BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY
BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE

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

Chief Fire Officer and Chief Executive
Louise Harrison

To: The Members of the Executive Committee

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

9 November 2026

Dear Councillor

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, HEADQUARTERS, STOCKLAKE, AYLESBURY, BUCKS HP20 1BD,** on **WEDNESDAY 18 NOVEMBER 2026 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: Hussain (N)
Councillors: Geary, Hall, Hughes, Khan, Monger, Rouse and Stuchbury

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/UCWmIXPWAscxpL3vliv7bh1Q

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

Adjournment and Rights to Speak – Public

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

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

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

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

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

Rights to Speak - Members

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes. Such attendance will be facilitated if requests are made to enquiries@bucksfire.gov.uk at least two clear working days before the meeting. Statements can be read out on behalf of the Member by the Director of Legal and Governance, or the Member may request a '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 September 2026 (Item 2) **(Pages 7 - 16)**

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. Performance Management - Q2 2026-27

To consider Item 6 **(Pages 17 - 82)**

7. 2026-2027 Annual Delivery Plan Update

To consider Item 7 **(Pages 83 - 108)**

8. Budget Monitoring Report April - September 2026

To consider Item 8 **(Pages 109 - 124)**

9. Succession Planning 2026 Update

To consider Item 9 **(Pages 125 - 152)**

10. Summer Pressures Review 2026

To receive a presentation **(Pages 153 - 164)**

11. Exclusion of Press and Public

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

12. Exempt Draft Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Executive Committee held on 9 September 2026.

13. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 17 February 2027 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

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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 SEPTEMBER 2026 at 10.00 AM.

Present: Councillors Geary, Gomm (substitute), Hall (part), N Hussain (Chairman), Khan, Sherwell (substitute) and Stuchbury

Officers: S Tuffley (Deputy Chief Fire Officer), M Hemming (Director of Finance and Assets), G Britten (Director of Legal and Governance), D Buchanan (Assistant Chief Fire Officer), A Hussain (Head of Finance and Assets), A Carter (Head of Service Improvement), A Collett (Head of People Services) A Burch (Head of Prevention and Protection) C Newman (Data Intelligence Team Manager) and K Nellist (Business Support Officer)

Apologies: Councillors Hughes, Monger (Sherwell substituting) and Rouse (Gomm substituting)

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

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

EX10 MINUTES

RESOLVED –

That the Minutes of the Executive Committee meeting held on Wednesday 15 July 2026 be approved and signed by the Chairman as a correct record.

EX11 MATTERS ARISING FROM THE PREVIOUS MEETING

EX04 MATTERS ARISING FROM THE PREVIOUS MEETING – A Member advised it had been over two years since there had been a Succession Plan update, when would Members receive an update. The Director of People advised that Members will receive an update at the November Executive Committee meeting. The item has been included on the meeting forward planner and will provide an overview of the current succession planning position, key

developments since the previous update, and any emerging risks or actions.

EX06 BUDGET MONITORING REPORT APRIL 2025 – MARCH 2026 (PROVISIONAL OUTTURN) – a Member felt that every year they were seeing quite significant capital spend slippage, could Members have a regular report on capital items and whether those capital items were likely to be slipping. The Director of Finance and Assets advised that a more detailed breakdown of capital spend, and slippage would now be included in the budget monitoring reports.

A Member asked if the underspend had been dampened by an overspend on wholetime recruitment, would the Authority not be better off moving the establishment and setting a revised number. Could a report be brought back to Members on the establishment. The Director of Finance and Assets advised that a report would be brought back to this Committee once the resourcing modelling was finished alongside the budget as when the budget was set for future years, it was a core component of the budget. The Director of Finance and Assets advised that this was in progress and would be presented alongside future budgets papers.

A Member asked about recommendation 3, the purchase of a telehandler which seemed a lot of money, could they see the specification for it. The Director of Finance and Assets advised this was sent to the Member shortly after the previous meeting.

EX07 RECRUITMENT UPDATE JULY 2026 - The Deputy Chief Fire Officer advised officers were planning on bringing an Armed Forces Covenant update and a White Ribbon update to future Fire Authority meetings (September and December, one at each meeting). The Deputy Chief Fire Officer advised – the Armed Forces Covenant presentation is scheduled for the September Fire Authority meeting and the White Ribbon update is scheduled for the December meeting.

Could Members have the targets that were being set around where the Service wants to be with on-call headcount by when, so it could be held to account on some key milestones. Also, when do officers believe the Service would be at headcount for on-call – The Assistant Chief Fire Officer advised – the approved programme mandate includes our ambition to increase headcount back to the

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budgeted FTE of 96 by the end of this CRMP. We do not have a specific year 2 target number, however we are launching a “global” recruitment campaign in early October, after which the Service will introduce a rolling programme of localised and targeted recruitment drives. Executive Committee members will be kept updated on establishment numbers through the quarterly performance reports.

EX12 DISCLOSURES OF INTERESTS

None.

EX13 BUDGET MONITORING REPORT APRIL – JULY 2026

The Head of Finance and Assets presented the Authority’s revenue and capital expenditure position as at 31 July 2026 and the forecast outturn for 2026/27.

Since the budget was approved, funding forecasts had reduced by £124k, mainly due to lower business rates income, partly offset by increased pension grant funding. Against an approved net revenue budget of £43.880m, the forecast outturn was £43.646m, resulting in a projected underspend of £233k.

The favourable position was driven by higher treasury income and underspends in support and on-call staffing budgets, partly offset by overspends in the wholetime establishment. Overall, the Authority was forecasting a £109k underspend for 2026/27.

Members also noted that Table 9 had been expanded to provide a more detailed breakdown of the £10m capital programme, improving visibility of projects being delivered during the year.

RESOLVED –

That the provisional outturn forecast for the Authority as of 31 July 2026 be noted.

EX14 FINANCIAL STABILITY RISK UPDATE

The Director of Finance and Assets informed Members of an increase in the financial stability risk score, as agreed by the Overview and Audit Committee on 22 July 2026.

The change reflected ongoing inflationary pressures, particularly around future pay awards. While this year's pay award of 3.8% was within the Authority's 4% budget, there

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was concern that the 3% assumption built into future budgets may be insufficient. As approximately 75% of the Authority's expenditure related to pay, even small increases could have a significant financial impact.

In light of these risks, the financial stability risk score was increased from 12 to 16 and the Chair of the Overview and Audit Committee requested that all Members be made aware of this update.

A Member requested that Members continue to receive updates on national pay award discussions and the factors influencing future settlements.

Director of Finance and Assets

RESOLVED –

That the Committee note the updated financial stability risk score.

EX15 PERFORMANCE MANAGEMENT – Q1 2026/27

The Data Intelligence Team Manager presented the Quarter 1 performance report covering April to June 2026 and advised Members that the impacts of summer pressures experienced during July and August were not reflected in this report.

Members were advised that the report had been refreshed, with improvements to its layout and presentation to make it easier to read, including revised RAG indicators and updates to some targets to align with national reporting requirements.

The report highlighted increases in deliberate primary fires and accidental non-domestic property fires against target, with additional narrative provided to explain these trends.

Members were also reminded that the measures included in the report represented a selection of a wider range of performance indicators that were reviewed and challenged monthly, enabling timely action and ongoing monitoring of improvement activities.

A Member asked about mobilisations from other fire services to what extent was that due to the Service not having the resources available, rather than having to call in additional appliances due to the size of the incident.

The Data Intelligence Team Manager advised that it was hard to say which ones were attributed to those the Service did not have enough resources, compared to

quickest is quickest. Officers were also working on an in-depth report which would show where in the county the Service would not expect to be called first.

The Assistant Chief Fire Officer advised that an important point for Members was that the Service did not rely on cross-border support to maintain its response standards. While there would be occasions, particularly during simultaneous incidents or in some rural areas, when the nearest available appliance came from a neighbouring service, this supported the operating model rather than underpinning it. Performance was monitored monthly, and mutual aid arrangements across the Thames Valley had worked particularly well during the busy summer period.

A Member asked about the increase in bank shifts.

The Assistant Chief Fire Officer advised that bank shifts continued to support the Service's delivery model, with ongoing assessment of their cost effectiveness. Bank shift usage was expected to reduce slightly compared with the previous year, although summer leave and sickness had created some pressures. Performance and costs were monitored monthly through internal governance arrangements.

A Member asked about climate change and how much difference the new rural firefighting vehicles were making.

The Assistant Chief Fire Officer advised that a full review of the summer period would be presented to the Executive Committee in November. Open fires had increased by 200%, with specialist capabilities and welfare provision performing well. However, there was a need for specialist wildfire PPE, as firefighters were currently using structural fire kit in high temperatures. Delays to the national PPE framework may require a future capital funding request to Members.

The Chairman asked around the amount of building taking place in Aylesbury, in particular, the number of blocks of flats. The Service was a consultee on planning matters, but were officers bearing that in mind for future plans.

The Assistant Chief Fire Officer advised that changing urban development and rising residential growth would continue to shape the Service's Community Risk Management Plan (CRMP), ensuring it adapts to meet the needs of the growing county.

The Head of Prevention and Protection advised that the Service had expanded and continued to invest in its protection team to identify and mitigate risks at the planning stage, helping ensure appropriate fire safety measures were in place as early as possible.

The Chairman highlighted deliberate primary fires to other property.

The Head of Prevention and Protection advised that the Service worked closely with partners, including Thames Valley Police (TVP), to identify and address deliberate fires. Skilled fire investigators monitored hotspots, while joint initiatives and increased local policing presence helped deter and manage risks.

RESOLVED –

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

1. It is recommended that the Performance Management – Q1 2026/27 be noted.

EX16 2026-2027 ANNUAL DELIVERY PLAN UPDATE

The Head of Service Improvement presented a progress update on the Annual Delivery Plan.

The On-Call Improvement Programme remained rated green. A new welfare unit had been delivered and would become operational next month. The approved year two programme focused on recruitment, training and competence, and improvements to the on-call operating model. A service-wide recruitment campaign remained on track for launch in October.

The Local Training Facility improved from red to amber following planning approval. Work was continuing with stakeholders to address delays and progress the project, which would provide enhanced training facilities across a range of operational disciplines.

The High Wycombe Fire Station project remained green, with the business case complete. A full update would be presented to the Fire Authority next week.

Members also noted ongoing monitoring of market pressures affecting project costs and reviewed the high-level timeline for future capital projects supporting the Service's estate, technology and asset requirements.

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The report was presented for Members' oversight and assurance.

A Member asked when the Welfare vehicle went into Beaconsfield, who would be crewing it and would it have an impact on the crewing of the appliance.

The Assistant Chief Fire Officer advised that the welfare vehicle was likely to be based at Beaconsfield and supported by on-call staff from Marlow, High Wycombe and Beaconsfield. As the vehicle was not required to respond immediately to incidents, there was greater flexibility in maintaining availability. The Service was also exploring support from non-uniformed staff, with availability to be monitored as the model developed. Once deployed, on-call staff would be able to join operational activity on the incident ground, making the role more attractive.

A Member asked about the change of completion date of the Local Training Facility from March to September and that the budget had already gone over 3%. Was the budget being monitored.

The Head of Service Improvement advised officers would be working on more detailed plans to ensure it could be delivered. The budget was monitored on a monthly basis, but anything over 10% would come back to Members.

(Councillor Hall left the meeting)

RESOLVED –

That the 2026-2027 Annual Delivery Plan Update be noted.

EX17 DISCIPLINARY AND GRIEVANCE PROCEDURES FOR EXECUTIVE LEADERSHIP TEAM

The Head of People presented a report seeking approval for the new Disciplinary and Grievance Procedures for members of the Executive Leadership Team (ELT). Whilst procedures already exist for the wider workforce, there were currently no specific arrangements for managing disciplinary or grievance matters involving ELT members, creating a gap in the governance framework.

The proposed procedures establish clear processes for investigations, hearings, decision-making, appeals and governance oversight, with a focus on independence, transparency and accountability. They included provision for independent investigators, HR advice and legal advice

where required, helping to ensure fair, legally compliant and defensible decision-making.

Approval of the procedures would strengthen governance, reduce potential conflicts of interest and support public confidence in the Authority's arrangements. ELT members had been consulted during their development. There were no direct financial implications, although independent support may be required in future and would be managed through existing budgets.

Members were also advised that a further report would be presented on arrangements for handling grievances raised by the Chief Fire Officer or Statutory Officers against the Authority and/or Authority Members.

RESOLVED -

1 that the following procedures be approved:
   a. Disciplinary Procedure for Executive Leadership Team (Appendix A), and
   b. Grievance Procedure for Executive Leadership Team (Appendix B); and

2 it be noted that a further report will be presented to a future meeting of the Executive Committee to approve a procedure for the handling of grievances raised by the Chief Fire Officer or the Statutory Officers about the Authority and/or Authority Member(s).

EX18 EXCLUSION OF PUBLIC AND PRESS

RESOLVED –

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

EX19 APPLICATION FOR FLEXIBLE RETIREMENT

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

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1 flexible retirement for the Director of Legal & Governance be approved subject to a reduction in contractual hours to 60% FTE to commence on or after 1 January 2027; and

2 actuarial reduction should not be waived (to avoid the Authority incurring any 'pension strain' costs),

EX20 ESTABLISHMENT OF AN ASSISTANT CHIEF FIRE OFFICER (ACFO) / ASSISTANT CHIEF OFFICER (ACO) ROLE

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

RESOLVED -

1. That the establishment of an ACFO/ACO role as a substantive post from 1 April 2027 is approved.
2. That it be noted that, after the conclusion of the recruitment process, the appointment of the preferred candidate to the ACFO/ACO role will be subject to approval by a future meeting of the Authority.

EX21 DATE OF NEXT MEETING

To note that the next meeting of the Executive Committee will be held on Wednesday 18 November 2026 at 10 am.

THE CHAIRMAN CLOSED THE MEETING AT 11.20 AM

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 18 November 2026

Report title: Performance Management – Q2 2026/27

Lead Member: Councillor Llew Monger, Chairman

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

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

Action: Noting 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 – Q2 2026/27 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 56 specific performance measures selected from the above-mentioned key performance measure pack. These are split across the Service's 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 Q2 2026/27. This includes detail that shows performance alongside relevant trend information and where needed commentary.

The report will also include details of changes made to both the report layout and individual measures, should any changes have been made since the last report.

At the end of Q2, 56 measures reported with a Blue, Green, Amber or Red status, with one currently being used for monitoring purposes only.

BRAG	Total	%
B	13	23%
G	24	43%
A	9	16%
R	9	16%
-	1	2%

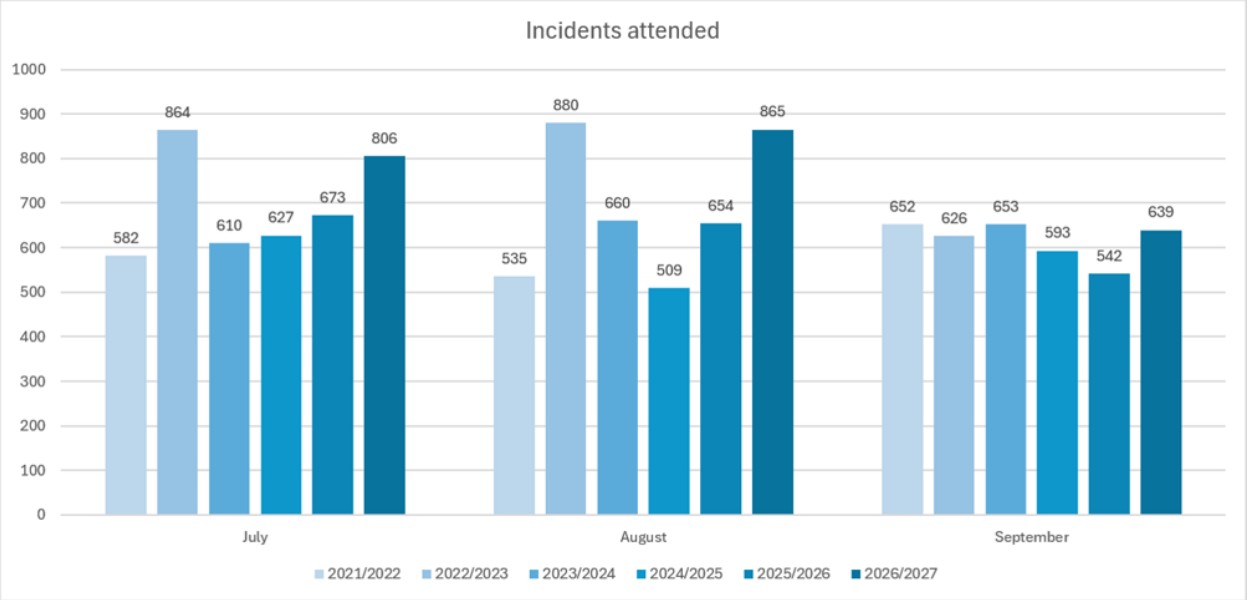
Highlighted measures:

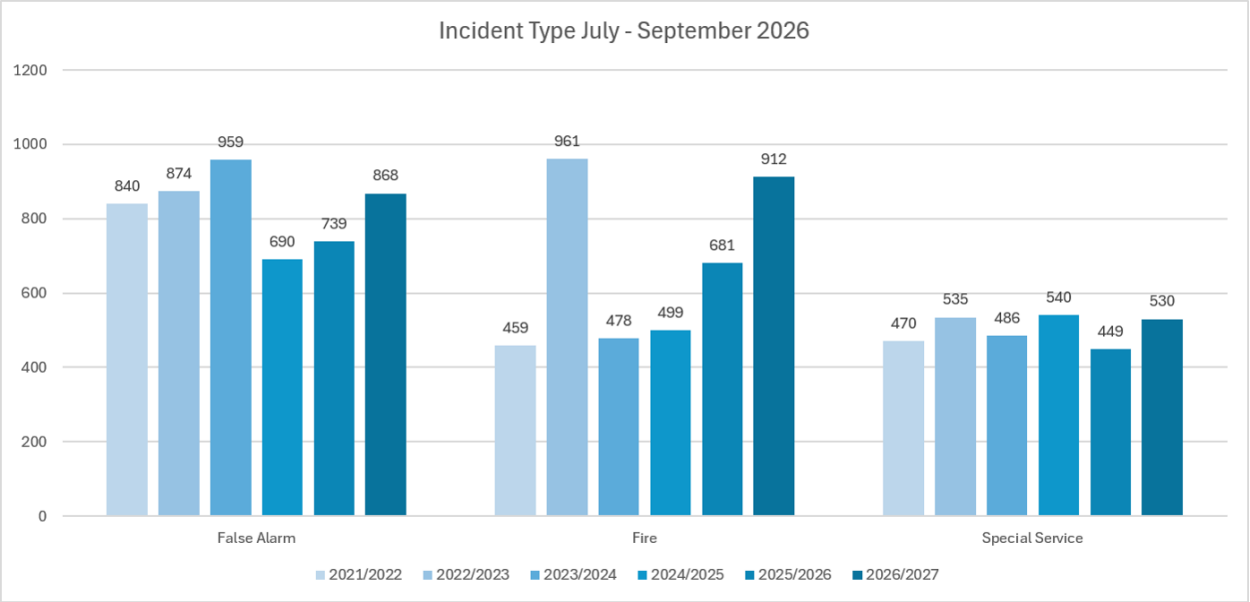
RSP 1.07 Total Incidents

The quarter two performance pack shows a 20% increase in the total number of incidents attended between July and September, with a 36% increase recorded in August. The number of fires attended during the quarter increased by 48%.

