colleagues to access support and make healthier lifestyle choices along with training opportunities to enhance the wellbeing offer.

Short-term sickness absence:

At the end of June, the number of working days lost increased from 67 days in May to 76 days in June., with no unusual or trend identified for the spike,

Absences are handled at local level, with the People team assisting line managers to ensure support is given to absence case management. Key priorities include closing absence records to maintain accurate data, conducting return-to-work meetings, and continuous monitoring.

PPL.4.05 - Absence - Support Staff

Count		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 20%
	Target	-	-	-	-	-	-	-	-	-	-	-	-	G	=< 0%
	2025/2026	14	19	14										A	> 0%
	Status	-	-	-	-	-	-	-	-	-	-	-	-	R	> 10%
Shifts														What is good	
	Target	115	115	116										Less is better	
	2025/2026	122	117	58											
	Status	A	A	B											

Ref	PPL.4.05	The number of occasions SS employees are absent due to sickness and working days (shifts) lost per month due to sickness. This covers short and long-term sickness. The target is based on the national average of days/shifts recorded per FTE across 2024-25. This does not account for seasonal trends.
Owner	People Services	
Comparison	Target	
Delivery Group	People Delivery Group	

Long-term sickness absence: At the end of June, the number of working days lost decreased from 76 days in May to 28 days in June. By the end of June, ongoing sickness absence cases reduced by three cases in May to zero.

Not included in the count are:

- One case on a phased return to work
- One case progressing through ill health retirement

Continued focus on management of long-term sickness absence will result in more consistent reductions supported through regular People Delivery group governance review. Wellbeing promotion events will be offered to employees with information and resources to help colleagues to access support and make healthier lifestyle choices along with training opportunities to enhance the wellbeing offer.

Short-term sickness absence:

At the end of June, the number of working days lost decreased from 41 days in May to 30 days in June.

Absences are handled at local level, with the People team assisting line managers to ensure support is given to absence case management. Key priorities include closing absence records to maintain accurate data, conducting return-to-work meetings, and continuous monitoring.

PPL.5.02 - Grievances

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	2024/2025	1	1	4	2	1	4	4	2	1	1	4	3	B	
	2025/2026	3	2	0										G	< 2 per month
	Status	R	A	G										A	2 per month
														R	> 2 per month
YTD	2024/2025	1	2	6	8	9	13	17	19	20	21	25	28	What is good	
	2025/2026	3	5	5										Less is better	
	Status	R	A	G											

Ref	PPL.5.02	The number of new grievances recorded each month. Figures include both informal and formal grievances. Where an informal grievance is escalated to being a formal grievance, this will be counted twice.
Owner	People Services	
Comparison	Previous Year	
Delivery Group	People Delivery Group	

There were no grievances received into the Service in June, and there is 1 outstanding from May which is at the investigation outcome stage.

The average time for grievance closure for this financial year is 24 days. Only one has exceeded this time frame, which is detailed above and is due to the complex nature of the grievance and to allow sufficient time for investigation to take place.

We continuously review the reasons behind the grievances raised, and there have not been any trends identified that require any service wide action to be taken.

We are committed to addressing concerns promptly and at the most appropriate level. All grievances are handled with transparency, fairness, and respect. The number of grievances raised reflects employee's confidence in the process. When a concern involves an employee, it is managed with fairness and proportionality. We ensure each issue is addressed using the correct procedures, with suitable resource allocated for investigation and appropriate welfare support provided to all parties involved. Our goal is to resolve matters efficiently and within a reasonable timeframe.

PPL.5.04 - Disciplinary

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	2024/2025	1	1	0	2	0	2	1	3	0	2	5	6	B	
	2025/2026	0	0	0										G	< 2 per month
	Status	G	G	G										A	2 per month
														R	> 2 per month
YTD	2024/2025	1	2	2	4	4	6	7	10	10	12	17	23	What is good	
	2025/2026	0	0	0										Less is better	
	Status	G	G	G											

Ref	PPL.5.04	The number of new disciplinarys recorded each month.
Owner	People Services	
Comparison	Previous Year	
Delivery Group	People Delivery Group	

No discipline cases were cases raised between April and June.