Incidents occurring during prolonged periods of hot, dry weather can require greater resources to be deployed for longer durations. However, following the Fire Authority's support and approval, the Service's new rural firefighting vehicles were deployed throughout the summer, reducing the number of pumping appliances required at incidents such as fires in the open.

An overview of incidents and calls can be found within the following tables;





As would be expected, Thames Valley Fire Control Service were also impacted by the increase in demand, with a 57% increase in calls when compared with the same period in 2024.

A separate presentation is being shared with the Fire Authority in relation to this year's summer pressures.

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 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.

Strategic Leadership Board	27 October 2026	Approved
Executive Committee	18 November 2026	
Fire Authority	02 December 2026	

Next steps -

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

Background papers:

Fire Authority, 16 September 2026: Performance Management – Q1 2026/27
FIRE-AUTHORITY-AGENDA-AND-REPORTS-16-SEPTEMBER-2026_min.pdf

Fire Authority, 10 June 2026: Annual Report – 2025/26

(Public Pack) 2025-2026 Annual Report for Buckinghamshire & Milton Keynes Fire Authority

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures – Q2 – 26-27	N/A


BUCKINGHAMSHIRE
FIRE & RESCUE SERVICE
KEY PERFORMANCE MEASURES 2026-2027
Quarter two - July to September 2026
FIRE & RESCUE

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An inclusive, healthy and engaged workforce **30**

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Introduction

Welcome to Buckinghamshire Fire & Rescue's Quarter Two Performance Pack for 2026/2027. This pack provides an overview of the Service's performance during the reporting period, structured around the six service-wide objectives and enablers set out in our Community Risk Management Plan. It brings together key performance information and supporting commentary to explain the results achieved and the operational context in which the Service delivered its activities.

An extended period of hot and dry weather significantly influenced a number of performance measures this quarter. Where appropriate, the accompanying commentary identifies how these conditions contributed to the outcomes reported, helping readers distinguish the effects of seasonal pressures from wider performance trends. A separate presentation is being shared with the Fire Authority with a more detailed examination of the pressures experienced over the summer and the Service's response.

Despite the challenges presented by increased demand on crews and appliances, the evidence captured during this period demonstrates the importance of operational preparedness and the ability to adapt deployment arrangements as conditions changed. These capabilities enabled the Service to respond to demand within its response standards while deploying appliances better suited to the incidents encountered. A particular priority was the use of Rural Firefighting Vehicles at fires in the open, reducing the number of pumping appliances required at these incidents.

Alongside its operational response, the Service maintained good performance in its non-incident-related priorities. Home fire safety visits and fire safety audits continued to meet their monthly targets, demonstrating that these prevention and protection activities were sustained despite the additional operational pressures experienced during the summer.

REDUCING RISK AND KEEPING OUR COMMUNITY SAFE



Home Fire Safety Visits – PRV.1.01

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

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

What is good?	More is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	400	400	400	400	400	400	400	400	400	400	400	400
	Actual	**456**	**466**	**398**	**397**	**430**	**430**						
	Status	**B**	**B**	**G**	**G**	**G**	**G**						
Cumulative	Target	400	800	1200	1600	2000	2400	2800	3200	3600	4000	4400	4800
	Actual	**456**	**922**	**1320**	**1717**	**2147**	**2577**						
	Status	**B**	**B**	**B**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, a total of 1,257 Home Fire Safety Visits (HFSVs) were completed across Buckinghamshire and Milton Keynes, exceeding the quarterly target of 1,200 visits by 57 visits (4.8%). This sustained level of delivery demonstrates the Service's continued commitment to reducing risk and improving safety within our communities through proactive prevention activity. Despite the increased operational pressures and demand experienced during the summer period, HFSV delivery remained consistently above target throughout the quarter.

Year-to-date performance remains strong, with 2,577 HFSVs completed against a cumulative target of 2,400, placing the Service 177 visits (7.4%) ahead of target at the halfway point of the financial year. This provides confidence that prevention activity is being maintained at the scale required to support the objectives of the Community Risk Management Plan.

Home Fire Safety Visits - % Vulnerable – PRV.1.02

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.

B	=> 80%
G	=> 70%
A	=> 60%
R	< 60%

What is good?	Higher is better
Target	National average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	Actual	**75.0%**	**75.5%**	**81.2%**	**88.5%**	**77.6%**	**83.5%**						
	Status	**G**	**G**	**B**	**B**	**G**	**B**						
Yearly Avg	Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
	Actual	**75.0%**	**75.3%**	**77.1%**	**80.1%**	**79.6%**	**80.2%**						
	Status	**G**	**G**	**G**	**B**	**G**	**B**						

Supporting Commentary

During Quarter 2, 83.2% of Home Fire Safety Visits were delivered to households containing a vulnerable person, significantly exceeding the Service target of 70%. This represents a continued improvement on Quarter 1 performance and provides strong assurance that prevention resources are being effectively targeted towards those individuals and households at greatest risk from fire and other domestic safety concerns.

The consistently high proportion of visits delivered to vulnerable residents demonstrates the effectiveness of the Service's risk-based prevention approach and the strength of referral pathways from both internal and external sources. By prioritising those most at risk, the Service continues to maximise the impact of its prevention activity, helping to reduce vulnerability, improve safety outcomes and support wider community wellbeing.

Performance remained above target throughout the quarter, with two of the three months achieving the highest performance threshold.

This strong performance supports the objectives of the Community Risk Management Plan and reinforces Buckinghamshire Fire & Rescue Service's commitment to protecting the most vulnerable members of the community through evidence-led prevention activity.

Number of Accidental Dwelling Fires (ADF) – PRV.1.03

The 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. This does not include properties such as hotels/hostels and residential institutions.

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

What is good?	Fewer is better
Target	Five year average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	24	23	23	19	17	23	24	24	25	25	21	21
	Actual	**29**	**23**	**22**	**27**	**26**	**26**						
	Status	**A**	**G**	**G**	**R**	**R**	**G**						
Cumulative	Target	24	47	70	89	106	129	153	177	202	227	248	270
	Actual	**29**	**52**	**74**	**101**	**127**	**153**						
	Status	**A**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, the Service attended 79 accidental dwelling fires, compared with a target of 59 incidents for the reporting period. This contributed to a year-to-date total of 153 accidental dwelling fires, which is 24 incidents (18.6%) above the cumulative target of 129. Whilst this represents an increase against the benchmark, accidental dwelling fire numbers remain relatively low in the context of the volume of households across Buckinghamshire and Milton Keynes and should be viewed alongside the Service's ongoing prevention and response activity.

The absence of a significant monthly spike suggests that the increase reflects sustained underlying risk rather than a single exceptional event or short-term trend. As such, continued analysis of incident causation, occupancy characteristics and vulnerability factors remains important to inform future prevention activity.

Further analysis of the incidents recorded during Quarter 2 indicates that much of the increase can be attributed to fires that originated externally, including fences, sheds, vegetation and other outdoor structures, before spreading to residential properties. Whilst these incidents are recorded as accidental dwelling fires for reporting purposes, they differ from traditional accidental dwelling fires where ignition occurs within the home itself. This pattern is consistent with the increased number of outdoor fires experienced during the summer period and highlights the importance of public safety messaging relating to outdoor fire risks and fire spread.

ADF Fire Related Fatalities – PRV.1.04

The 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.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**1**	**0**						
	Status	**G**	**G**	**G**	**G**	**A**	**G**						
Cumulative	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**1**	**1**						
	Status	**G**	**G**	**G**	**G**	**A**	**A**						

Supporting Commentary

During Quarter 2, one fire-related fatality was recorded, bringing the year-to-date total to one. The fatality occurred following a gas explosion at a residential property. Whilst fatalities remain thankfully rare events, every loss of life is a tragedy that has a profound impact on families, friends and communities.

A Serious Incident Review was undertaken following the incident to identify lessons and opportunities for improvement. The review identified an opportunity to further enhance the Service's prevention offer by incorporating greater consideration of gas safety within Home Fire Safety Visits and wider community safety activity. Building on the excellent prevention work already taking place, formal partnership arrangements are being developed with SGN and Cadent Gas to create additional opportunities for collaboration, strengthen referral pathways, and provide residents with even more comprehensive safety information and access to support.

In addition, the Service used Gas Safety Week during September to deliver targeted prevention and communication campaigns aimed at raising public awareness of gas-related risks, recognising warning signs and encouraging residents to undertake appropriate gas safety checks. These initiatives demonstrate the Service's commitment to learning from incidents and translating that learning into practical actions that reduce risk within our communities.

ADF Fire Related Serious Injuries – PRV.1.05

The 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.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**0**	**0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Cumulative	Target	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3
	Actual	**0**	**0**	**0**	**0**	**0**	**0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

It is encouraging to report that no serious injuries were recorded as a result of accidental dwelling fires during Quarter 2. This maintains the positive position reported during Quarter 1 and provides assurance that, despite attending a number of accidental dwelling fires across the reporting period, the impact on life and wellbeing has remained limited.

Whilst the Service recorded one fire-related fatality during Quarter 2 following a gas explosion at a residential property, no other incidents resulted in serious injury. This highlights that although fire-related casualties remain relatively rare, the consequences of fire can be severe and maintaining a strong focus on prevention continues to be essential.

The continued absence of serious injuries reflects the combined impact of targeted prevention activity, increased public awareness of fire safety, effective protection measures and a strong operational response. During Quarter 2, more than 83% of Home Fire Safety Visits were delivered to vulnerable households, ensuring prevention resources remained focused on those most at risk from fire and other domestic hazards.

Deliberate Dwelling Fires – PRV.1.06

The 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.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3	< 3
	Actual	**1**	**3**	**0**	**3**	**0**	**3**						
	Status	**B**	**A**	**B**	**A**	**B**	**A**						
Cumulative	Target	< 3	< 5	< 7	< 9	< 11	< 13	< 15	< 17	< 19	< 21	< 23	< 25
	Actual	**1**	**4**	**4**	**7**	**7**	**10**						
	Status	**B**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, the Service attended six deliberate dwelling fires, with incidents recorded in July and September and no deliberate dwelling fires recorded during August. The year-to-date total at the end of Quarter 2 was 10 incidents, which remains within the Service's expected performance range. Whilst deliberate dwelling fires remain relatively infrequent, each incident has the potential to place residents, firefighters and members of the wider community at significant risk, as well as causing substantial damage to property.

Average attendance times to dwelling fires remained consistently below the Service's ten-minute standard, with attendance times to accidental dwelling fires averaging between seven and eight minutes throughout the quarter. This provides assurance that crews remained well positioned to intervene quickly, helping to reduce the potential for fire spread, property damage and risk to life.

Deliberate Primary Fires (to other's property) – PRV.1.07

The 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.

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

What is good?	Fewer is better
Target	Five year average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	14	14	16	19	22	12	11	9	7	9	9	12
	Actual	**24**	**25**	**11**	**37**	**16**	**15**						
	Status	**R**	**R**	**B**	**R**	**B**	**R**						
Cumulative	Target	14	28	44	64	85	98	109	118	125	134	143	155
	Actual	**24**	**49**	**60**	**97**	**113**	**128**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

During Quarter 2, analysis of deliberate primary fire incidents has been enhanced through the inclusion of property type and geographical location data. This provides greater insight into the nature of incidents and the communities most affected. The data shows that woodland and forest locations accounted for almost half of all deliberate primary fires during the quarter, with additional concentrations involving vehicles, residential properties and other outdoor structures. Geographically, the highest numbers of incidents were recorded within the West Ashland, Aylesbury, Beaconsfield and High Wycombe station grounds.

Prevention teams share localised incident profiles with the relevant station commanders and crews to inform community safety activity, and local risk reduction campaigns. The information is also be used to strengthen partnership working with organisations such as local authorities, Thames Valley Police, The Parks Trust, local landowners and other community safety partners, enabling interventions to be focused in those areas experiencing the highest levels of deliberate fire-setting.

Deliberate Secondary Fires (to other's property) – PRV.1.08

The 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.

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

What is good?	Fewer is better
Target	Five-year average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	37	34	36	41	44	22	23	20	12	12	15	21
	Actual	**44**	**58**	**33**	**69**	**62**	**36**						
	Status	**A**	**R**	**G**	**R**	**R**	**R**						
Cumulative	Target	37	71	108	148	192	215	238	258	269	282	297	318
	Actual	**44**	**102**	**135**	**204**	**266**	**302**						
	Status	**A**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

During Quarter 2, analysis of deliberate secondary fires incorporated both property type and geographical location data, providing a clearer understanding of incident patterns across the county. The findings indicate that loose refuse, grassland, tree and scrub fires accounted for the majority of incidents, reflecting the seasonal influence of warmer, drier weather during the summer period. Incident activity was most concentrated within the West Ashland and Broughton station grounds, which together accounted for almost 60% of all deliberate secondary fires attended during the quarter.

This intelligence is used by Prevention teams to support targeted intervention activity with local stations and communities. Information is shared with the relevant station commanders to inform local prevention campaigns and community safety initiatives in areas experiencing higher levels of deliberate fire-setting. The data also supports partnership working with local authorities, Thames Valley Police, landowners, housing providers and community safety partnerships, enabling a coordinated approach to addressing anti-social behaviour and reducing opportunities for deliberate fire-setting.



PROTECTING PEOPLE FROM RISK IN THE BUILT ENVIRONMENT

Fire Safety Audits – PRT.1.01

The 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.

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

What is good?	More is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	66	66	66	66	66	66	66	66	66	66	66	66
	Actual	**59**	**70**	**72**	**78**	**61**	**73**						
	Status	**A**	**G**	**B**	**B**	**G**	**B**						
Cumulative	Target	66	132	198	264	330	396	462	528	594	660	726	792
	Actual	**59**	**129**	**201**	**279**	**340**	**413**						
	Status	**A**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

Audit delivery remained strong during Q2, with 212 audits completed against a quarterly target of 198. This brings the year-to-date total to 413 against a profiled requirement of 396, placing delivery approximately 4% ahead of target at the halfway point of the financial year. The results demonstrate sustained delivery of the planned audit programme, alongside the wider reactive and statutory demands placed on Protection. However, delivery remains sensitive to the availability of appropriately qualified and experienced staff.

The Service enters Q3 ahead of its cumulative audit target, providing a margin against future fluctuations in activity, although this does not remove the dependency on qualified staff. The high proportion of non-satisfactory audit outcomes reported through internal monitoring also supports the view that risk-based targeting is identifying premises with fire safety deficiencies.

Non-Domestic Property Fires - Accidental – PRT.1.02

The 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.

R	=> 16 per month
A	< 16 per month
G	=< 10 per month
B	< 5 per month

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	10	10	10	10	10	10	10	10	10	10	10	10
	Actual	**13**	**14**	**11**	**17**	**14**	**8**						
	Status	**A**	**A**	**A**	**R**	**A**	**G**						
Cumulative	Target	10	20	30	40	50	60	70	80	90	100	110	120
	Actual	**13**	**27**	**38**	**55**	**69**	**77**						
	Status	**A**	**A**	**A**	**A**	**A**	**A**						

Supporting Commentary

There were 39 accidental non-domestic property fires during Q2, compared with the quarterly reference of 30. Of the 39 incidents, 18 involved private ancillary buildings, 12 garden sheds, five private garages and one summer house, representing approximately 46% of the quarterly total. The remaining incidents occurred across a range of commercial, industrial, education, residential care and other premises.

The underlying premises classifications are important when interpreting the result. Almost half of Q2 incidents involved private ancillary buildings, which are included in the national non-domestic fire classification.

There were, however, incidents within premises that required regulatory activity. These included fires in education, residential care and industrial settings. The dataset also records two accidental incidents classified as recycling premises during August.

Non-Domestic Property Fires - Deliberate – PRT.1.03

The 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.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	2	2	2	2	2	2	2	2	2	2	2	2
	Actual	**2**	**3**	**1**	**4**	**3**	**1**						
	Status	**G**	**A**	**G**	**A**	**A**	**G**						
Cumulative	Target	2	4	6	8	10	12	14	16	18	20	22	24
	Actual	**2**	**5**	**6**	**10**	**13**	**14**						
	Status	**G**	**A**	**G**	**A**	**A**	**A**						

Supporting Commentary

Eight deliberate non-domestic property fires were recorded during Q2, compared with the quarterly reference level of six. The relatively small numbers mean individual incidents can materially affect the reported result, and the quarterly total should be considered alongside the circumstances and distribution of those fires.

Deliberate fires reduced throughout the quarter, with September recording the lowest monthly total since June. Incidents occurred across a range of premises classifications, including a private garden shed, private garage, public toilets, two multi-storey car parks, two retail premises and another private non-residential building. No fire-related casualties were recorded within the deliberate-fire dataset and there is no clear concentration within one premises category or station ground.

Non-Domestic Property False Alarms – PRT.1.04

The 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.

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

What is good?	Fewer is better
Target	2025/2026 figures

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	62	62	46	65	66	66	71	78	56	66	49	59
	Actual	**53**	**83**	**63**	**56**	**83**	**81**						
	Status	**B**	**R**	**R**	**B**	**R**	**R**						
Cumulative	Target	62	124	170	235	301	367	438	516	572	638	687	746
	Actual	**53**	**136**	**199**	**255**	**338**	**419**						
	Status	**B**	**G**	**A**	**G**	**A**	**A**						

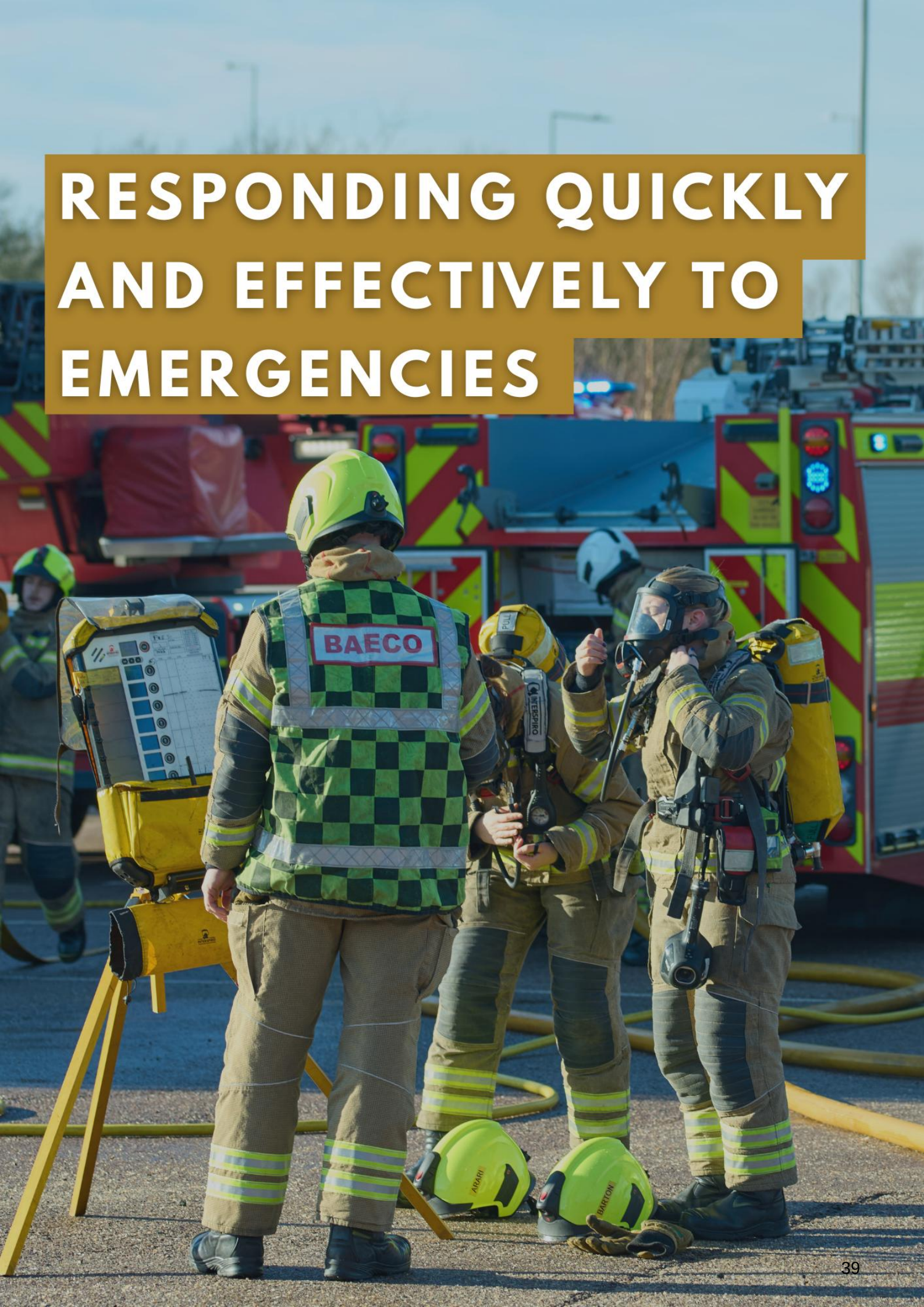
Supporting Commentary

There were 220 non-domestic false alarms during Q2, against a comparative figure of 197 based on the corresponding 2025/26 period. Of the quarterly total, 176 were apparatus-related, accounting for 80% of incidents. The remaining calls comprised 38 good-intent false alarms and six malicious calls. The results indicate increased operational demand, particularly from fire detection and alarm system activations.

Education premises accounted for 60 incidents and residential homes for 69, together representing approximately 59% of Q2 false alarms. In September alone, these sectors accounted for 53 of the 81 calls.

The quarterly increase supports a more focused review of unwanted fire signals, particularly within education and residential care settings. Business Engagement efforts during Q2 included a newsletter issued in July in collaboration with Prevention and Marketing and Communications, in response to UwFS trends in schools and care settings. Monthly incident information informed the selection of these sectors for targeted engagement.

RESPONDING QUICKLY AND EFFECTIVELY TO EMERGENCIES



Average Attendance Time To All Incidents – RSP.1.01

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.

R	=> 10:00
A	> 09:30
G	=< 09:30
B	=< 08:30

What is good?	Quicker is better
Target	Set times

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00
	Actual	**09:10**	**08:56**	**09:12**	**09:58**	**09:58**	**08:56**						
	Status	**G**	**G**	**G**	**A**	**A**	**G**						
Yearly Avg	Target	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00
	Actual	**09:10**	**09:02**	**09:05**	**09:22**	**09:31**	**09:25**						
	Status	**G**	**G**	**G**	**G**	**A**	**G**						

Supporting Commentary

It's pleasing to report our average attendance time still fell within our agreed response standard albeit did see a slight increase.

This is directly related in the increase in demand during both July and August as is described in Total Incidents – RSP.1.07 performance measure in the pack.

This shows an over 20% increase in incidents attended in July and a 33.5% increase in August

Average Attendance Time To Accidental Dwelling Fires – RSP.1.02

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.

R	=> 10:00
A	> 09:30
G	=< 09:30
B	=< 08:30

What is good?	Quicker is better
Target	Set times

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00
	Actual	**09:45**	**07:37**	**07:26**	**07:54**	**07:19**	**08:10**						
	Status	**A**	**B**	**B**	**B**	**B**	**B**						
Yearly Avg	Target	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00	<10:00
	Actual	**09:45**	**08:49**	**08:25**	**08:16**	**08:05**	**08:06**						
	Status	**A**	**G**	**B**	**B**	**B**	**B**						

Supporting Commentary

Despite increased demand, our attendance times to accidental dwelling fires remained well within our response standard. This helps to affirm that our wholetime appliances are in the right locations. Furthermore, it shows that our dynamic resourcing decisions over the summer in terms of prioritising specialist appliances, didn't have a major impact on our attendance times to accidental dwelling fires.

Availability - Wholetime –RSP.1.03

The availability of BFRS wholetime pumps (fire engines) 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.

B	99% - 100%
G	98% - 98.99%
A	96% - 97.99%
R	< 96%

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	Actual	**98.5%**	**97.6%**	**96.5%**	**95.7%**	**95.3%**	**95.3%**						
	Status	**G**	**A**	**A**	**R**	**R**	**R**						
Yearly Avg	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	Actual	**98.5%**	**98.1%**	**97.5%**	**97.1%**	**96.7%**	**96.5%**						
	Status	**G**	**G**	**A**	**A**	**A**	**A**						

Supporting Commentary

During the summer pressures (July to September), we made informed dynamic decisions to prioritise the availability of specialist appliances, accepting the impact on the availability of our wholetime pumps.

Despite choosing to prioritise specialist appliance availability, wholetime pump numbers never dropped below eleven.

A summer pressure review is underway, and this will surface any learns and recommendations to support the service in its preparedness for future extreme periods of weather.

Bank Shifts – RSP.1.04

The number of banks shift utilised per month.

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

What is good?	Fewer is better
Target	2025/2026 Figures

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	191	254	193	294	379	300	212	213	225	7	27	83
	Actual	**149**	**169**	**221**	**180**	**215**	**238**						
	Status	**B**	**B**	**R**	**B**	**B**	**B**						
Cumulative	Target	191	445	638	932	1311	1611	1823	2036	2261	2268	2295	2378
	Actual	**149**	**318**	**539**	**719**	**934**	**1172**						
	Status	**B**	**B**	**B**	**B**	**B**	**B**						

Supporting Commentary

Overall, we have seen a positive reduction in the use of Bank Shifts and this was through a period of high demand due to summer pressures. This is also impacted through an increase in staff taking leave through this period.

We recognise this is positive on one hand, but equally we acknowledge that this is in part because people didn't take up bank shifts to get us to 12 immediate response appliances in some cases.

It has to be recognised this may be down to our staff were worked incredibly hard over the summer period and required deserved rest periods.

Again, the summer pressures review should surface that link between resourcing and staff welfare requirements.

Availability On-Call – RSP.1.05

The availability of BFRS On-Call pumps (fire engines) 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.

B	=> 50%
G	=> 35%
A	=> 25%
R	< 25%

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
	Actual	**31.6%**	**30.5%**	**32.2%**	**31.5%**	**25.6%**	**27.3%**						
	Status	**A**	**A**	**A**	**A**	**A**	**A**						
Yearly Avg	Target	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
	Actual	**31.6%**	**31.1%**	**31.4%**	**31.5%**	**30.3%**	**29.8%**						
	Status	**A**	**A**	**A**	**A**	**A**	**A**						

Supporting Commentary

Q2 performance indicates an improving underlying position in On-Call operational availability compared with the same period in 2025, although month to month performance remained variable.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2026/2027 (12)	31.6%	30.5%	32.2%	31.5%	25.6%	27.3%						
2025/2026 (adjusted for 2026/2027 - 12)	27.2%	25.8%	23.5%	22.3%	15.4%	23.3%	24.1%	16.4%	14.8%	41.2%	40.5%	34.7%

Availability declined in August, reaching its lowest level of the 2026/27 financial year. High levels of annual leave across the service were identified as a significant contributing factor.

The Service remains committed to improving it’s On-Call availability through the On-Call Improvement Programme (OCIP).

Performance also continues to be reviewed regularly with station commanders through resourcing meetings, providing ongoing oversight and an opportunity to address emerging pressures.

Availability On-Call – Immediately Available – RSP.1.06

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.

B	> 33%
G	=> 20%
A	< 20%
R	< 10%

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
	Actual	**17.3%**	**16.8%**	**18.1%**	**17.2%**	**15.2%**	**15.7%**						
	Status	**A**	**A**	**A**	**A**	**A**	**A**						
Yearly Avg	Target	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
	Actual	**17.3%**	**17.1%**	**17.4%**	**17.4%**	**16.9%**	**16.7%**						
	Status	**A**	**A**	**A**	**A**	**A**	**A**						

Supporting Commentary

Overall, Q2 performance was below target and vulnerable to seasonal resourcing pressures, annual leave, and dual contracted staff.

Although the target was not achieved, On-Call availability still saw a marked improvement in first line availability compared with the same periods in 2025.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2026/2027 (12)	17.3%	16.8%	18.1%	17.2%	15.2%	15.7%						
2025/2026 (adjusted for 2026/2027 - 12)	16.9%	15.8%	14.4%	12.6%	8.7%	12.9%	13.3%	10.9%	8.5%	25.3%	22.8%	19.9%

Availability is expected to remain variable while OCIP objectives are realised, assured and embedded. Continued scrutiny through regular resourcing meetings with station commanders will be important to maintain progress and improve performance against the Service's target.

The Service remains committed to improving it's On-Call availability through the On-Call Improvement Programme (OCIP).

Total Incidents – RSP.1.07

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

R	> 10.0% of target
A	> 2.5% of target
G	Within 2.5% of target
B	< 2.49% of target

What is good?	Monitor Only
Target	Five year average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	565	567	601	671	648	613	601	581	548	570	480	514
	Actual	**542**	**680**	**580**	**806**	**865**	**639**						
	Status	**B**	**R**	**B**	**R**	**R**	**A**						
Cumulative	Target	565	1132	1733	2404	3052	3665	4266	4846	5394	5964	6445	6959
	Actual	**542**	**1222**	**1802**	**2608**	**3473**	**4112**						
	Status	**B**	**A**	**A**	**A**	**R**	**R**						

Supporting Commentary

This shows an over 20 per cent increase in incidents attended in July and a 33.5 per cent increase in August.

It's pleasing to report that although the demand significantly increased, the service continued to meet its attendance standards.

During the quarter, it is reported that the service attended 912 fires, which constitutes to a 48.3 per cent increase based on comparisons with the average for the same period in the preceding five years.

This increase in demand was also seen across the sector both locally and nationally and additional pressures placed on control rooms.

OTB Mobilisations into BFRS Grounds – RSP.1.08

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

R	=> 20% of target
A	=> 10% of target
G	Within 10% of target
B	< 10% of target

What is good?	Fewer is better
Target	Five year average

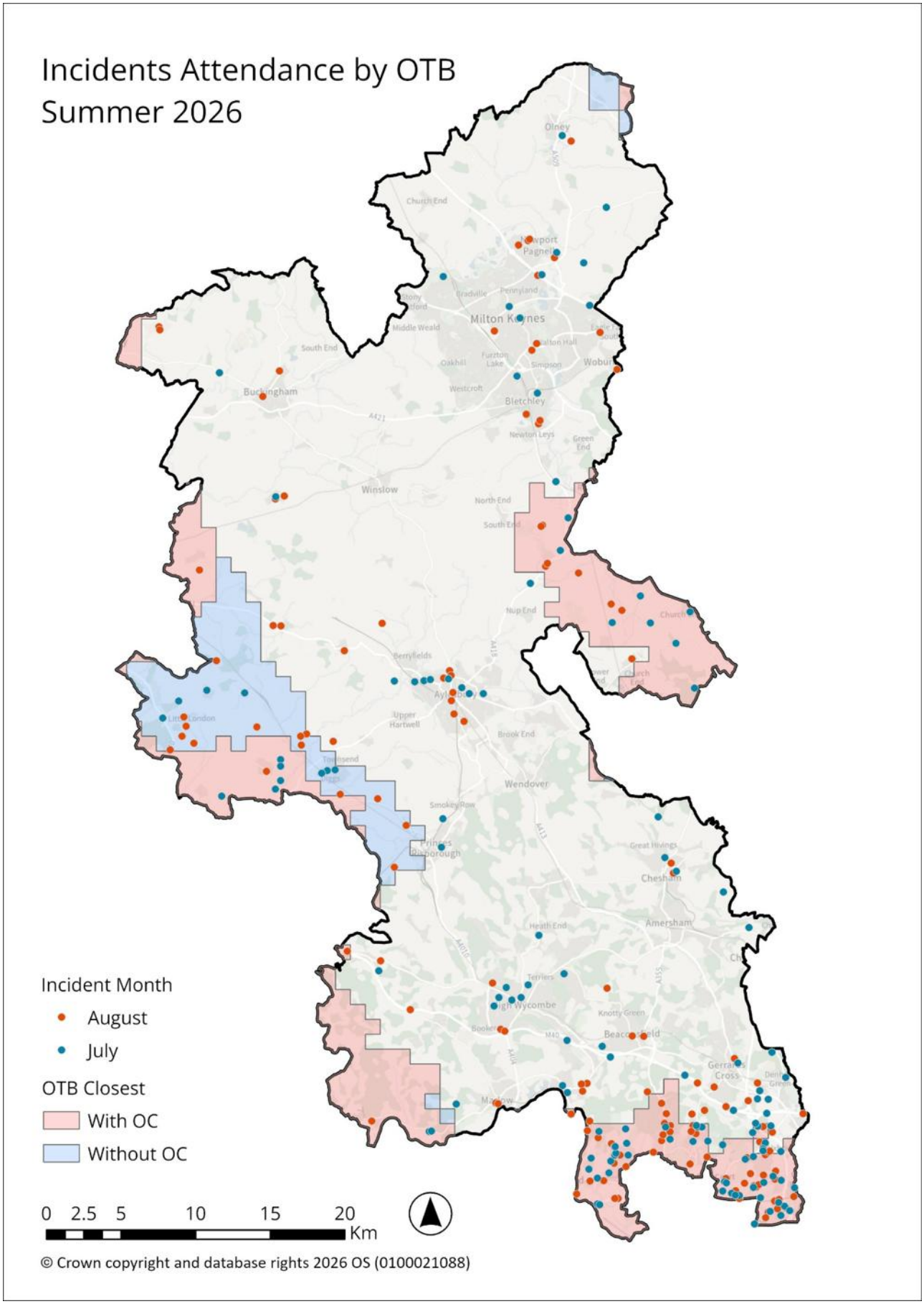
		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	145	145	170	254	220	163	146	154	162	132	116	124
	Actual	**144**	**136**	**153**	**339**	**353**	**162**						
	Status	**G**	**G**	**B**	**R**	**R**	**G**						
Cumulative	Target	145	290	460	714	935	1098	1244	1397	1559	1691	1807	1931
	Actual	**144**	**280**	**433**	**772**	**1125**	**1287**						
	Status	**G**	**G**	**G**	**G**	**R**	**A**						

Supporting Commentary

During both July and August we saw an increase in the number of mobilisations into BFRS grounds. This is to be expected through our mutual aid arrangements and our mobilising principles of 'quickest is quickest' in the Thames Valley.

This also has a direct correlation with the increase in demand in these months, as well as the incident types that may require a higher number of appliances in one location.

As detailed in the next measure, there was a greater increase in OTB mobilisations out of BFRS grounds in comparison with those coming into BFRS grounds.


Incidents Attendance by OTB
Summer 2026
Incident Month
August
July
OTB Closest
With OC
Without OC
0 2.5 5 10 15 20
Km
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OTB Mobilisations out of BFRS Grounds – RSP.1.09

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

R	=> 20% of target
A	=> 10% of target
G	Within 10% of target
B	< 10% of target

What is good?	Fewer is better
Target	Five year average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	45	57	53	64	59	46	53	41	37	42	35	44
	Actual	**60**	**84**	**77**	**149**	**144**	**49**						
	Status	**R**	**R**	**R**	**R**	**R**	**G**						
Cumulative	Target	45	102	155	219	278	324	378	418	455	497	532	576
	Actual	**60**	**144**	**221**	**370**	**514**	**563**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

As with the number of over the border appliances coming into BFRS grounds, there was an increase in the number of mobilisations out of BFRS grounds. A breakdown of these mobilisations can be seen below;

Service	Mobilisations
Berkshire	131
Oxfordshire	72
Bedfordshire	58
Northamptonshire	51
Hertfordshire	19
London	11
Total	342

Specialist Appliances	Mobilisations
Aerial - West Ashland	10
Aerial - High Wycombe	10
Water Carrier - Princes Risborough	10
Command Unit - Aylesbury	6
Rual Firefighting Vehicle - West Ashland 1	5
Water Carrier - Broughton	4
Rual Firefighting Vehicle - Buckingham	4
Rual Firefighting Vehicle - Chesham	4
Rual Firefighting Vehicle - West Ashland 2	1
USAR - Aylesbury	1
USAR - Aylesbury	1
USAR - Aylesbury	1
Water Rescue Unit - Beaconsfield	1

Pumps	Mobilisations
Gerrards Cross - Wholetime	54
Beaconsfield - Wholetime	39
Broughton - Wholetime	32
West Ashland 1 - Wholetime	27
High Wycombe 1 - Wholetime	27
Buckingham - Wholetime	20
High Wycombe 2 - Wholetime	18
Aylesbury 1 - Wholetime	16
Newport Pagnell - Wholetime	12
Amersham - Wholetime	11
Olney - On-Call	6
West Ashland 2 - Wholetime	5
Marlow - On-Call	5
Aylesbury 2 - Wholetime	3
Winslow - On-Call	3
Brill - On-Call	2
Princes Risborough - On-Call	2
Broughton - On-Call	1
Aylesbury - On-Call	1



AN INCLUSIVE, HEALTHY AND ENGAGED WORKFORCE

Actual vs Establishment - Wholetime – PPL.1.01

The total number of people in Wholetime roles v's budgeted establishment as at the last day of the month.

B	Within 0% of target
G	Within 3.5% of target
A	Within 5.0% of target
R	Outside 5.0% of target

What is good?	Closer to target
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	301	301	301	301	301	301	301	301	301	301	301	301
	Actual	**312**	**310**	**310**	**310**	**310**	**309**						
	Status	**A**	**G**	**G**	**G**	**G**	**G**						
Yearly Avg	Target	301	301	301	301	301	301	301	301	301	301	301	301
	Actual	**312**	**311**	**311**	**311**	**310**	**310**						
	Status	**A**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, the Wholetime establishment remained broadly stable, with establishment levels reducing marginally from 310 FTE in July and August to 309 FTE in September. Throughout the quarter, staffing levels were closely monitored to ensure the Service maintained operational resilience and sufficient capacity to meet service demands.

Staff turnover remained low throughout the quarter, supporting workforce resilience and continuity. The projected monthly Wholetime leaver rate was 0 for July and August, increasing marginally to 0.3 in September following the departure of one firefighter, which reduced firefighter establishment from 180 to 179. This remains within expected workforce planning assumptions and provides continued assurance that the Service is maintaining a stable workforce.

Significant progress was made in strengthening the future operational workforce pipeline during the quarter. Recruitment activity remained a key focus, three transferees were appointed and three wholetime apprentice candidates progressed through pre-employment checks in preparation for joining the Service.

Overall, Quarter 2 demonstrated a stable operational workforce position, supported by proactive workforce planning, targeted recruitment activity and effective management of establishment levels. Continued monitoring of vacancies, retirements, turnover and recruitment pipelines will remain essential to maintaining operational resilience and ensuring that the Service is well-positioned to meet future workforce requirements.

Actual vs Establishment – On-Call – PPL.1.02

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

B	Within 5% of target
G	Within 10% of target
A	Within 15% of target
R	Outside 15% of target

What is good?	Closer to target
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	96	96	96	96	96	96	96	96	96	96	96	96
	Actual	**59.3**	**59.8**	**59.9**	**60.3**	**60.2**	**59.7**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						
Yearly Avg	Target	96	96	96	96	96	96	96	96	96	96	96	96
	Actual	**59.3**	**59.5**	**59.6**	**59.8**	**59.9**	**59.8**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

During Quarter 2, the On-Call establishment remained broadly stable, with Full-Time Equivalent (FTE) capacity reducing modestly from 60.33 in July to 59.67 in September. This movement reflects normal changes in contracted availability within a flexible workforce model, rather than a direct equivalent reduction in employee headcount. The budgeted establishment of 96 FTE represents the total level of contracted cover required and may be delivered by multiple individuals working different availability patterns.