PPL.5.06 - Independent Reporting Line Calls

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
	Target	-	-	-	-	-	-	-	-	-	-	-	-	G	
	2025/2026	1	3	1										A	
	Status	-	-	-	-	-	-	-	-	-	-	-	-	R	
YTD															
	Target	-	-	-	-	-	-	-	-	-	-	-	-	What is good	
	2025/2026	1	4	5										Monitor	
	Status	-	-	-	-	-	-	-	-	-	-	-	-		

Ref	PPL.5.06	The number of independent reporting line calls received each month
Owner	People Services	
Comparison	-	
Delivery Group	People Delivery Group	

Throughout Q1, 5 calls have been received via the independent reporting line.

At the end of June 3 cases have been closed:

- One related to inappropriate conduct and was concluded in May, having been open for 30 days
- One related to unfair treatment and was concluded in June, having been open for 25 days
- One related to health and safety concerns and was concluded in June, having been open for 20 days, with no further action

At the end of June there are four live cases:

- One related to bullying and is yet to be concluded, having been open for 40 days
- One related to unfair treatment and is yet to be concluded, having been open for 33 days

The other two cases remain active and have been open since last financial year. The extended duration is due to the complexity of the investigations, which involves multiple lines of enquiry and ongoing monitoring of the actions implemented.

The average time for concerns to be closed from April to June is 26 days.

The concerns raised primarily relate to unfair/inconsistent treatment, alleged bullying, inappropriate conduct and a health and safety concern, we haven't identified any specific trends from our analysis of the calls being received.

Our Safecall numbers show that employees have the confidence to raise issues, and when a concern or complaint is raised about an employee that they are treated fairly and proportionately.

PPL.5.09 - Complaints

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	0
	Target	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	G	=< 1 per month
	2025/2026	0	2	2										A	> 1 per month
	Status	B	A	A										R	> 2 per month
YTD														What is good	
	Target	<2	<3	<4	<5	<6	<7	<8	<9	<10	<11	<12	<13	Less is better	
	2025/2026	0	2	4											
	Status	B	G	A											

Ref	PPL.5.09	Number of complaints received each month. This does not identify if the complaints were upheld.
Owner	Information Governance	
Comparison	Target	
Delivery Group	People Delivery Group	

When complaints are received, they are assigned to the most appropriate type. A breakdown of the numbers received this year can be found below;

- Staff Conduct - 1
- Driving - 1
- Home Fire Safety Visit - 1
- Miscellaneous - 1

None of the above complaints were upheld following investigation.

PPL.5.10 - Compliments

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	>3 per month
	2024/2025	1	3	7	4	6	4	3	8	6	5	11	4	G	>0 per month
	2025/2026	0	2	7										A	
	Status	G	G	B										R	
YTD														What is good	
	2024/2025	1	4	11	15	21	25	28	36	42	47	58	62	More is better	
	2025/2026	0	2	9											
	Status	G	G	G											

Ref	PPL.5.10	Number of compliments received each month.
Owner	Information Governance	
Comparison	Prev Year	
Delivery Group	People Delivery Group	

When compliments are received, they are assigned to the most appropriate type. A breakdown of the numbers received this year can be found below;

- Incident Related– 4
- Home Fire Safety Visits - 1
- Community Engagement - 3
- Miscellaneous - 1

PPL.6.03 - Injury Rate

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 5 per month
	2024/2025	5.99	7.95	6.00	4.02	1.97	7.72	5.80	9.70	9.65	5.83	7.78	3.83	G	< 8 per month
	2025/2026	1.91	7.68	1.90										A	< 10 per month
	Status	B	G	B										R	=> 10 per month
YTD Avg	2024/2025	5.99	6.97	6.65	6.00	5.18	5.62	5.64	6.16	6.55	6.48	6.60	6.36	What is good	
	2025/2026	1.91	4.79	3.82										Less is better	
	Status	B	B	B											

Ref	PPL.6.03	The injury rate give the number of people injured over a month, based on a group of 1,000 employees or workers.
Owner	Health & Safety	
Comparison	Previous year	
Delivery Group	People Delivery Group	

The injury rate remains below last year for Q1, this is monitored and reviewed via both our delivery groups and the Health and Safety Committee.