Workforce capacity was strengthened during July by three Wholetime employees taking on additional On-Call duties and by an increase in one employee's contracted hours. These gains were offset over the remainder of the quarter by reductions in availability and by two employees ceasing their On-Call commitments while remaining in substantive Wholetime roles. Overall, the quarter-end position represents a limited net reduction in available capacity. The Service will continue to monitor establishment, contracted availability and operational cover to inform targeted recruitment and retention activity and maintain a resilient On-Call provision.

Throughout the quarter, work continued to improve the accuracy and effectiveness of On-Call workforce data and planning arrangements. This activity supports the development of accurate workforce intelligence and enhanced establishment reporting.

Actual vs Establishment - Support – PPL.1.03

The total number of people in Support roles v's budgeted establishment as at the last day of the month (FTE).

B	Within 0% of target
G	Within 7.5% of target
A	Within 10% of target
R	Outside 10% of target

What is good?	Closer to target
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1
	Actual	**129.1**	**130.1**	**131.1**	**129.1**	**127.3**	**128.0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Yearly Avg	Target	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1	137.1
	Actual	**129.1**	**129.6**	**130.1**	**129.9**	**129.4**	**129.1**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, the Support establishment target remained at 137.11 FTE. Actual establishment was 129.13 FTE in July, reducing to 127.31 FTE in August before increasing slightly to 127.98 FTE in September. The establishment therefore remained below target throughout the quarter, reflecting the combined impact of recruitment activity, employee turnover and planned workforce movement across support functions.

The quarter-end variance of 9.13 FTE against the establishment target will continue to be monitored through workforce planning arrangements. Recruitment activity and the strategic deployment of existing capacity will remain focused on maintaining resilience in priority support functions and ensuring that resources are aligned with service requirements.

Across the quarter, the Support workforce experienced a degree of expected employee movement, including recruitment activity, internal restructures, role changes and employee departures. Despite the actual establishment remaining below target, staffing levels have remained stable to support service delivery, with ongoing workforce planning activity focused on managing vacancies and maintaining operational effectiveness.

Staff Turnover – PPL.1.04

The percentage of employees who leave the Service, expressed as a percentage of the total workforce.

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

What is good?	Less is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%
	Actual	**0.8%**	**0.6%**	**0.2%**	**0.4%**	**0.8%**	**0.4%**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Cumulative	Target	<1%	<2%	<3%	<4%	<5%	<6%	<7%	<8%	<9%	<10%	<11%	<12%
	Actual	**0.8%**	**1.4%**	**1.6%**	**2.0%**	**2.8%**	**3.2%**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Quarter 2, the organisation recorded a total of eight employee leavers. The majority of departures occurred within the Support workforce (seven employees), with one Operational Firefighter leaving the Service during the period.

The reasons for leaving were varied and included four resignations, one redundancy, one retirement, one dismissal, and one employee who was unable to fulfil the requirements of their contract. Whilst August experienced a higher level of turnover than the other months, overall employee turnover remained relatively low and within manageable levels.

The turnover profile indicates that workforce movement during the quarter was largely driven by individual circumstances rather than any emerging trend of workforce instability. The limited number of operational leavers also supports continued resilience within frontline service delivery.

Overall, workforce stability remains positive across the Service. Turnover trends will continue to be monitored closely to support effective workforce planning, identify any developing resourcing pressures, and ensure appropriate staffing levels are maintained across both Operational and Support functions. This proactive approach will help the Service maintain organisational resilience while supporting future recruitment and retention activity where required.

Maintenance of Operational Competence – PPL.1.05

The progress against maintenance of operational competencies by:
- Wholetime firefighters and supervisory managers
- On-Call firefighters and supervisory managers

Where a firefighter has dual roles, only their primary role is counted.

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

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Wholetime	Target	12%	24%	36%	36%	48%	60%	60%	72%	84%	84%	96%	96%
	Actual	**33.8%**	**42.8%**	**56.5%**	**65.0%**	**71.0%**	**75.0%**						
	Status	**B**	**B**	**B**	**B**	**B**	**B**						
On-Call	Target	12%	24%	36%	36%	48%	60%	60%	72%	84%	84%	96%	96%
	Actual	**18.7%**	**23.7%**	**31.8%**	**40%**	**44.3%**	**48.0%**						
	Status	**B**	**G**	**A**	**B**	**G**	**A**						

Supporting Commentary

Wholetime MOC performance improved steadily throughout the quarter, increasing from July to September and finishing at 75%, exceeding the Service target of 60%. Overall performance demonstrates strong engagement with the maintenance of operational competence and reflects continued progress across the Wholetime workforce. Whilst the target has been achieved, some specialist and less frequently exercised operational competencies are behind the strongest-performing subjects and should remain a focus during the next quarter to ensure competence levels are maintained consistently across all operational requirements.

On-Call MOC performance also improved during the quarter but concluded at 48.0%, remaining 12.0% below the Service target of 60%. Although there is evidence of positive progress, performance continues to be inconsistent across stations and operational competencies, resulting in overall compliance remaining below the required level. Continued management focus, targeted training activity and support for lower-performing stations will be required throughout the next quarter to increase completion rates and move the On-Call workforce closer to achieving the Service target.

Mandatory E-Learning – PPL.1.06

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.

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

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Wholetime	Target	11%	22%	33%	44%	55%	66%	77%	88%	95%	95%	95%	95%
	Actual	**20%**	**34%**	**49%**	**62%**	**67%**	**68%**						
	Status	**B**	**B**	**B**	**B**	**B**	**G**						
On-Call	Target	11%	22%	33%	44%	55%	66%	77%	88%	95%	95%	95%	95%
	Actual	**20%**	**34%**	**43%**	**65%**	**73%**	**70%**						
	Status	**B**	**B**	**B**	**B**	**B**	**G**						
Support	Target	11%	22%	33%	44%	55%	66%	77%	88%	95%	95%	95%	95%
	Actual	**17%**	**28%**	**45%**	**52%**	**54%**	**67%**						
	Status	**B**	**B**	**B**	**B**	**G**	**G**						

Supporting Commentary

During Quarter 2, the focus of staff mandatory e-learning within Heat shifted from Equality, Diversity and Inclusion (ED&I) to Health and Safety.

Throughout the quarter, completion rates increased steadily from 62% to 68%, maintaining performance above the KPI target. This improvement was supported by regular management reporting, which highlighted areas requiring attention and enabled managers to target staff who had outstanding mandatory e-learning modules.

During Quarter 2, a new mandatory e-learning package, Prevent, was introduced. While this increased the total number of modules required and had an impact on the overall completion rate, performance remained above target.

Managers continue to be encouraged to promote completion of mandatory training and to utilise the team completion reports available within Heat to monitor progress.

During Quarter 3, the focus will shift to Data Protection and Prevent training. Quarter 4 will then provide an opportunity for employees to complete any remaining outstanding mandatory e-learning modules, supporting achievement of full compliance across all packages.

Appraisal and Objectives Completion – PPL.1.07

The percentage of all staff that have received their:

- 2025/2026 end of year review (appraisal).
- 2026/2027 objectives
- 2026/2027 half year review

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

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Appraisal	Target	30%	60%	90%	95%	95%	95%	-	-	-	-	-	-
	Actual	**68%**	**80%**	**83%**	**89%**	**91%**	**96%**	**-**	**-**	**-**	**-**	**-**	**-**
	Status	**B**	**B**	**A**	**A**	**A**	**G**	**-**	**-**	**-**	**-**	**-**	**-**
Objectives	Target	30%	60%	90%	95%	95%	95%	-	-	-	-	-	-
	Actual	**20%**	**54%**	**66%**	**80%**	**85%**	**96%**	**-**	**-**	**-**	**-**	**-**	**-**
	Status	**A**	**A**	**R**	**R**	**A**	**G**	**-**	**-**	**-**	**-**	**-**	**-**
Review	Target	-	-	-	-	-	-	25%	50%	75%	80%	80%	80%
	Actual	**-**	**-**	**-**	**-**	**-**	**-**						
	Status	**-**	**-**	**-**	**-**	**-**	**-**						

Supporting Commentary

During Quarter 2, the focus was on encouraging all managers to complete and submit outstanding end of year and objective setting appraisals in preparation for the launch of the half year appraisal process in September.

Through regular reporting and targeted follow-up activity, we successfully achieved and exceeded the KPI targets of 95% for end of year appraisals and 25% for objective-setting appraisals, representing a significant achievement.

Attention has now shifted to supporting managers to arrange and complete half-year appraisals for their teams. This process is particularly important as appraisal completion may have an impact on employees' pay progression and awards from July next year.

Regular reporting continues to be provided to managers, enabling them to monitor appraisal completion across their teams. We also continue to offer support and training through Thrive and one-to-one sessions, helping managers to conduct meaningful development conversations and manage performance with confidence.

Absence Rate – Wholetime Staff – PPL.1.08

The average number of shifts lost per wholetime firefighter due to sickness vs the average of the national average of the previous three years.

This covers short and long-term sickness.

R	> 20% of target
A	> 10% of target
G	= 10% of target or less
B	< 20% of target

What is good?	Less is better
Target	National Average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	0.84	0.84	0.84	0.95	0.95	0.95						
	Actual	**1.54**	**1.14**	**1.19**	**0.94**	**0.75**	**1.05**						
	Status	**R**	**R**	**R**	**G**	**B**	**A**						
Cumulative	Target	0.84	1.68	2.52	3.47	4.42	5.37						
	Actual	**1.54**	**2.67**	**3.86**	**4.80**	**5.55**	**6.60**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

The Wholetime absence rate is 1.05 against a target of 0.95, placing the measure in the amber performance band. Performance has fluctuated during the quarter, moving from green to blue and then amber, reflecting changes in the balance between long-term cases and shorter, more frequent absences.

Q2 working days lost reduced by 23.9% compared with Q1, driven by a 50% reduction in long-term sickness days. However, short-term days and episodes increased, with 102 short-term episodes recorded during Q2. The main themes were musculoskeletal conditions, mental health, gastrointestinal illness and respiratory or ENT-related absence.

The overall Wholetime position shows progress in reducing the duration and impact of long-term absence, but the increase in short-term frequency requires further attention. The Q2 focus will therefore be a detailed review of repeat episodes, common reasons, station patterns and seasonal factors. Middle Manager attendance reviews will continue, supported by return-to-work discussions, timely Occupational Health referrals and earlier consideration of alternative duties, modified duties and phased returns.

Absence Rate – On-Call Staff – PPL.1.09

The average number of calendar days lost per On-Call firefighter due to sickness vs the average of the national average of the previous three years.

This covers short and long-term sickness.

R	> 20% of target
A	> 10% of target
G	= 10% of target or less
B	< 20% of target

What is good?	Less is better
Target	National Average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	1.18	1.18	1.18	1.36	1.36	1.36						
	Actual	**1.06**	**1.21**	**1.79**	**1.40**	**1.25**	**1.11**						
	Status	**G**	**G**	**R**	**G**	**G**	**G**						
Cumulative	Target	1.18	2.36	3.54	4.90	6.26	7.62						
	Actual	**1.06**	**2.27**	**4.06**	**5.46**	**6.71**	**7.82**						
	Status	**G**	**G**	**A**	**A**	**G**	**G**						

Supporting Commentary

The On-Call absence rate is 1.11 against a target of 1.36, placing the measure in the green performance band. This represents a positive position, with the average level of absence remaining below the national benchmark.

Q2 working days lost reduced by 13.2% compared with Q1, while the number of episodes remained broadly stable. Musculoskeletal and mental-health-related absence, including stress, remain the principal themes, and the overall position continues to be influenced by a small number of prolonged cases.

The On-Call position is positive and the focus will be on maintaining this performance while continuing active oversight of individual long-term cases. Further review will focus on stress-related absence, prolonged musculoskeletal cases and identified station hotspots. Occupational Health advice, welfare support, phased returns and alternative or modified duties will continue to be considered where appropriate. Where employees hold both Wholetime and On-Call contracts, the impact on each contract will continue to be recorded and monitored.

Absence Rate – Support Staff – PPL.1.10

The average number of shifts lost per support staff employee due to sickness vs the average of the national average of the previous three years.

This covers short and long-term sickness.

R	> 20% of target
A	> 10% of target
G	= 10% of target or less
B	< 20% of target

What is good?	Less is better
Target	National Average

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	0.74	0.74	0.74	0.77	0.77	0.77						
	Actual	**1.12**	**1.36**	**1.29**	**0.80**	**1.04**	**1.11**						
	Status	**R**	**R**	**R**	**G**	**R**	**R**						
Cumulative	Target	0.74	1.48	2.22	2.99	3.76	4.53						
	Actual	**1.12**	**2.48**	**3.77**	**4.57**	**5.61**	**6.72**						
	Status	**R**	**R**	**R**	**R**	**R**	**R**						

Supporting Commentary

The Support Staff absence rate is 1.11 against a target of 0.77, placing the measure in the red performance band. The rate is influenced by a relatively small number of longer-term cases, which have a proportionately greater effect because of the smaller workforce.

Despite the current rate, Q2 working days lost reduced by 19.4% compared with Q1 and the number of episodes reduced from 50 to 46. Long-term days also reduced by 28.6%. Musculoskeletal conditions were the largest identifiable theme, while the remaining position was influenced by individual physical-health cases across a range of absence reasons.

The immediate focus will be a detailed review of prolonged cases, repeat episodes and the Support Staff departments recording the highest levels of working days lost. Management reviews will be undertaken with the relevant department leads to confirm that return-to-work discussions have been completed, attendance triggers have been acted upon and appropriate case-management action is in place. Occupational Health advice, workplace adjustments, phased returns, alternative duties and welfare support will be considered at the earliest appropriate opportunity. Benenden Health will also be promoted to support quicker access to diagnostics, GP advice and physiotherapy. Progress will be monitored closely through the Attendance Management Improvement Plan.

Grievances – PPL.1.11

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.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2
	Actual	**0**	**0**	**1**	**1**	**1**	**0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Cumulative	Target	<2	<4	<6	<8	<10	<12	<14	<16	<18	<20	<22	<24
	Actual	**0**	**0**	**1**	**2**	**3**	**3**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

Throughout Quarter 2, two new grievance cases were opened, both categorised as Internal Process.

The first case remained open for 44 days before being closed, with the outcome resulting in identified process improvements. The second case remains open and has been ongoing for 57 days.

The case opened during Quarter 1 also remains open and has now been ongoing for 107 days. All other cases from this reporting period have been closed.

The average time taken to close grievance cases year to date is 44 days.

Due to the low volume of cases, no specific trends have been identified. We remain committed to addressing concerns promptly and at the most appropriate level. All grievances are managed with transparency, fairness and respect, and the number of grievances raised demonstrates employees' confidence in the process.

Where a concern involves an employee, it is managed fairly and proportionately. We ensure that each matter is addressed through the appropriate procedures, with suitable resources allocated to support a thorough investigation and appropriate support provided to all parties involved. Our aim is to resolve concerns as efficiently as possible and within a reasonable timeframe.

Disciplinaries – PPL.1.12

The number of new disciplinaries recorded each month.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2
	Actual	**0**	**0**	**0**	**1**	**0**	**0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Cumulative	Target	<2	<4	<6	<8	<10	<12	<14	<16	<18	<20	<22	<24
	Actual	**0**	**0**	**0**	**1**	**1**	**1**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

Throughout Quarter 2, one new disciplinary case was opened, which was categorised as Misconduct.

This case remained open for 71 days before being concluded and closed.

We remain committed to addressing concerns promptly and at the most appropriate level. All disciplinary cases are managed with transparency, fairness and respect.

Where a concern involves an employee, it is handled fairly and proportionately. We ensure that each matter is addressed through the appropriate procedures, with suitable resources allocated to support a thorough investigation and appropriate support provided to all parties involved. Our aim is to resolve matters as efficiently as possible and within a reasonable timeframe.

Independent Reporting Line Calls – PPL.1.13

The number of independent reporting line calls received each month.

R	
A	
G	
B	

What is good?	Monitor
Target	N/A

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	Actual	**0**	**3**	**4**	**1**	**4**	**2**						
	Status	-	-	-	-	-	-	-	-	-	-	-	-
Cumulative	Target	-	-	-	-	-	-	-	-	-	-	-	-
	Actual	**0**	**3**	**7**	**8**	**12**	**16**						
	Status	-	-	-	-	-	-	-	-	-	-	-	-

Supporting Commentary

Throughout Quarter 2, seven new Safecall cases were opened and categorised as follows:

- Inappropriate Conduct (4)
- Inappropriate Conduct and Behaviour (2)
- Unfair Treatment (1)
- Discipline / Work Performance (1)

Of the seven cases opened during the quarter, three remain open and have been ongoing for an average of 22 days. Of the seven cases opened during Quarter 1, two remain open and have been ongoing for an average of 108 days.

The concerns raised originate from a range of staff groups across the Service and are being managed through the assessment panel process, with investigations progressing as appropriate. Due to the variety and low volume of cases, no clear patterns or trends have been identified.

It is positive to see that employees continue to feel confident in raising concerns through the Safecall platform. The Service remains committed to ensuring that all reports are assessed thoroughly, managed fairly, and investigated in line with established procedures.

Compliments – PPL.1.14

The number of compliments received each month.

B	> 5 per month
G	=> 0 per month
A	
R	

What is good?	More is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	-	-	-	-	-	-	-	-	-	-
	Actual	**4**	**6**	**14**	**14**	**12**	**14**						
	Status	**G**	**B**	**B**	**B**	**B**	**B**						
Cumulativ	Target	-	-	-	-	-	-	-	-	-	-	-	-
	Actual	**4**	**10**	**24**	**38**	**50**	**64**						
	Status	**G**	**G**	**B**	**B**	**B**	**B**						

Supporting Commentary

During Q2 2026, Buckinghamshire Fire & Rescue Service received 40 compliments from members of the public and partner organisations.

The majority (40%) related to operational incident response. 20% recognised Home Fire Safety Visits and 10% related to community engagement activities. 20% fell within a miscellaneous category including partnership working, inspections, recruitment and ceremonial activities. 10% recognised educational, public engagement and awareness activities.

Feedback received throughout the quarter consistently highlighted the professionalism, compassion, expertise and community focus demonstrated by staff across a wide range of activities.

One particularly noteworthy compliment was received following a significant fire at a sheltered housing scheme. The organisation responsible for the premises praised attending crews for their rapid response, successful rescue of an unconscious resident, professionalism and effective incident management. They highlighted the speed of attendance, the quality of the rescue operation and the minimal damage caused during firefighting activities, describing the crews' actions as "commendable".

Complaints – PPL.1.15

The number of complaints received each month. This does not identify if the complaints were upheld.

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

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2	<2
	Actual	**0**	**0**	**2**	**2**	**1**	**1**						
	Status	**G**	**G**	**A**	**A**	**G**	**G**						
Cumulative	Target	<2	<3	<4	<5	<6	<7	<8	<9	<10	<11	<12	<13
	Actual	**0**	**0**	**2**	**4**	**5**	**6**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

During Q2 2026, a total of four complaints were received during the reporting period.

Two complaints related to staff conduct and concerned the actions and behaviour of Service personnel. Both matters were reviewed in accordance with the Service's complaints procedure, with appropriate enquiries undertaken to establish the circumstances and determine whether the standards of conduct expected by the Service had been met.

One complaint related to the operation of a Service vehicle. The complainant raised concerns regarding the use of audible warning equipment within a densely populated residential area during a late evening period, citing the potential disturbance caused to residents. The matter was reviewed and assessed in line with relevant operational policies and procedures.

One complaint concerned community engagement activities associated with a Service Open Day. The complainant expressed dissatisfaction with the planning and provision of parking arrangements for visitors attending the event. The concerns raised were reviewed by the relevant department and considered as part of the event evaluation process.

All four complaints were formally recorded and managed in accordance with the Service's complaints process. Of the four complaints received, two were upheld following investigation, and detailed responses were issued to the complainants outlining the findings and any actions taken as a result.

Injury Rate – PPL.1.16

The injury rate shows the number of people injured over a month, based on a group of 1,000 employees or workers.

R	=> 10 per month
A	< 10 per month
G	< 8 per month
B	< 5 per month

What is good?	Less is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8
	Actual	**3.8**	**3.8**	**1.9**	**11.5**	**9.6**	**5.8**						
	Status	**B**	**B**	**B**	**R**	**A**	**G**						
YTD Avg	Target	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8	<8
	Actual	**3.8**	**3.8**	**3.2**	**5.3**	**6.1**	**6.1**						
	Status	**B**	**B**	**B**	**G**	**G**	**G**						

Supporting Commentary

Injury rates increased during Q2, primarily due to slips, trips and falls and manual handling incidents.

Following a peak in July, performance improved throughout the quarter and returned below target in September. All incidents are investigated at the appropriate level, with trends monitored through the Service's health and safety governance arrangements to identify learning and reduce the likelihood of recurrence.

Detail of injuries can be found under measures such as PPL.1.17 - Workplace Injuries.

Workplace Injuries – PPL.1.17

The number of workplace injuries reported across the Service. This includes operational staff, support staff, agency and visitors.

R	=> 6 per month
A	< 6 per month
G	=< 2 per month
B	0 per month

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3	<3
	Actual	**2**	**2**	**1**	**6**	**6**	**3**						
	Status	**G**	**G**	**G**	**R**	**R**	**A**						
Cumulative	Target	<3	<5	<7	<9	<11	<13	<15	<17	<19	<21	<23	<25
	Actual	**2**	**4**	**5**	**11**	**17**	**20**						
	Status	**G**	**G**	**G**	**A**	**A**	**A**						

Supporting Commentary

During the quarter, 15 workplace injuries were recorded, of which 10 were classified as minor and 5 as moderate. The moderate injuries arose from a range of operational, training and workplace activities and included slips, trips, manual handling-related incidents, environmental factors and ill health.

Each event has been reviewed through the Service's established health and safety processes to identify learning opportunities and, where appropriate, implement measures to further reduce risk. No significant trends or systemic issues have been identified; however, the Service will continue to monitor incident data and promote safe systems of work, effective supervision and risk-aware behaviours across all activities.

RIDDOR Reportable Incidents – PPL.1.18

The number of incidents that required reporting to the HSE under RIDDOR 2013.

R	> 2 per month
A	=< 2 per month
G	=< 0.5 per month
B	

What is good?	fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1	<1
	Actual	**0**	**0**	**1**	**0**	**0**	**1**						
	Status	**G**	**G**	**A**	**G**	**G**	**A**						
Cumulative	Target	<1	<2	<2	<3	<3	<4	<4	<5	<5	<6	<6	<7
	Actual	**0**	**0**	**1**	**1**	**1**	**2**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

One RIDDOR report was submitted in Q2. The incident became RIDDOR reportable as the injured person was unable to undertake their normal work duties for more than seven consecutive days as a result of the injury.

The RIDDOR incident involved a firefighter who slipped down a single step while carrying out operational duties at an incident, resulting in an injury to the knee.

An investigation is ongoing to establish the circumstances and identify any learning opportunities.

Near Miss Events Recorded – PPL.1.19

Number of near miss events recorded across the Service where a safety event occurs, but no personal injury, damage or financial loss results.

R	=> 10 per month
A	= 0 or => 5 per month
G	Between 1 and 5 per month
B	

What is good?	Closer to target
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5	<5
	Actual	**0**	**2**	**3**	**5**	**6**	**3**						
	Status	**A**	**G**	**G**	**G**	**A**	**G**						
Cumulative	Target	<5	<9	<13	<17	<21	<25	<29	<33	<37	<41	<45	<49
	Actual	**0**	**2**	**5**	**10**	**16**	**19**						
	Status	**A**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

Fourteen near-miss events were recorded during the quarter, of which ten were assessed as minor and four as moderate. The moderate events related to occupational health considerations during community safety activity, equipment availability, fleet maintenance processes, and contractor safety management at Service premises. All incidents were reviewed through established reporting and governance arrangements, with appropriate actions taken to address the immediate issues and identify learning opportunities. While the incidents arose from a range of unrelated circumstances, no recurring or systemic concerns have been identified. The Service will continue to monitor trends and strengthen controls where appropriate to support the safety of staff, contractors and service delivery.



MAKING THE MOST OF OUR FINANCES AND ASSETS

Forecast – Outturn (£000's) – Fin.1.01

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.

R	> 2% of target
A	Within 2.0% of target
G	Within 1.0% of target
B	Within 0.5% of target

What is good?	Closer to target
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	43,880	43,880	43,880	43,880						
	Actual	**-**	**-**	**43,555**	**43,770**	**43,764**	**43,701**						
	% Difference	**-**	**-**	**-0.7%**	**-0.2%**	**-0.3%**	**-0.4%**						
	Status	**-**	**-**	**G**	**B**	**B**	**B**						

Supporting Commentary

For more information, please see the detailed Q2 monitoring report within the Fire Authority Pack.

Forecast – Wholetime and On-Call Cost (£000's) – Fin.1.02

The financial measure compares the approved revenue for our wholetime and On-Call operations budget (target) against the forecast revenue outturn position (forecast). Negative % difference indicates an underspend whereas positive % difference indicating an overspend.

R	> 2% of target
A	Within 2.0% of target
G	Within 1.0% of target
B	Within 0.5% of target

What is good?	Closer to target
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Wholetime	Target	-	-	23,654	23,654	23,760	23,760						
	Actual	**-**	**-**	**24,025**	**24,025**	**23,984**	**23,994**						
	% Difference	**-**	**-**	**1.57%**	**1.6%**	**0.9%**	**1.0%**						
	Status	**-**	**-**	**A**	**A**	**G**	**G**						
On-Call	Target	-	-	1,557	1,557	1,572	1,572						
	Actual	**-**	**-**	**1,420**	**1,420**	**1,523**	**1,531**						
	% Difference	**-**	**-**	**-9.65%**	**-8.8%**	**-3.1%**	**-2.6%**						
	Status	**-**	**-**	**R**	**R**	**R**	**R**						

Supporting Commentary

For more information, please see the detailed Q2 monitoring report within the Fire Authority Pack.

Forecast – Capital Spend (£000's) – Fin.1.03

R	> 2% of target
A	Within 2.0% of target
G	Within 1.0% of target
B	Within 0.5% of target

What is good?	Closer to target
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	-	-	10,330	10,330	10,330	10,330						
	Actual	**-**	**-**	**10,330**	**10,330**	**10,330**	**10,300**						
	% Difference	**-**	**-**	**0%**	**0%**	**0%**	**0%**						
	Status	**-**	**-**	**B**	**B**	**B**	**B**						

Supporting Commentary

For more information, please see the detailed Q2 monitoring report within the Fire Authority Pack

Energy Usage – Electricity (000's – Kilowatts per hour) – Fin.1.04

Monthly usage (kWh) of Electricity across the Buckinghamshire Fire & Rescue Estate

R	=> 10% of target
A	> 5% of target
G	Within 5% of target
B	< 5% of target

What is good?	Less is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	120	120	120	120	120	120	120	120	120	120	120	120
	Actual	**125**	**119**	**106**	**154**	**166**	**111**						
	Status	**G**	**G**	**B**	**R**	**R**	**B**						
Cumulative	Target	120	240	360	480	600	720	840	960	1,080	1,200	1,320	1,440
	Actual	**125**	**244**	**350**	**504**	**670**	**781**						
	Status	**G**	**G**	**G**	**G**	**R**	**A**						

Supporting Commentary

Usage since July 2025 has been monitored using smart meters to establish a baseline target. Usage will continue to be monitored closely during the remainder of 2026-27.

Energy Usage – Gas (000's – Kilowatts per hour) – Fin.1.05

Monthly usage (kWh) of Gas across the Buckinghamshire Fire & Rescue Estate

R	=> 10% of target
A	> 5% of target
G	Within 5% of target
B	< 5% of target

What is good?	Less is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	160	120	100	100	100	110	150	220	240	260	220	210
	Actual	**143**	**111**	**74**	**57**	**53**	**59**						
	Status	**B**	**B**	**B**	**B**	**B**	**B**						
Cumulative	Target	160	280	380	480	580	690	840	1,060	1,300	1,560	1,780	1,990
	Actual	**143**	**254**	**328**	**385**	**438**	**497**						
	Status	**B**	**B**	**B**	**B**	**B**	**B**						

Supporting Commentary

Usage since July 2025 has been monitored using smart meters to establish a baseline target. Usage will continue to be monitored closely during the remainder of 2026-27.

Overdue Internal Audits – Fin.1.06

Each year an Internal Audit plan is agreed based on the risks and needs of the service.
The progress and findings are reported to the Overview and Audit committee. This measure shows how many actions are overdue broken down by medium/high rating.

R	> 2
A	2
G	< 2
B	

What is good?	Fewer is better
Target	Set number

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**0**	**1**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						
Cumulative	Target	0	0	0	0	0	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**0**	**0**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

The Service has had one overdue audit action this quarter.

Thew action relates to Core Financial Controls and the 'Separation of Duties in management of the Finance Systems'. The latest update is:

"An automated audit enquiry report has been explored, but it has not managed to capture and summarise the information in a usable format. Alternative methods of reporting are to be investigated. The updated target date will be December 2026"

Audits and their subsequent actions are reported to each Overview and Audit Committee meeting. The last update was taken on the 14th October 2026 and can be found here:

OVERVIEW AND AUDIT COMMITTEE - 14 OCTOBER 2026 - Buckinghamshire Fire & Rescue Service

Projects – Fin.1.07

The service sets out its Annual plan each year to support the delivery of the Community Risk management plan. Annual plan progress is reviewed monthly at the internal Programme Board. This measure shows how many projects the service has on track and the number of project that are Risk to Progress.

R	> 4 off track
A	3-4 off track
G	< 3 off track
B	0 off track

What is good?	Fewer is better
Target	Set number

		Q1	Q2	Q3	Q4
On Track	Target	-	-	-	-
	Actual	**20**	**24**		
	Status	**-**	**-**	**-**	**-**
Risk to Progress	Target	<3	<3	<3	<3
	Actual	**3**	**7**		
	Status	**A**	**R**		

Supporting Commentary

There are 34 items on the 2026/27 Annual plan including 8 carried over from last year.

One new project was added in Q2, linked to our retention processes.

Attention is currently focused on the seven projects assessed as at risk. Targeted reviews are underway to establish the factors impacting delivery, strengthen recovery plans, and ensure the appropriate resources, decisions, and governance are in place to return projects to a stable trajectory.

One evaluation has been completed this quarter:

1) Introduce a new Maintenance competency system

All projects are scrutinised at our monthly internal governance meetings with major project providing detailed highlight reports to our Programme Board. An annual plan update is submitted to Member's via the Executive committee. The last update was taken on the 9th September 2026 and can be found here: EXECUTIVE COMMITTEE MEETING - 9 SPETEMBER 2026 - Buckinghamshire Fire & Rescue Service



OPTIMISING OUR TECHNOLOGY AND DATA

Website – Active Users (000's) – 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.

B	> 15 per month
G	> 10 per month
A	=> 8 per month
R	< 8 per month

What is good?	More is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	10	10	10	10	10	10	10	10	10	10	10	10
	Actual	**14.6**	**14.9**	**11.2**	**15.3**	**20.0**	**8.8**						
	Status	**G**	**G**	**G**	**B**	**B**	**A**						
Cumulativ	Target	10	20	30	40	50	60	70	80	90	100	110	120
	Actual	**14.6**	**29.5**	**40.7**	**56.0**	**76.0**	**84.8**						
	Status	**G**	**G**	**G**	**G**	**B**	**G**						

Supporting Commentary

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

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

B	=> 30 per month
G	=> 20 per month
A	< 20 per month
R	< 16 per month

What is good?	More is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	20	20	20	20	20	20	20	20	20	20	20	20
	Actual	**45.9**	**34.9**	**26.0**	**31.8**	**60.1**	**8.4**						
	Status	**B**	**B**	**G**	**B**	**B**	**R**						
Cumulativ	Target	20	40	60	80	100	120	140	160	180	200	220	240
	Actual	**45.9**	**80.8**	**106.8**	**138.6**	**198.7**	**207.1**						
	Status	**B**	**B**	**B**	**B**	**B**	**B**						

Supporting Commentary

Performance exceeded the monthly target in July and August, supported by a rich mix of summer warning and informing messages, interest in incidents, employee success stories, events and fundraising activity.

September's performance fell below target, reflecting temporary capacity pressures, including a staff secondment, alongside increased demand from major organisational projects. Communications resources were prioritised across other channels to meet the Service's immediate needs.

Performance is expected to increase in October as planned campaigns launch, with team capacity anticipated to return to its planned level from November. Cumulative performance at the end of Q2 remained above target, at 207.1 against 120.

Intranet – Active Users – 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.

B	=> 98%
G	=> 90%
A	=> 80%
R	< 80%

What is good?	Higher is better
Target	Set numbers

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
	Actual	**94%**	**95%**	**96%**	**98.1%**	**95.2%**	**95.4%**						
	Status	**G**	**G**	**G**	**B**	**G**	**G**						
YTD Avg	Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
	Actual	**94%**	**95%**	**95%**	**96%**	**96%**	**96%**						
	Status	**G**	**G**	**G**	**G**	**G**	**G**						

Supporting Commentary

Intranet usage remained consistently high throughout Q2, with monthly staff access ranging from 95.2% to 98.1%, above the 90% target. Year-to-date average usage stood at 96% at the end of September.

This sustained usage is encouraging following the intranet refresh, which moved from team-based sections to navigation organised around themes and staff needs. There is no indication of a reduction in access following the changes, with the intranet continuing to provide a widely used channel for staff information and organisational updates.

Reportable Data Breaches – DDT.1.04

Each year an Internal Audit plan is agreed based on the risks and needs of the service.
The progress and findings are reported to the Overview and Audit committee. This measure shows how many actions are overdue broken down by medium/high rating.

R	> 0
A	
G	0
B	

What is good?	Fewer is better
Target	Set number

		2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Yearly	Target	0	0	0	0	0	0	0
	Actual	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Status	**G**	**G**	**G**	**G**	**G**	**G**	**G**

Supporting Commentary

There were no recorded data breaches between 1st July 2026 and 30th September 2026.

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 18 November 2026

Report title: 2026-2027 Annual Delivery Plan Update

Lead Member: Councillor Llew Monger, Chairman

Report sponsor: Simon Tuffley, Deputy Chief Fire Officer

Author and contact: Anne-Marie Carter, Head of Service Improvement

Action: Noting

Recommendations:

It is recommended that the 2026-2027 Annual Delivery Plan Update be noted.

Executive summary: This report provides Members with an overview of progress against the Annual Delivery Plan for 2026/27, viewed from a PMO assurance perspective. It focuses on our major projects, setting out what has been delivered this period, what is planned next, and where there are any emerging risks.

There are currently 24 projects within the Annual Delivery Plan. This is the status of those projects as at the end of September 2026:

	Complete/ Evaluation	On Track	Risk to Progress	Not due to be started
Total	**0**	**17**	**4**	**3**

Overall, delivery remains positive. The On-Call Improvement Programme and High Wycombe Fire Station redevelopment remain Green, with progress continuing against their agreed objectives. The Local Training Facility remains at Amber following a comprehensive project review and reset. However, its revised timescale and forecast cost remain key areas of focus. A full cost review is under way and any proposed change to the approved budget, scope or delivery arrangements will be presented to Members.

We have increased focus on the four projects assessed as Risk to progress. Targeted reviews are underway to establish the factors impacting delivery, strengthen recovery plans, and ensure the appropriate resources, decisions, and governance are in place to return projects to a stable trajectory.

Progress also continues across the Service's collaborative programmes, including the replacement Thames Valley Fire Control Service command and control system that

has reached a milestone, following a comprehensive procurement process, of preferred supplier being identified.

For the first time, the report includes progress against the eight HMICFRS Areas for Improvement, enabling the Executive Committee to maintain oversight of the actions being taken.

The full report can be found in Appendix 1.

Financial implications: The Medium-term financial plan (MTFP) factored in the 26/27 Annual plan so there are no direct financial implications arising from this paper.

Financial positions for individual major projects are set out within the attached highlight reports, and any future requests for additional funding or approval will be progressed through the established governance.

Risk management: Risks, issues and dependencies are actively managed through the PMO's project controls and are summarised in each major project highlight report. The report provides Members with visibility of any material exceptions and the mitigating actions in place.

Legal implications: There are no legal implications arising directly from this report. Any project-specific legal considerations will be addressed as part of the relevant procurement, contracts and business case.

Privacy and security implications: There are no privacy and security implications arising directly from this report. Any project-specific privacy/security assessments (e.g., DPIAs) will be completed where required within the scope of individual projects.

Duty to collaborate: A number of Annual Plan initiatives are delivered collaboratively, including the Thames Valley Fire Control replacement and national programmes (PPE and ESN). This supports interoperability and value for money across partner services.

Health and safety implications: There are no health and safety implications arising directly from this report. Any project-level health and safety impacts will be assessed and managed within the scope of individual projects and enabling works.

Environmental implications: There are no new environmental implications arising directly from this report. Any project-level environmental impacts will be assessed and managed within the scope of individual projects.

Equality, diversity, and inclusion implications: There are no direct equality, diversity and inclusion implications arising from this report.

However, a number of projects within the Annual Delivery Plan have specific EDI considerations embedded in their development, including the completion of Equality

Impact Assessments (EqIAs) where appropriate and ongoing engagement with affected staff and communities. This ensures that equality considerations are reflected in decision-making and service delivery as projects progress.

Consultation and communication: Major project work includes the Marketing and Communications team to build a communication plan that takes into account the appropriate level of stakeholder engagement needed.

Background papers:

Community Risk Management Plan 2025-2030: Community Risk Management Plan 2025-2030 - Buckinghamshire Fire & Rescue Service

Annual Delivery Plan 2026-2027: Annual Delivery Plan 2026-2027 - Buckinghamshire Fire & Rescue Service

Fire Authority Meeting, 12 February 2026: 2026-27 Annual Delivery Plan: FIRE AUTHORITY MEETING - 11 FEBRUARY 2026 - Buckinghamshire Fire & Rescue Service

Previous Update:

Executive Committee, 09 September 2026: 2026-27 Annual Delivery Plan Update:

EXECUTIVE COMMITTEE MEETING - 9 SEPTEMBER 2026 - Buckinghamshire Fire & Rescue Service

Appendix	Title	Protective Marking
1	2026-2027 Annual Delivery Plan Update – October 2026	N/A

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Buckinghamshire
Fire & Rescue Service
Making a difference together

2026-2027 Annual Delivery Plan Update

PMO Assurance

October 2026

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INTRODUCTION

This review provides Members with a view of progress across the Annual Plan's strategic objectives, Prevention, Protection, Response & Resilience and the enabling work across People, Finance & Assets, and Digital, Data & Technology.

It is written from a Portfolio Management Office (PMO) perspective, using a consistent, exception-based reporting approach to provide assurance on delivery.