PPL.6.04 - Workplace injuries

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	< 2 per month
	2024/2025	3	4	3	2	1	4	3	5	5	3	4	2	G	< 3 per month
	2025/2026	1	4	1										A	< 5 per month
	Status	B	A	B										R	=> 5 per month
YTD	2024/2025	3	7	10	12	13	17	20	25	30	33	37	39	What is good	
	2025/2026	1	5	6										Less is better	
	Status	B	G	G											

Ref	PPL.6.04	The number of workplace injuries reported across the Service. This includes operational staff, support staff, agency and visitors.
Owner	Health & Safety	
Comparison	Previous year	
Delivery Group	People Delivery Group	

Of the six recorded injuries, three were recorded as a moderate, the remaining three were minor.

The first moderate was an injured shoulder, sustained during a drill that involved a tirfor winch. At the time of writing, this was still under investigation. However, to prevent any reoccurrence, the equipment manual has been updated. The correct procedure has been highlighted and shared. H&S have shared with Operational staff via a 'That's Safe' document. This document is used to highlight that there was a recent safety event involving this piece of equipment, and also highlights the correct processes and procedures.

The second moderate was a deep cut to a finger which was the result of cleaning a piece of kitchen equipment in a sink. This was originally a minor, but due to the absence being more than seven calendar days, this has now been upgraded to a moderate as it is now RIDDOR reportable. At the time of writing this report, the incident as still under investigation.

The third recorded moderate workplace injury involved a smoke generator during a drill. The machine produced a burst of steam that resulted in a burn to the face. The Service has stopped the use of any smoke generators pending the outcome of the investigation.

PPL.6.05 - RIDDOR reportable Incidents

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	
	2024/2025	1	0	1	1	0	2	1	1	1	2	2	0	G	< 1 per month
	2025/2026	0	2	1										A	=> 1 per month
	Status	G	R	A										R	=> 2 per month
YTD	2024/2025	1	1	2	3	3	5	6	7	8	10	12	12	What is good	
	2025/2026	0	2	3										Less is better	
	Status	G	R	A											

Ref	PPL.6.05	Number of safety incidents that required reporting to the HSE under RIDDOR 2013. This would include items such as RIDDOR reportable workplace injuries and RIDDOR reportable dangerous occurrences.
Owner	Health & Safety	
Comparison	Previous year	
Delivery Group	People Delivery Group	

The first was an injured shoulder, sustained during a drill that involved a tirfor winch. To prevent any reoccurrence, the equipment manual has been updated. The correct procedure has been highlighted and shared. H&S have shared with operation staff a 'That's Safe' document. This document is used to highlight that there was a recent safety event involving this piece of equipment, and also highlights the correct processes and procedures.

The second was deep cut to a finger which was the result of cleaning an piece of kitchen equipment in a sink. This was originally a minor, but due to the absence being more than seven calendar days, this has now been upgraded to a moderate as it is now RIDDOR reportable.

The third recorded incident referred to a workplace injury involving a smoke generator. This was RIDDOR reportable due to the length of time of work (over 7 calendar days).

PPL.6.07 - Near Miss Events Recorded

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	<div><div>B</div>< 2 per month</div>
Monthly	2024/2025	2	1	3	2	3	5	2	1	1	1	2	3	<div><div>G</div>< 4 per month</div>
	2025/2026	1	1	2										<div><div>A</div>< 5 per month</div>
	Status	B	B	G										<div><div>R</div>=> 5 per month</div>
YTD	Target	2	3	6	8	11	16	18	19	20	21	23	26	What is good
	2025/2026	1	2	4										Monitor
	Status	B	B	G										

Ref	PPL.6.07	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.
Owner	Health & Safety	
Comparison	Previous year	
Delivery Group	People Delivery Group	

Of the four recorded near miss events, one was deemed to be major, two were recorded as moderate, and one as minor.

The major near miss event related to the incorrect installation of a tyre on an pump. As a result, the appliance was immediately taken off the run, and all other appliance were checked. Multiple recommendation have been identified following the investigation.

One moderate near miss event related to a smoke generator which was seen to have sparks arcing around the plug. This piece of equipment was defected. Smoke generator are now being reviewed under a different investigation.

The second Moderate related to related to the use of washing machines to clean PPE that was designated for non-PPE use.

MAKING THE MOST OF OUR FINANCES AND ASSETS



FIN.1.01 - Forecast - Outturn (£000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Target			42,989										B	Within 0.5%
Forecast	-	-	42,832										G	Within 1.0%
% Difference	-	-	-0.00%										A	Within 2.0%
Status	-	-	B										R	> 2% difference

What is good

Closer to Target

Ref	FIN.1.01
Owner	Finance
Comparison	Target
Delivery Group	Finance & Assets

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.