The report currently focuses on our major projects, summarising what we have delivered, and the key priorities for the next period. It also highlights any material risks, issues, or dependencies that could affect delivery, alongside the actions being taken to manage them through established governance arrangements and performance monitoring.

The PMO exists to strengthen delivery assurance and organisational grip. It does this by applying consistent standards for planning and reporting, tracking delivery against milestones and measurable indicators, maintaining a transparent record of risks, issues, and dependencies, and ensuring timely escalation where delivery confidence reduces.

The PMO allocates appropriately trained project management professionals to priority workstreams and projects, providing day-to-day delivery support and strengthening governance, pace and consistency across the portfolio.

SUMMARY

Across the 26-27 Annual Delivery Plan there are 24 projects. Following reporting at the end of September the current status of these projects are:

	Complete/ Evaluation	On Track	Risk to Progress	Not due to be started	Total Actions
Prevention	0	4	0	0	**4**
Protection	0	2	1	1	**4**
Response	0	3	0	0	**3**
People	0	2	0	2	**4**
Finance & Assets	0	1	3	0	**4**
Digital, Data & Technology	0	5	0	0	**5**
Total	**0**	**17**	**4**	**3**	**24**

We have increased focus on the four projects assessed as at Risk to progress. Targeted reviews are underway to establish the factors impacting delivery, strengthen recovery plans, and ensure the appropriate resources, decisions, and governance are in place to return projects to a stable trajectory.

Major Projects Summary

This report focuses on the Service's major projects, with highlight reports outlining delivery confidence, progress to date, and planned next steps.

On-Call Improvement Programme remain **Green** overall, with progress continuing at pace to complete the year 2 objectives. Workstreams have detailed and rigorous plans to complete this work. During the period, progress has been made on implementing station and vehicle changes, developing a new recruitment campaign, and designing future training arrangements for on-call firefighters. Work is also underway to improve workforce planning and availability management.

Local Training Facility remains **Amber**, reflecting the delayed planning permission. The project has undergone a detailed review and reset to provide greater assurance over scope, costs and delivery timescales. During the period, the Service has completed further design and site reviews, engaged with suppliers and stakeholders. The project remains strategically important to supporting future training capability, although the anticipated completion date has been delayed and project costs are currently forecast to exceed the original approved budget. Work during the next quarter will focus on finalising revised designs, confirming costs and contractual arrangements, and establishing a detailed delivery plan to support a change request being presented to Members.

High Wycombe Redevelopment/Restoration continues to be **Green** overall. During the period, the Fire Authority approved the project's business case, allowing work to begin on procurement, project planning and delivery arrangements. The project team has also continued to explore options for maintaining operational response during construction works. Activity over the next quarter will focus on staff engagement, development of detailed requirements, early discussions with the planning authority, and progressing procurement and design activity.

OUR ANNUAL DELIVERY PLAN 2026/2027

The Buckinghamshire Fire & Rescue Service Annual Plan 2026–2027 sets out how we will translate our strategic priorities into the everyday decisions and actions required to keep our communities safe, building on the progress already made and targeting resources where they add the most value. The actions below are supported by measures of success and detailed team plans.

Prevention
• Plan, resource, and deliver local and national road and water safety initiatives and campaigns. • Develop a Youth Inclusion Programme • Deliver the Prevention Community Engagement Communications Plan, ensuring consistent messaging across all Service Delivery Areas (SDA's) • Embed the Domestic Dwelling Fire Targeting Methodology across all nine SDAs, monitoring and reporting on its effectiveness
Protection
• Work with partners to ensure effective management, enforcement, and ongoing implementation of fire safety remediation plans for multi-occupied residential properties • Utilise station-based crews for targeted fire safety and protection initiatives • Upgrade PRMS workflows and processes to achieve measurable efficiency improvements • Transition the FFSIU and Thames Valley Fire Investigation team into business-as-usual delivery
Response & Resilience
• Define and deliver year two of our On-Call Improvement Programme • Review our water rescue capacity & capability to understand long term requirements • Complete a review of Working at Height (W@H) provision defining service needs
People
• Implement a refreshed People Directorate structure & function that enhances service delivery and meets future needs • Develop advanced people analytics capabilities to provide real-time workforce insights and support data-driven decision-making • Evaluate how newly introduced people frameworks and processes have been adopted and the difference they have made for staff and the service • Implement a communication skills development initiative to improve internal collaboration and external engagement
Finance & Assets
• Deliver Year 2 of the property standards programme by investing £360k in station facilities • Complete build of local training facility (subject to agreement) • Secure funding and finalise plans for the redevelopment or refurbishment of High Wycombe Fire Station • Commence scoping of Firefighting PPE and develop an implementation plan, to support delivery
Digital & Data
• Collaborate with other Thames Valley fire & rescue Services for the replacement of the Command & Control system (Year 1) • Review provision of risk data within the current Command & Control system • Embed branding standards across all departments and monitor compliance to ensure consistency in digital and physical assets • Collaborate with national and regional partners to ensure operational and technical readiness for the Emergency Services Mobile Communications Programme • Develop a roadmap for AI integration across key functions and define next steps for implementation

MAJOR PROJECTS HIGHLIGHT REPORTS

On Call Improvement Programme

Sponsor: Assistant Chief Fire Officer

STATUS – This period:	***Green***	***Last period***	***Green***
Agreed Project completion date:	Implementation 2026-2030		

Timescale	Green	**Cost**	Green	**Scope**	Green	**Risk**	Green	**Resource**	Green

Overall Project Objective
The On-Call Improvement Programme (Years 2–5) aims to build on the foundations established during its first year to create a more resilient, reliable, and sustainable On-Call service model across Buckinghamshire Fire & Rescue Service. The programme will take forward the Fire Authority-approved changes to the number and location of On-Call appliances and develop a modernised approach to staffing, training, mobilisation, and operational support.

Key activities completed in this reporting period

Objective 1 – Implement the Fire Authority-approved structural changes to the On-Call model-

- Fleet removal has been agreed. The aim is to complete this work by the end of the financial year.
- The welfare vehicle to be live in November.
- Once the Future use of closed stations has been considered by the Fire Authority, the Programme can move to complete this Objective.

Objective 2 – Develop and begin to deliver a sustainable On-Call attraction and recruitment approach

- The three route from interest to application have been approved and implemented.
- On-Call Recruitment has gone live.
- Experienced Days have begun and are currently full.

Objective 3 – Design the future On-Call training, competence and skill model

- BA shared the first draft of the new training plan for On-Call with senior leadership and FBU.
- Stakeholders workshop is being held in November
- The new training regime would go live 1st April.

Objective 4 – Stabilise the revised On-Call operating model through better integration, support and station planning

- New declaration of availability has gone out in October accompanied with guidance to clarify booking on and off. These will be live in January.
- Non-stations based ops staff procedure is also going to consultation after engagement with affected staff.

On-Call prioritisation document has been completed and is going through programme governance.

Activities planned in next period
• Communications strategy has been signed off. Comms focus is currently on recruitment. **Objective 1 – Implement the Fire Authority-approved structural changes to the On-Call model-** Welfare vehicle work completion is ongoing, aiming to have the vehicle on the run by 31st October. • STO to be closed and staff not longer have access • Support teams to continue use and upkeep of GMI until a decision has been made • Bring the future use of STO/GMI paper to Fire Authority in December 2026. **Objective 2 – Develop and begin to deliver a sustainable On-Call attraction and recruitment approach** • Marketing has started and will continue through the life of the campaign. • Updates to current staff about the changes to recruitment are being communicated. • Teams are planning the complete calendar of recruitment into training until December 2027 **Objective 3 – Design the future On-Call training, competence and skill model** • Training to plan for 2027 training schedule • Completion of the new Training regime to allow for 2027 implementation **Objective 4 – Stabilise the revised On-Call operating model through better integration, support and station planning** • Complete the declaration of availability renewal • Appliance prioritisation and Non-Station Operational paper to be approved and implemented after staff consultation is complete

Approved Project Spend:	N/A	***Project Spend to date:***	N/A
Finance Update: Any business cases needed for the project will be brought through governance.			

R / I NO	DESCRIPTION	TREATMENT	OWNER	ORIGINAL SCORE (LxI=T)	TREATED SCORE (LxI=T)	CURRENT SCORE
R34	Inaccurate bookings or short-notice withdrawals create unreliable availability data and unexpected appliance unavailability.	Group Commanders are currently working to update systems to include a more structured way to book off On-Call and updated DOAs so the service can more accurately predict availability.	Group Commander South	9	9	9

R48	Westcott Training Venue delays may effect the volume of on-call staff the service can train	Forecast venue demand, reserve Westcott capacity early, identify alternative venues or delivery methods and monitor cancellations and waiting lists.	Group Commander Training	12	12	12

Recommendation progress

	RECOMMENDATION	TARGET DATE	STATUS RAG	LATEST UPDATE
1	**Removal of the following On-Call crewed fire engine**			
1a	Amersham	~~Jul '26~~ Apr '27	G	Appliance disposal signed off and awaiting confirmed sale date.
1b	Beaconsfield	~~Jul '26~~ Apr '27	G	
1c	Great Missenden	Jun '26	Complete	Appliance removed
1d	High Wycombe	~~Jul '26~~ Apr '27	G	Appliance disposal signed off and awaiting confirmed sale date.
1e	Stokenchurch	~~Jul '26~~ Oct '26	Complete	Appliance removed
1f	West Ashland (2nd)	~~Jul '26~~ Apr '27	G	Appliance disposal signed off and awaiting confirmed sale date.
2	**Closure and decommissioning of**			
2a	Great Missenden	Mar '27	G	Turnout system has been removed
2b	Stokenchurch	Mar '27	G	Turnout system has been removed
3	**Provision of a dual purpose 4x4 lightweight fire engine**			
	Buckingham	Sept '26	Complete	Appliance in place & staff training complete
4	**Move the following specials**			
4a	Rural Firefighting Vehicle at Amersham	~~Sept '26~~ Mar '27	A	Training to be confirmed as part of BAU. Monitoring Chesham changes first
4b	Crew Welfare unit to Beaconsfield	~~Sept '26~~ Nov '26	G	Unit is now in service, final details being arranged.
4c	Rural Firefighting Vehicle at West Ashland	Jul '26	Complete	
6	**Recommendations for the future of Great Missenden and Stokenchurch sites will be brought to the Executive Committee**			
		TBC	A	Paper waiting for consideration at Member Advisory Group

Note: Recommendation 5 was "The timing and phased implementation of the approved changes be delegated to the Chief Fire Officer"

Local Training Facility

Sponsors: *Director of Finance & Assets & Director of People*

STATUS – This period:	***Amber***	***Last period***	***Red***
Agreed Project completion date:	~~March 2027~~ Sept 2027		

Timescale	Amber	**Cost**	Amber	**Scope**	Amber	**Risk**	Amber	**Resource**	Green

Overall Project Objective

The development of a dedicated Technical and Training Centre at Westcott Venture Park. This bespoke solution will deliver the functions of a Training school. USAR Technical Training Centre, and Logistics Hub.

Key activities completed in this reporting period

- Planning Permission was received on 13th July 2026
- A comprehensive project reset and review has been completed with key delivery partners and the project team to confirm the project's current position, scope, requirements, risks and delivery approach.
- Detailed reviews of the proposed site and building design have been undertaken with operational, property, training and health and safety representatives. This has identified a number of queries and proposed changes, which are being progressed with suppliers and relevant planning stakeholders.
- The Service has identified a range of options to maintain training delivery whilst the new facility is developed. These will be further evaluated and refined to ensure business continuity, meet future training requirements and support effective use of resources.

Activities planned in next period

- Finalise full cost review as the outcome of this review will inform future recommendations on project scope, funding requirements and delivery arrangements.
- Start to build detailed delivery plan, ensuring all workstreams are captured.
- Work through the approved planning application pre commencement conditions.
- Westcott Venture Park Final Agreement to Lease to be completed.
- Continue engagement with the local community through Westcott Parish Council.

Approved Project Spend:	£5.5m	***Project Spend to date:***	£196k

Finance Update:

The forecast cost is now £5.96m, which is 8% over budget (including the contingency amount). There is a risk of further increases due to 2 main reasons

- Increasing construction, material and infrastructure costs
- Installation of smoke filtration

A full review of costs is underway, any increases in budget will be presented back to Members

SUMMARY OF KEY RISKS AND ISSUES

R / I NO	DESCRIPTION	TREATMENT	OWNER	ORIGINAL SCORE	CURRENT SCORE
3	Planning approval not granted to Westcott Venture Park or process takes longer than envisioned	Training programme under review to see what can be rescheduled or undertaken via an interim provider	Group Commander Operational Training & Assurance	15	15
	Increasing construction, material and infrastructure costs may result in the overall cost of the Technical and Training Centre exceeding the approved budget,	A comprehensive cost review is being undertaken to validate estimates, identify cost pressures and opportunities for savings, and provide assurance on overall affordability.	Project Manager	20	15

High Wycombe Station Redevelopment/Restoration

Sponsor: *Head of Finance & Assets (Deputy Director)*

STATUS – This period:	***Green***	***Last period***	***Green***
Agreed Project completion date:	2029		

Timescale	*Green*	**Cost**	Green	**Scope**	Green	**Risk**	Green	**Resource**	Green

Overall Project Objective

The High Wycombe fire station redevelopment/restoration project aims to ensure the station remain fit for purpose, safe and capable of supporting modern emergency response requirements across the service area.

Key activities completed in this reporting period

- Business Case for the project has been agreed by the Fire Authority
- The project team has started to work with procurement on the project
- Project gates and timescales have started to be developed.
- Decant options are still being collected, including the possibility of keeping one engine on site during the works.

Activities planned in next period

- Organising how we accept feedback from watch commanders and site users is now being implemented in the project plans.
- Planning of crew engagement activities.
- Further engagement with framework procurement specialist and initial conversations with protentional architects.
- Early engagement with the planning authority

Approved Project Spend:	N/A	***Project Spend to date:***	£12k

Finance Update:
The costs incurred to date relate to the options appraisal and relevant surveys and structural surveys carried out which will aid decision making.

SUMMARY OF KEY RISKS AND ISSUES

R / I NO	DESCRIPTION	TREATMENT	OWNER	ORIGINAL SCORE	CURRENT SCORE
R1	There is a risk that a suitable decant location may not be within close proximity of the current station, which could impact response times.	Current options are being agreed by SLT to ensure the tolerances of a decant location are acceptable.	Head of Response & Resilience	12	9
R4	Unknown condition of fuel tank could pose a risk to budget and operations if it requires removal, newer legislation would mean the tank cannot be in its current location due to risk to the waterway.	A condition survey is currently being undertaken. This will clarify what is required to either continue to use this tank or replace it.	Property Manager	9	9
R12	The accessibility of the new building may be compromised due to floorspace to allow for lifts on both sides of the building	The tactical team has agreed to discuss concerns with planners and consultants who have better knowledge than within the service.	Property Manager	9	9

COLLABORATIVE PROJECTS

A number of key initiatives within the Annual Plan are being delivered collaboratively with partner organisations. These programmes are typically complex, high-value and high-impact, and collaboration enables the Service to share expertise, reduce duplication, improve interoperability and consistency across services, and strengthen value for money through collective procurement and common standards. Where programmes are national in nature, our local focus is on ensuring we remain prepared to adopt new capabilities safely and effectively, without disrupting operational delivery.

Thames Valley Fire Control replacement

Current Status: GREEN

The project to replace the command and control system used by the Thames Valley Fire Control Service has reached a significant milestone during this reporting period. Following a comprehensive procurement process, a preferred supplier has been identified. All three Fire and Rescue Authorities have approved the required investment, providing a strong foundation for the next phase of the project.

The proposed contract award remains subject to successful completion of the statutory procurement standstill period and final contractual arrangements. Subject to these requirements being met, implementation of the new system is expected to commence in November 2026.

Personal Protective Equipment (PPE) renewal

Current Status: AMBER

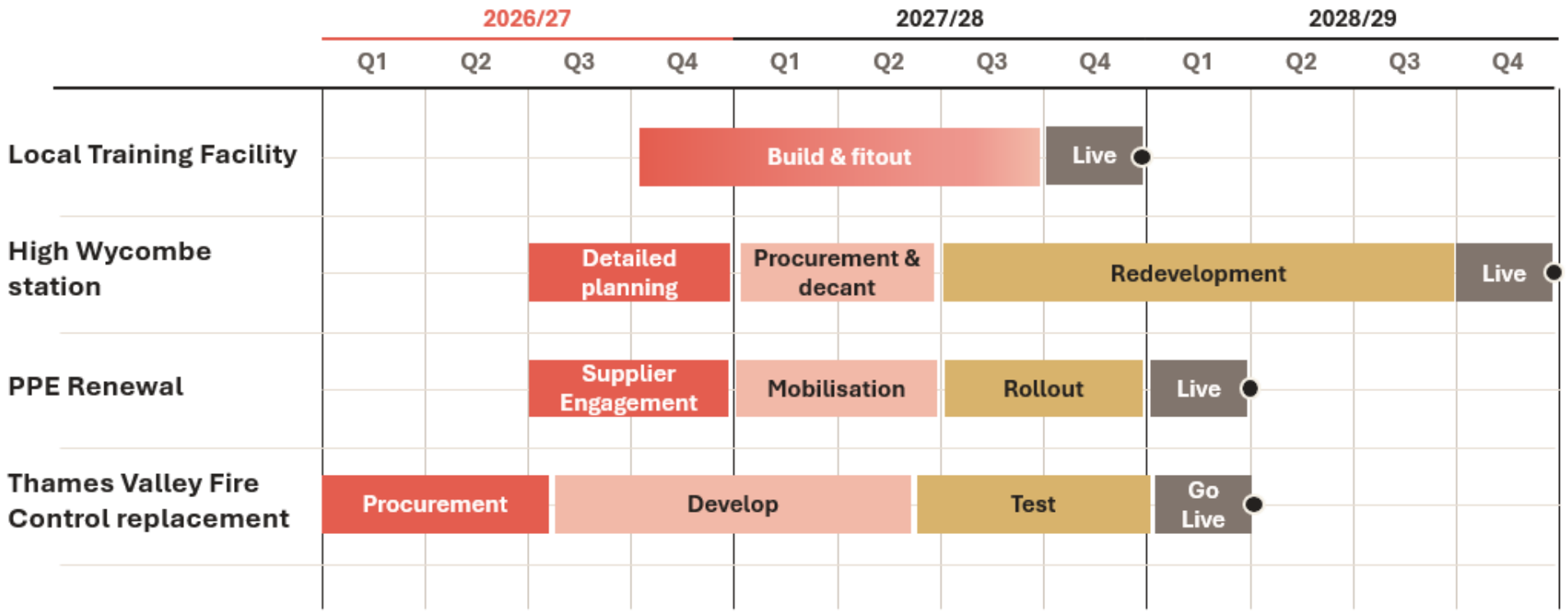
The project remains Amber for this reporting period. PPE renewal is progressing through the national procurement framework, supporting consistent standards, procurement compliance and value for money. The Project Initiation Document has been approved, providing a clear basis for delivery. Increased requirements for wildfire PPE and emerging cost pressures are being assessed to understand their impact on the project's scope, budget and implementation plans.

Emergency Services Network (ESN) transition

Current Status: GREEN

The transition from Airwave to the Emergency Services Network is a long-term national programme affecting all emergency services. BFRS continues to play an active role, working with Thames Valley fire partners and wider emergency service stakeholders. Our focus is on maintaining operational continuity, understanding readiness requirements, and managing dependencies (technical, operational and training) as national timelines and delivery plans develop.