For more detail in relation to our financial position, please refer to the Budget Monitoring Report.

FIN.2.01 - Capital Spend (£000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Target			£8,801										B	Within 0.5%
Forecast	-	-	£8,801										G	Within 1.0%
% Difference	-	-	0%										A	Within 2.0%
Status	-	-	B										R	> 2% difference

What is good
Closer to Target

Ref	FIN.2.01	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.
Owner	Property	
Comparison	Target	
Delivery Group	Finance & Assets	

For more detail in relation to our financial position, please refer to the Budget Monitoring Report.

FIN.2.03 - Energy Usage

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Target												B	
	2025/2026												G	
	Status												A	
Cumulative	Target												R	
	2025/2026													
	Status													

What is good
Less is better

Ref	FIN.2.02	
Owner	Property	
Comparison	Target	
Delivery Group	Finance & Assets	

The smart electricity meters across all our sites were activated in June 2025. The smart gas meters will be activated during Q2 so data will be available from the next quarter onwards. This pack will show the trend for our whole estate, but more detailed analysis comparing sites and looking at root causes of usage will be undertaken within the Property team.

FIN.3.01 - Wholetime Cost (£)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	-	-	22,126									
Forecast	-	-	22,541									
% Difference	-	-	1.9%									
Status	-	-	A									

B	Within 0.5%
G	Within 1.0%
A	Within 2.0%
R	> 2% difference

What is good
Closer to Target

Ref	FIN.3.01	The financial measure compares the approved revenue for our wholetime operations budget (target) against the forecast revenue outturn position (forecast). Negative % difference indicates an underspend whereas positive % difference indicating an overspend.
Owner	Response	
Comparison	Target	
Delivery Group	Finance & Assets	

For more detail in relation to our financial position, please refer to the Budget Monitoring Report.

FIN.3.03 - On-Call Cost (£)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	-	-	1,456									
Forecast	-	-	1,235									
% Difference	-	-	-15.2%									
Status	-	-	R									

B	Within 0.5%
G	Within 1.0%
A	Within 2.0%
R	> 2% difference

What is good
Closer to Target

Ref	FIN.3.03	The financial measure compares the approved revenue for our On-Call operations budget (target) against the forecast revenue outturn position (forecast). Negative % difference indicates an underspend whereas positive % difference indicating an overspend.
Owner	Response	
Comparison	Target	
Delivery Group	Finance & Assets	

For more detail in relation to our financial position, please refer to the Budget Monitoring Report.

FIN.5.01 - Overdue Internal Audits

High		Mar-25	Jul-25											B	0	
	Target	-	-	-	-	-	-	-	-	-	-	-	-	G	1	
	2025/2026	0	0											A	2	
	Status	B	B											R	>2	
Medium															What is good	
	Target	-	-	-	-	-	-	-	-	-	-	-	-	Less is better		
	2025/2026	2	0													
	Status	A	B													

Ref	FIN.5.01	<p>Each year an Internal Audit plan is agreed based on the risks and needs of the service.</p> <p>The progress and findings are reported to the Overview and Audit committee.</p> <p>This measure shows how many actions are overdue broken down by medium/high rating.</p>
Owner	PMO	
Comparison	Target	
Delivery Group	Finance & Assets	

The most recent progress on Internal Audit actions was taken to the Overview and Audit committee on the 16th July 2025 and can be found here: : [\(Public Pack\)Agenda Document for BMKFA Overview & Audit Committee, 16/07/2025 10:00](#)

FIN.5.02 - Projects

On Track		Q1	Q2	Q3	Q4
		-	-	-	-
	2025/2026	28			
		-	-	-	-
Risk to Progress	Target	<3	<3	<3	<3
	2025/2026	4			
	Status	A			

Ref	FIN.5.02	<p>The service sets out its Annual plan each year to support the delivery of the Community Risk management plan.</p> <p>Annual plan progress is reviewed monthly at the internal Programme Board.</p> <p>This measure shows how many projects the service has on track and the number of project that are Risk to Progress.</p>
Owner	PMO	
Comparison	Target	
Delivery Group	Finance & Assets	

There are 41 items on the 2025/26 Annual plan including 5 carried over from last year. 32 are currently in progress

At the end of Q1, The 4 projects that show a status of Risk to Progress are:

- 1) Continue to support the Thames Valley Forensic Fire Investigation Project
- 2) Launch, embed and evaluate new SSRI process and system:
- 3) Implement an approach to capture customer feedback
- 4) Refresh and relaunch the intranet

Although progress continues on these projects, the anticipated completion date has been extended due to resourcing constraints

A photograph of two firefighters in tan uniforms with reflective yellow and silver stripes. They are holding a black handheld device together. The image is slightly blurred, focusing on the device and the text overlay.

OPTIMISING OUR TECHNOLOGY AND DATA

DDT.1.01 - Website - Active Users (000's)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 2 years	14.2	14.9	15.9	15.1	18.1	15.3	16.5	15.3	11.7	17.8	13.7	12.0	B > 15,000
	2025/2026	11.0	11.9	12.5										G > 10,000
	Status	G	G	G										A => 8,000
														R < 8,000
Cumulative	Prev 2 years	14.2	29.1	45.0	60.1	78.3	93.5	110	125	137	155	169	181	What is good
	2025/2026	11.0	22.9	35.4										Higher is better
	Status	G	G	G										

Ref	DDT.1.01	Our website is our biggest public communication and engagement channel. Website traffic is monitored for user analysis. Currently, we monitor this superficially due to capacity and conflicting priorities. However it enables us to react, when required, yielding valuable insights to help identify audience, improve the customer experience and website performance.
Owner	MarComms	
Comparison	Previous 2 years	
Delivery Group	Finance & Assets	

Although the number of users is lower than previous years, it has still been consistently above the target of 10,000 per month throughout the first quarter.

DDT.1.02 - Social Media - Engagement (000's)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Prev 3 year	14.6	11.5	10.8	21.9	17.1	13.3	11.5	11.4	13.5	14.8	18.2	19.7	B > 15,000
	2025/2026	32.4	24.1	21.3										G > 10,000
	Status	B	B	B										A => 8,000
														R < 8,000
Cumulative	Prev 3 year	14.6	26.2	36.9	58.8	75.9	89.2	100.7	112.1	125.6	140.4	158.6	178.3	What is good
	2025/2026	32.4	56.5	77.8										Higher is better
	Status	B	B	B										

Ref	DDT.1.02	Total number of unique engagements with our social media content across Facebook, Instagram, Twitter and LinkedIn.
Owner	MarComms	
Comparison	Previous 3 years	
Delivery Group	Finance & Assets	

Social media engagement was especially high in April, a large proportion of which was driven by content relating to the Service's new fire dog. It has remained well above target, allowing the Service to continue to promote essential safety messages to the public

DDT.1.03 - Intranet Active Users

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	B	=> 98%
	2024/2025	94.2%	93.6%	92.6%	94.6%	91.9%	93.8%	94.4%	94.8%	91.9%	96.1%	95.9%	95.8%	G	=> 90%
	2025/2026	95.2%	95.4%	95.2%										A	=> 80%
	Status	G	G	G										R	< 80%
YTD Avg														What is good	
	2024/2025	94.2%	93.9%	93.5%	93.8%	93.4%	93.5%	93.6%	93.8%	93.8%	93.8%	94.0%	94.2%	Higher is better	
	2025/2026	95.2%	95.3%	95.3%											
	Status	G	G	G											

Ref	DDT.1.03	The percentage of staff that access BFRS' intranet each month. Higher numbers of staff accessing the intranet leads to improved communication, enhanced collaboration, streamlined information access, and increased employee engagement.
Owner	MarComms	
Comparison	Monitor	
Delivery Group	Finance & Assets	

The number of users has remained well above target every month in the first quarter of the year.

FINANCE & ASSETS - INFORMATION GOVERNANCE

DDT.3.01 - Reportable Data Breaches

Annual		20/21	21/22	22/23	23/24	24/25	25/26	B	
	Target	0	0	0	0	0	0	G	0
	Actual	0	0	0	0	0	0	A	
	Status	G	G	G	G	G	G	R	> 0
What is good									
Less is better									

Ref	DDT.3.01	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.
Owner	Legal & Governance	
Comparison	Target	
Delivery Group	Finance & Assets	

There have been no reportable data breaches.