High Level Timeline



Note: Timescales are subject to change

HMICFRS AREAS FOR IMPROVEMENT

HMICFRS published its latest inspection report for Buckinghamshire Fire and Rescue Service on 14 August 2026. No causes of concern were identified, and the report included eight Areas for Improvement (AFI), comprising four existing and four new areas

The inspection findings and the Service's approach to addressing the remaining Areas for Improvement were presented to the Authority in September 2026. Each area has been assigned clear ownership, with improvement activity managed through the Service's established governance arrangements including the HMICFRS Improvement Board

This new section provides Members with an update on progress against each Area for Improvement. Progress will continue to be reported through the Annual Delivery Plan, supporting the Executive Committee's oversight and scrutiny of delivery and impact.

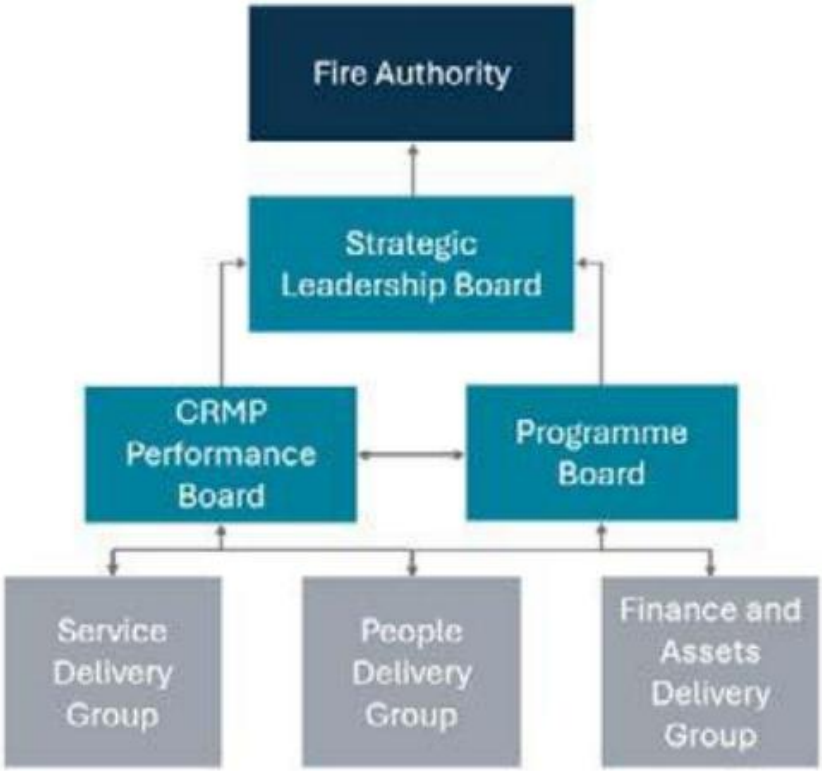
AFI	Status	Latest Update
The service should make sure it responds to statutory building consultations effectively and within the required time frames.	**G**	Consultation performance is routinely monitored through PMS KPI reporting A full review of consultation management processes is in progress to identify and agrees actions to improve consistency, timeliness and oversight of consultation activity.
The service should make sure that its mobile data terminals (MDT's) are reliable so firefighters can easily access up-to-date risk information.	**A**	We continue to review all ICT tickets that relate to MDT's with detailed outcomes and updates provided. There are 3 strands of work underway to help develop our MDTs: - SIM cards in MDT's: Will allow staff to use them away from the appliance - Command Support: - Site Specific Risk Information : The process for capturing and displaying site risk information has been updated inline with national guidance The ongoing challenges with these developments have escalated to the supplier
The service should make sure that it has an effective system for sharing and applying the learning from operational incidents.	**G**	The Operational Learning and Assurance Group is being reset with clear terms of reference, membership and accountability. Revised arrangements will ensure that learning from operational

		incidents is consistently identified, shared and acted upon, with appropriate oversight and scrutiny through the Service's established Delivery Groups.
The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	**G**	The Service has implemented arrangements for managing multiple Fire Survival Guidance calls, including a dedicated point of contact and a separate communication link between Fire Control and incident command. Supporting information-sharing and resilience arrangements are in place, and work will continue to ensure the process is fully embedded, tested and exercised. Further automation will be explored through the implementation of the new command and control system, which is planned to go live in April 2028.
The service should make sure it is well prepared to form part of a response to major and multi-agency incidents, and its procedures for responding are well tested and all staff understand them.	**G**	The Service has an Emergency Preparedness, Response and Recovery Procedure in place. While a number of exercises have been completed, a broader programme of testing and exercising will be developed across the Service, covering a range of major and multi-agency incident scenarios. This will include working with partners to ensure procedures are understood, tested and embedded across the workforce.
The service should assure itself that IT projects are well managed.	**G**	Learning from the PMO audit, alongside increased project management resource, is strengthening the oversight of ICT projects. A gap analysis of current ICT projects will be completed to identify further improvements and provide assurance that they are being managed effectively.
The service should monitor secondary contracts to make sure staff don't work excessive hours.	**G**	A gap analysis of the Service's current arrangements for monitoring secondary contracts and working hours is planned. This will be informed by benchmarking with other fire and rescue services/ NFCC to identify good practice and strengthen assurance that staff are not working excessive hours

The service should review its policies and procedures to make sure those staff with a protected characteristic aren't disproportionately affected.	**G**	The Service continues to promote the consistent use of Equality Impact Assessments (EqIAs), supported by an ongoing programme of training. Actions identified through completed EqIAs are now shared with the Culture and Ethics Group, strengthening oversight and assurance that policies and procedures do not disproportionately affect staff with protected characteristics

GOVERNANCE

BFRS uses a structured governance framework to monitor progress and manage risk against the Annual Deliverv Plan



Delivery Groups

Delivery groups report monthly to the CRMP Performance and Programme Boards, ensuring that performance and risk are coordinated and that progress against objectives is reviewed routinely.

CRMP Performance Board

The Community Risk Management Plan Performance Board (CRMP Performance Board) monitors performance across objectives and enablers monthly.

Programme Board

Programme Board provides strategic direction and oversight of change delivery aligned to the CRMP and Annual Plan.

Strategic Leadership Board

Provides strategic oversight and assurance prior to reporting to the Fire Authority and its committees.

SUPPORTING INFORMATION

RAG Status



- Major problems identified which mean the project is unlikely to be delivered on time, on budget or to the required standard.
- Remedial plans are not proving effective.
- Escalate to the next level with costed options.



- Significant problems identified which may put the project timetable, costs and/or benefits at risk.
- Remedial plan is in place and is being monitored closely to ensure that risk is mitigated.
- Escalate to the next level.



- Project is proceeding according to plan.
- Risks / issues are being managed within the project.

Risk reporting approach (exception-based)

In line with established public-sector programme reporting practice, this quarterly update is an exception report, designed to give Members clear oversight without overloading the paper with operational detail.

Accordingly, the risk and issues sections highlight only:

- items above the agreed risk score threshold (or those judged "material" due to impact on time/cost/scope/benefits), and
- items that require Member visibility because they may affect delivery confidence, tolerances, or future decision points.

All other risks are tracked and treated within project and programme risk registers, reviewed routinely through governance arrangements, and escalated if they become significant.

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Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 18 November 2026

Report title: Budget Monitoring Report April - September 2026

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 30 September 2026 be noted.

Executive summary:

The report at Appendix A presents the Authority's revenue and capital expenditure position as of 30 September 2026, together with the forecast outturn for the 2026/27 financial year.

The approved net revenue budget for 2026/27 is £43.880m, with current forecasts indicating an outturn of £43.582m, representing a projected expenditure underspend of £0.298m. This favourable variance is primarily driven by additional treasury income and underspends within support and on-call staffing budgets partly offset by overspends in the wholetime establishment.

Since the budget was approved, funding forecasts have reduced by £0.119m, mainly reflecting a lower than anticipated level of business rates income (£0.229m), partially offset by an increase in pension grant funding (£0.111m).

Taking both expenditure and funding variances into account, the Authority is forecasting an overall underspend of £0.179m for 2026/27.

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 2026/27 to 2030/31, Fire Authority Meeting 11 February 2026
https://buckinghamshire.moderngov.co.uk/documents/s114974/ITEM%208a_Medium%20Term%20Financial%20Plan%202026-27%20v3%20Final%20Broken%20Links.pdf

Appendix	Title	Protective Marking
A	Appendix A – Budget Monitoring Report April – September 2026	None

Service Overview

Table 1 | Budget and forecast outturn for the end of the 2026-27 financial year

Subjective Area	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Employee Costs	34.136	16.792	34.324	0.188
Non-Employee Costs	9.744	3.569	9.258	-0.486
Total Expenditure	**43.880**	**20.361**	**43.582**	**-0.298**
Total Funding	**-43.880**	**-23.521**	**-43.761**	**0.119**
Net Position	**0.000**	**-3.160**	**-0.179**	**-0.179**

- The total approved expenditure budget is £43.880m, with a forecast outturn of £43.582m, resulting in a projected underspend of £0.298m.
- The funding budget is £43.880m and the forecast £43.761m, leading to a projected overspend of £0.119m due to reduced grant allocations.
- Taking both expenditure and funding into account, **the net position is a forecast underspend of £0.179m**

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	23.760	11.799	23.994	0.234
On-Call	1.572	0.721	1.531	-0.041
Support	7.005	3.363	6.972	-0.034
Technicians	0.530	0.246	0.524	-0.007
Sessional	0.086	0.035	0.076	-0.010
Agency	0.022	0.013	0.013	-0.009
Indirect Staff costs	1.161	0.614	1.214	0.053
Total Expenditure	**34.136**	**16.792**	**34.324**	**0.188**

- **Wholetime £0.234m Overspend** - The overspend reflects current staffing levels exceeding the budgeted establishment. A detailed workforce plan is provided on page 7 to illustrate the anticipated staffing trajectory.
- **On-Call £0.041m Underspend** - primarily attributed to vacant posts and associated allowances, which are activity and training-dependent.
- **Support £0.034m Underspend** - Currently underspent due to posts that were vacant for part of the year. Most of these positions have now been filled, with the underspend reflecting the periods during which the posts remained unoccupied. To maintain service delivery, some roles were temporarily covered through agency staff whilst recruitment took place.

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	5.451	1.791	5.577	0.126
Premises	2.780	1.598	2.584	-0.196
Transport	1.307	0.811	1.378	0.071
Capital Financing	1.977	0.000	1.977	0.000
Income	-1.772	-0.632	-2.259	-0.487
Total Expenditure	**9.744**	**3.569**	**9.258**	**-0.486**

- **Additional income of £0.487m** - Forecast income is expected to be achieved and exceeded, mainly due to stronger investment returns than originally budgeted. With interest rates remaining higher than anticipated and expenditure on capital projects being phased throughout the year, surplus cash balances have been available for investment for longer periods, generating additional income. Further details of treasury management income are provided on page 5. The forecast also includes income from seconded officers, with the corresponding staffing costs reflected within employee budgets. In addition, increased fuel prices have resulted in higher fuel cost recoveries, further contributing to the favourable income position.

Table 4 | Ringfenced Grant Funding

Subjective Area	Full Year Allocation £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Balance £m
Protection Uplift	0.084	0.077	0.084	0.000
New Burdens Remediation	0.177	0.063	0.128	0.049
Total	**0.260**	**0.140**	**0.212**	**0.049**

The protection grant is a ringfenced funding allocated for specific Protection related activity purposes and received during the financial year, or residual balances carried over from previous year. The Protection grant includes a Protection Uplift and New Burdens remediation grant.

The Uplift Grant is intended to enhance services' protection capability and delivery, in alignment with locally agreed Corporate Risk Management Plans and risk-based inspection programmes. In November 2025, the Service successfully secured additional protection grant funding to support remediation efforts for residential buildings identified with unsafe cladding. The funding is predominantly used to fund additional posts and training in order to facilitate and enhance protection capability. Any residual balances will be carried forward into 2027/28 financial year.

Table 5 | Treasury

Investment Type	Investment Portfolio Amount (as of 30 September 2026)	2026/27 Average Investment Portfolio Amount (up to 30 September 2026)	2026/27 Average Interest Rate (up to 30 September 2026)	Total Interest Received for 2026/27 (up to 30 September 2026)
Fixed Term Investments:				
- Banks	13,000,000	13,393,000	4.14%	277,350
- Local Authorities	5,000,000	4,988,000	4.43%	110,396
- Building Societies	2,000,000	3,306,000	3.89%	64,312
Variable Term investments: *(Money Market Funds (MMF) / Call Accounts, cash available same day / within 24hrs)*				
Lloyds Bank (Call Account)	3,686,092	3,287,467	3.81%	62,575
CCLA Public Sector Investment Fund (MMF)	2,032,071	1,798,268	3.92%	35,211
Aberdeen Liquidity fund (MMF)	2,052,488	1,837,179	3.88%	35,608
Bank Current Account	73,415	57,434	2.05%	590
Other Income *(PWLB early repayment discount)*				4,587
Total	**27,844,066**	**28,667,348**		**590,629**
Budget for the year				**800,000**
Projection for the year				**1,050,000**
(+) Over / (-) Under Achievement				**250,000**

Treasury is projecting an overachievement of £0.250m, driven by a slower-than-anticipated reduction in market rates and the availability of higher-than-usual balances for investment, reflecting the upfront receipt of pension remedy grant funding and forecast timing of expenditure on the capital programme.

Bank Costs

Chart 1 | Bank costs and forecast vs. budget

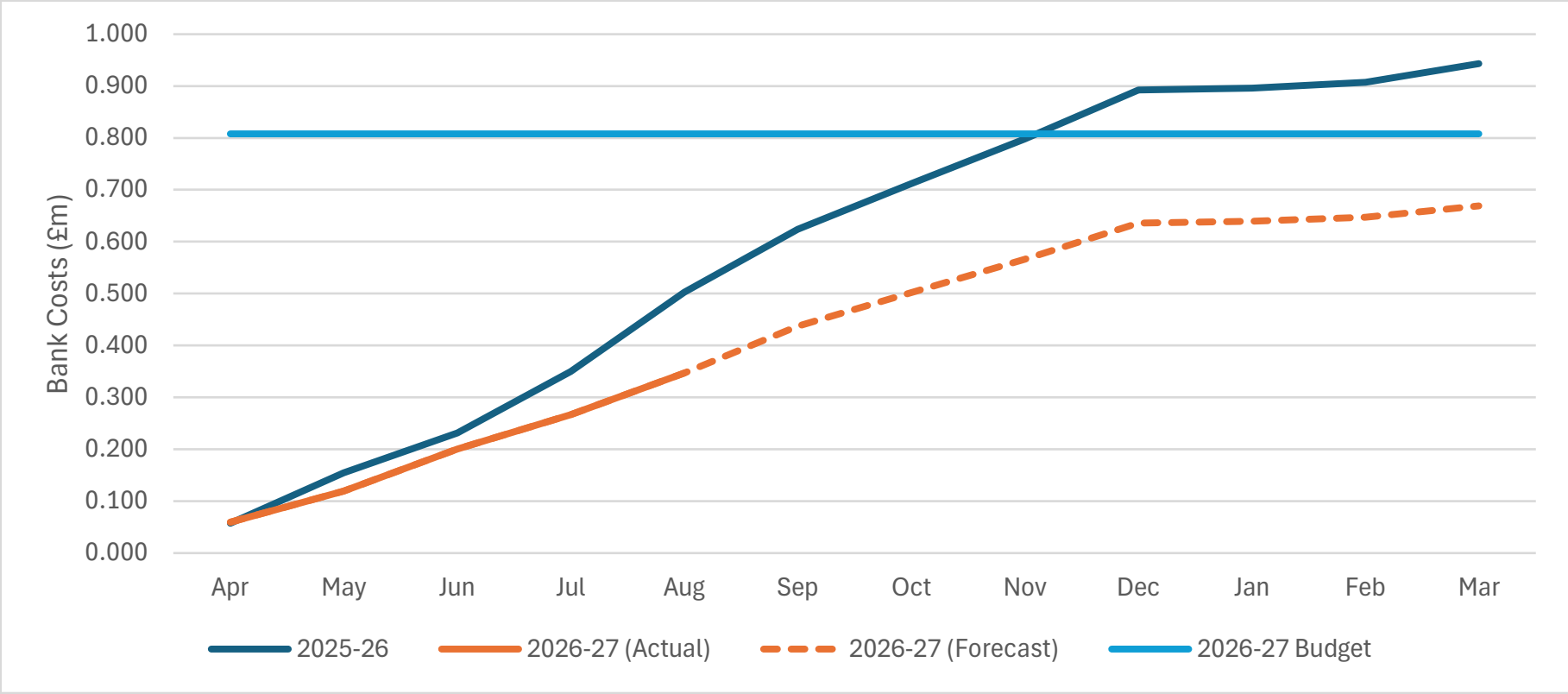


Chart 1 presents a comparative analysis of bank costs forecast in 2026-27 against the corresponding period in 2025-26. The bank forecasts include employer national insurance costs for 2026/27 and therefore 2025/26 have been restated for a comparison.

Wholetime Establishment

Chart 2 | Wholetime Establishment Roadmap

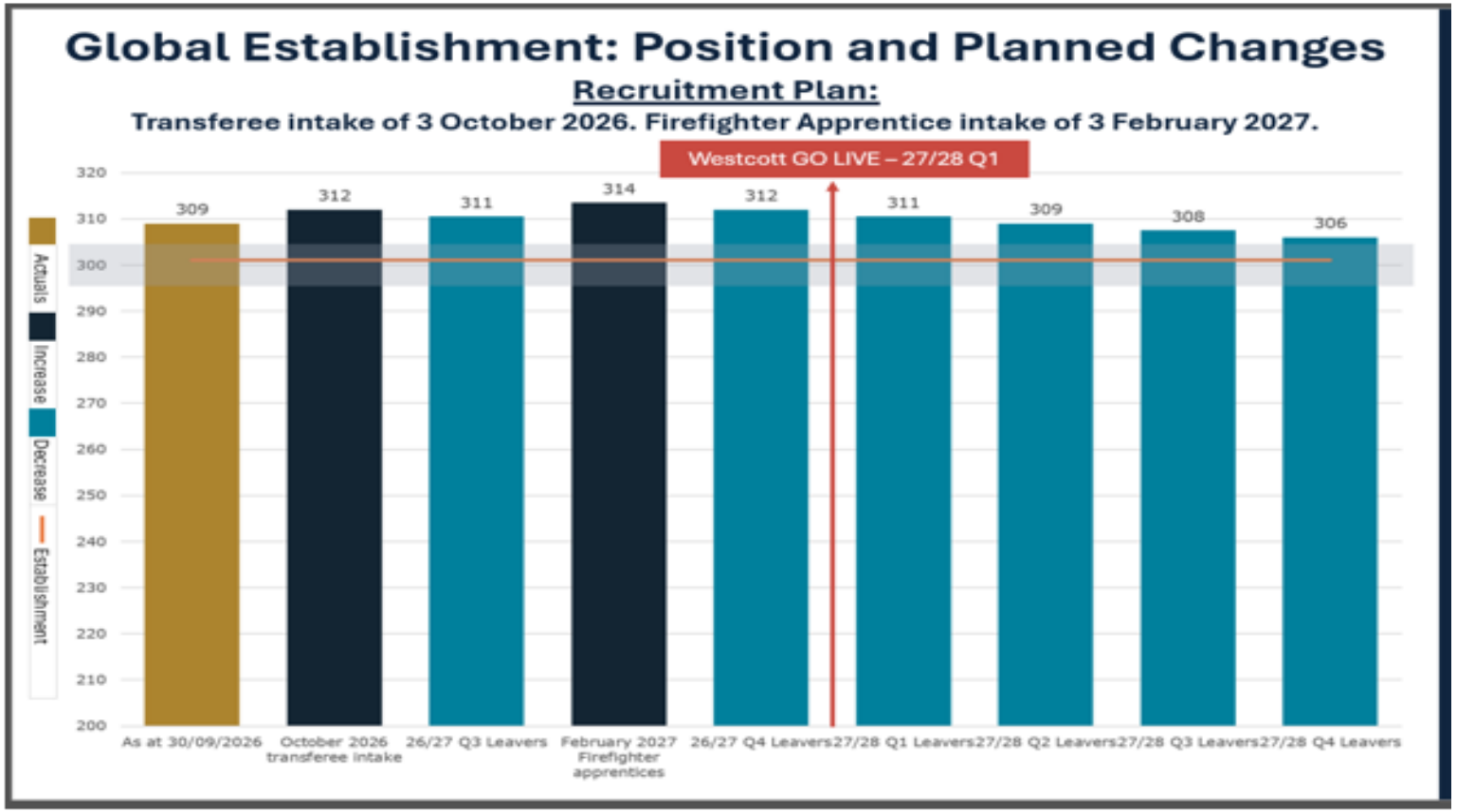


Chart 2 illustrates the wholetime operational establishment as of 30th September through to March 2028 taking into consideration projected retirees, leavers, transfers and recruitment of apprentices.

Funding

Table 6 | Funding by source and forecast outturn position

Funding	Full Year Budget £m	Actual Year to Date £m	Forecast Outturn £m	Projected Year End Variance £m
Government Funding	-5.908	-3.884	-5.908	0.000
Fire Specific Grants	-1.769	-1.486	-1.880	-0.111
Business Rates	-5.490	-2.692	-5.261	0.229
Top-up Grant	0.000	0.000	0.000	0.000
Council Tax	-30.472	-15.459	-30.472	0.000
Transfer to/(from) Reserves	0.000	0.000	0.000	0.000
Grand Total	**-43.640**	**-23.521**	**-43.521**	**0.119**

A funding shortfall of approximately **£0.119m** is projected for 2026–27 financial year. This arose from changes in central grant allocations, namely:

- **Pension Grant:** An increase of approximately £110k compared to what we were anticipating based on previous years allocation.
- **Business Rates Reconciliation:** A shortfall of £229k is currently forecast, based on the latest estimates and adjustments identified since the budget was approved. However, this position remains subject to change and will be confirmed through the year-end reconciliation process, which could either increase or reduce the forecast shortfall.

  The funding position will continue to be closely monitored throughout the financial year, with any significant changes reported through the Authority's regular budget monitoring process.

Reserves

Table 7 | Reserves (including capital funding)

Reserve	Opening Balance at 01 April 2026	Use Of / Contributions To)	Transfers Between Reserves	Projected Balance at 31 March 2027
	£m	£m	£m	£m
General Fund Balance	-2.040	0.000	0.000	-2.040
Non-earmarked Reserves	**-2.040**	**0.000**	**0.000**	**-2.040**
Control Room Reserve (*)	-0.501	-0.090	0.000	-0.591
Future Funding Reserve	-0.355	0.355	0.000	0.000
Workforce Planning Reserve	-0.240	0.240	0.000	0.000
Earmarked Reserves (Revenue)	**-1.096**	**0.505**	**0.000**	**-0.591**
Revenue Contribution to Capital	-13.805	5.008	0.000	-8.797
Earmarked Reserves (Capital)	**-13.805**	**5.008**	**0.000**	**-8.797**
Total Reserves	**-16.941**	**5.513**	**0.000**	**-11.428**

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

The projected balance on the Workforce Planning Reserve is expected to be fully utilised during 2026/27 to fund temporary roles that continue into the year, in line with the approved Medium Term Financial Plan (MTFP). Similarly, the Future Funding Reserve is forecast to be fully drawn down to support the approved budget carry-forward commitments from 2025/26.

The planned revenue contribution to capital reserves is dependent on significant progress being made on the Westcott and High Wycombe projects during 2026/27. Any delays in the delivery of these schemes are likely to result in associated budgets being carried forward into future years, with a corresponding reduction in the revenue contribution to capital reserves in the current year.

Capital Monitoring

Table 8 | Capital forecasts

Project Area	Full Year Budget £m	Actual Year to Date £m	Provisional Outturn £m	Projected c/fwd to 2026-27 £m	Projected Year End Variance £m
Property	9.306	0.173	6.117	3.189	0.000
Total Property Portfolio	**9.306**	**0.173**	**6.117**	**3.189**	**0.000**
Operational Red Fleet Vehicles	0.347	0.214	0.347	0.000	0.000
Operational White Fleet Vehicles	0.225	0.104	0.225	0.000	0.000
Total Fleet Vehicles	**0.572**	**0.318**	**0.572**	**0.000**	**0.000**
Operational Equipment	0.247	0.071	0.247	0.000	0.000
ICT Equipment	0.205	0.030	0.205	0.000	0.000
Total Equipment	**0.452**	**0.101**	**0.452**	**0.000**	**0.000**
Grand Total	**10.330**	**0.592**	**7.141**	**3.189**	**0.000**

Property: Majority of the capital expenditure relates to property related projects. £6m was carried forward into 2026–27 in respect of the Westcott project, reflecting the phasing of expenditure across financial years. The remaining slippage related to other capital projects including a major refurbishment of High Wycombe Fire Station, which the business case has been approved, along with awaiting the outcome of the On-call improvement programme review.

Details of planned delivery for Property, along with Fleet, Equipment and ICT can be seen in Table 9, with majority of the expenditure allocated to capital projects.

Capital Monitoring

Table 9 | Delivery progress

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

Project	Start Date	End Date	Status	Full Year Budget	Actuals Year to Date	Provisional Outturn	Projected c/fwd to 2026-27	Commentary
Property – b/fwd from 2025-26								
Multiple sites – fire door replacement programme	Jun-26	Mar-27		54,000	38,320	54,000	0	Further assessment to be completed
Drill tower Refurbishment	Apr-26	Dec-26		113,000	0	113,000	0	Further assessment to be completed
Planned Property Works 2026-27								
Wholetime and Day-Crewed Stations:								
Amersham - Roof Works & Remodelling (dorms and aircon)	Apr-26	Mar-27		140,000	5,602	140,000	0	Roof works complete in July 2026. Further assessment to be completed for remodelling works.
On-Call Stations:								
On-Call Stations Alterations	-	-	TBC	281,300	0	0	281,300	Work to be scoped as part of on-call improvement programme.

Project	Start Date	End Date	Status	Full Year Budget	Actuals Year to Date	Provisional Outturn	Projected c/fwd to 2026-27	Commentary
Emergency Property Works 2026-27								
Unallocated Emergency Works Budget	-	-		62,956	0	62,956	0	
West Ashland – Roof & Balcony leaks failures	Apr-26	Jun-26		70,959	61,720	70,959	0	
Haddenham - Boiler and Pipework failures	Apr-26	Jul-26		27,472	27,472	27,472	0	
Brill - Damp	Apr-26	Mar-27		50,000	2,900	50,000	0	
West Ashland - Installation of Aircon Units	Jun-26	Jun-26		10,436	10,436	10,436	0	
Marlow - Replacement Hot Water Boiler	Oct-26	Oct-26		17,764	0	17,764	0	
Major Projects 2025-28								
Westcott – Construction of new training centre	Apr-25	May-27		5,828,399	8,781	5,000,000	828,399	Planning approved, in development phase.
High Wycombe – options appraisal	Aug-25	Sep-28		2,540,000	15,800	460,000	2,080,000	Further £5.5m set for 2027/28 following approval at Fire Authority
Other Projects								
EDI and Welfare Works	Apr-26	Mar-27		90,000	0	90,000	0	
Transfer to Revenue	-	-		20,000	0	20,000	0	Funds for Ground Works

Project	Start Date	End Date	Status	Full Year Budget	Actuals Year to Date	Provisional Outturn	Projected c/fwd to 2026-27	Commentary
Red Fleet								
Water Carriers & Equipment x2	Dec-24	Jun-26		229,400	204,352	229,400	0	Vehicles delivered, remaining budget for additional equipment
Rural Firefighting Vehicles & Equipment x2	Dec-24	Nov-25		21,090	8,478	21,090	0	Vehicles delivered in 2025/26, spend in 2026/27 relates to additional equipment
Telehandler	Jul-26	Mar-27		96,500	0	96,500	0	
White Fleet								
Crew Vans x3	Jun-25	Aug-26		78,000	0	78,000	0	One van delivered and being fitted out by Workshops. The other two vans have seen significant delays with the manufacturer confirming delivery during Q3.
Workshops Van & Equipment	Jul-24	Dec-25		9,057	7,654	9,057	0	Vehicles delivered in 2025/26, spend in 2026/27 relates to vehicle modifications
5 x Service Cars	Jul-26	Mar-27		138,000	96,569	138,000	0	

Project	Start Date	End Date	Status	Full Year Budget	Actuals Year to Date	Provisional Outturn	Projected c/fwd to 2026-27	Commentary
Equipment								
ICT Equipment								
ICT Hardware	Apr-26	Mar-27		99,215	4,974	99,215	0	
MDTs	Apr-26	Sep-26		67,785	65,711	67,785	0	
System Security	-	-		25,000	0	25,000	0	
Data Migration and Storage	-	-		55,000	0	55,000	0	
Operational Equipment								
Operational Equipment	Apr-26	Mar-27		105,000	0	105,000	0	
Hydraulic Equipment	Apr-26	Mar-27		59,000	0	59,000	0	
Thermal Imaging Cameras	Apr-26	Jun-26		20,852	20,853	20,852	0	
Drysuits	Apr-26	Mar-27		20,250	9,400	20,250	0	
Total				**10,330,435**	**589,021**	**7,140,736**	**3,189,699**	

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee – 18 November 2026

Report title: Succession Planning 2026 Update

Lead Member: Councillor Naseem Khan, Lead Member - People

Report sponsor: Ronnie Davidson – Director of People

Author and contact: Anna Collett – Head of People

Action: Noting

Recommendations: It is recommended that:

1. Progress made in strengthening succession planning through workforce insight, talent development and governance arrangements that support the identification and management of workforce risks be noted.

2. The outcomes of the succession planning review and critical role and critical person assessment, which provide a clearer evidence base for internal prioritising activity to strengthen continuity, retain critical knowledge and develop future capability be noted.

Executive summary:

Effective succession planning is critical to maintaining operational effectiveness, organisational resilience and the continued delivery of high-quality services to the communities of Buckinghamshire and Milton Keynes. As a people-intensive organisation operating in a complex and evolving environment, Buckinghamshire Fire and Rescue Service must ensure it has the leadership capability, specialist skills and workforce capacity required to meet both current and future demands.

This report provides an overview of the Service's succession planning arrangements, the progress made to strengthen workforce resilience, and the risks and opportunities identified through our ongoing assessment activity.

The Service has established the governance, workforce intelligence, talent management and leadership development arrangements necessary to support effective succession planning. Through a combination of workforce planning, talent development programmes, leadership pathways, performance management processes and targeted learning and development activity, the Service has embedded succession planning as a key element of its People Strategy.

During 2026, a comprehensive assessment of critical roles and critical person dependencies has been undertaken to identify areas where organisational resilience may be impacted by the loss of key individuals, specialist skills or leadership capacity.

This assessment has improved the Service's understanding of succession vulnerabilities and provided a more evidence-based view of workforce risks across departments and functions and has identified appropriate mitigation measures. These include strengthening leadership pipelines, developing internal talent, improving knowledge transfer arrangements, enhancing development opportunities and addressing identified workforce and skills gaps through planned interventions.

The report does not conclude that all succession risks have been eliminated. Rather, it provides assurance that the Service has robust arrangements in place to identify, monitor and manage those risks. Where vulnerabilities exist, they are known, assessed and supported by a time-bound action plan designed to reduce exposure and improve organisational resilience over time.

Overall, the assessment provides reasonable assurance that Buckinghamshire Fire and Rescue Service has a mature and developing approach to succession planning, understands the key workforce risks facing the organisation, and has established clear plans and governance arrangements to strengthen resilience and ensure business continuity for the future.

Financial implications:

The activities outlined within this report are being delivered primarily through existing workforce planning, learning and development, leadership development and organisational development arrangements, and can therefore be accommodated within existing approved budgets.

The implementation of effective succession planning is intended to mitigate a range of financial risks associated with workforce instability, including unplanned vacancies in critical roles, increased recruitment costs, reliance on temporary or agency resources, loss of organisational knowledge and delays in service delivery. Investment in leadership development, talent management and workforce resilience supports the Service's longer-term financial sustainability by reducing these risks and strengthening organisational capacity.

Any additional resource requirements or investment arising from the actions identified within the improvement plan will be considered through the normal budget-setting and business planning processes and, where necessary, brought forward for approval in accordance with the Service's governance arrangements.

Risk management:

Succession planning forms a key component of the Service's approach to organisational resilience and workforce risk management. Failure to maintain sufficient leadership capacity, specialist skills, operational competence and organisational knowledge could impact service delivery, decision-making, business continuity and the achievement of strategic objectives.

The risks identified within the report are being managed through a combination of workforce planning, talent management, leadership development, knowledge transfer, succession planning activities and targeted recruitment and development

interventions. Progress against identified actions will be monitored through established governance arrangements to ensure risks are regularly reviewed and mitigated.

The report provides assurance that succession-related risks are understood, monitored and actively managed, with a time-bound improvement plan in place to further strengthen organisational resilience, reduce dependency on key individuals and support the long-term sustainability of the workforce.

Legal implications:

There are no direct legal implications arising from the recommendations contained within this report. However, failure to identify and manage succession risks effectively could increase the likelihood of workforce capacity issues that may affect the Service's ability to fulfil its statutory responsibilities and operational obligations.

The report provides assurance that appropriate arrangements are in place to identify and manage succession-related workforce risks, supporting the Service's ability to maintain compliance with its legal and statutory duties.

Privacy and security implications:

The Authority is committed to protecting and respecting the privacy of individuals and the responsible handling of personal information. The Authority and any partners it works with, is under a legal duty both to process personal information in accordance with the General Data Protection Regulation (GDPR) and to respect the confidentiality of details held.

Duty to collaborate:

The Authority continues to work with its Thames Valley Fire Service partners, to determine a collaborative approach to recruitment, training and development.

The Authority continues to work with other local councils, fire and emergency service partners on continuous improvement and development, by designing and arranging regional events, and through sharing best practice.

Health and safety implications:

There are no Health and Safety implications.

Environmental implications:

There are no Environmental implications.

Equality, diversity, and inclusion implications:

Succession planning contributes to the creation of a diverse, inclusive and representative workforce by supporting fair access to career development, strengthening talent pipelines and promoting equality of opportunity across the organisation.

The succession planning approach outlined in this report is underpinned by fair and objective assessment processes, workforce data analysis and development

opportunities designed to support individuals to realise their potential regardless of protected characteristic or background.

The findings from succession planning activity will also inform future workforce planning and talent development initiatives, helping the Service to identify and address any barriers to progression that may exist.

As actions arising from this report are implemented, the impact on workforce diversity and inclusion will continue to be monitored to ensure that opportunities for development and progression are equitable and support the Service's wider EDI objectives.

Consultation and communication:

Regular communication across the Authority relating to promotions, vacancies, learning and training opportunities are delivered via:

- Blogs,
- Promoting development centre events,
- Intranet articles,
- Regular engagement with staff / face to face briefings,
- Quarterly Organisational Development newsletter.

Background papers:

Executive Committee – September 2023 – Workforce Development Update

Executive Committee Meeting - 13 September 2023 - Buckinghamshire Fire & Rescue Service

Executive Committee – September 2021 – Workforce Development Update

(Public Pack) Agenda Document for BMKFA Executive Committee, 15/09/2021 10:00 (bucksfire.gov.uk)

Executive Committee – September 2020 - Business Continuity and Resilience – Succession Planning

Bucks Fire & Rescue

Executive Committee – November 2019 - Business Continuity and Resilience – Succession Planning

https://bucksfire.gov.uk/documents/2020/03/131119_exec_committee_agenda.pdf/

Fire Authority – 18 September 2019 – Senior Management Team Restructure

https://bucksfire.gov.uk/files/6815/6797/5308/FIRE_AUTHORITY_AGENDA_AND_REPORTS_180919-min.pdf

Executive Committee - September 2018 – Business Continuity and Resilience – Succession Planning

https://bucksfire.gov.uk/files/9815/3631/0239/ITEM_10_Business_Continuity_and_Resilience_-_Succession_Planning__Appendix_C.pdf

Fire and Rescue National Framework for England, Home Office, May 2018

Appendix	Title	Protective Marking
A	Succession Planning 2026 Update	OFFICIAL
B	Critical Role and Critical Person Assessment	OFFICIAL

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Appendix A
Buckinghamshire Fire and Rescue Service
Succession Planning 2026 Update

1. Introduction

The purpose of this report is to provide Members with assurance about the Service's approach to succession planning, while also setting out the context of the journey undertaken by the People Directorate over the past 18 months. During this period, the Directorate has strengthened its governance, workforce insight through data analysis and delivery arrangements. These improvements have shaped, and will continue to shape, a more proactive and evidence-based approach to succession planning.

The Service now monitors 53 People Key Performance Indicators each month through the People Delivery Group. This strengthened oversight provides a consistent view of workforce performance, emerging risks and areas requiring action. The growing depth and quality of the data is giving the Service the evidence and knowledge it needs to understand its workforce more fully, identify issues earlier and target timely interventions.

Governance has improved through the establishment of the People Delivery Group and a more structured approach to workforce planning. Workforce plans are reviewed for each staff group and include establishment forecasts, retirements and unplanned leaver rates, enabling evidence-based recruitment decisions. This is complemented by regular analysis of absence levels, trends and patterns, including heat mapping; staff turnover and exit interview information; and employee relations data. Together, these insights inform the Service's people priorities and help focus activity where it will have the greatest impact.

This evidence-led approach enables earlier conversations and intervention, improves the alignment of recruitment and development activity with forecast need, and ensures succession planning is informed by a rounded understanding of workforce supply, movement, wellbeing and organisational risk.

Following completion of the People Directorate restructure in August 2026, a People Partner model has been introduced. People Partners will work alongside managers to build confidence, enable and support them to take action, and encourage earlier and more effective workforce conversations. This partnership approach will strengthen local ownership of people matters and support the success of succession planning interventions across the Service.

2. Strategic Context

Community Risk Management Plan (CRMP) 2025–2030:

The Community Risk Management Plan (CRMP) 2025–2030 requires the Service to maintain the leadership capacity, operational competence and specialist expertise needed to deliver prevention, protection, response and resilience. Succession planning is therefore a strategic control: it connects anticipated community risk and service change with future workforce capacity, capability and knowledge.

The CRMP's People enabler—"An Inclusive, Healthy and Engaged Workforce"—provides the framework for this work. The succession approach focuses on critical roles, skills, retirement and vacancy exposure, leadership readiness, knowledge transfer, and inclusive development pipelines across Wholetime, On-Call and Support Staff groups.

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HMICFRS Inspection 2025–27

The 2025–27 HMICFRS inspection provides positive independent assurance about the foundations for succession planning. The Service was graded **Good** for training and developing people with the right skills, leading people effectively, promoting values and culture, and making best use of resources. Inspectors also recognised stronger leadership visibility, clearer accountability, improved governance, alignment between workforce and financial plans, and better use of data and intelligence.

Assurance from inspection:

Leadership and governance: clearer accountability, more visible leadership and timely oversight provide a stronger basis for identifying and managing workforce risk.

Workforce alignment: workforce and financial plans are aligned to CRMP priorities, supported by improved data, performance monitoring and resource planning.

People development: structured leadership learning, development pools and appraisal-based career conversations support internal readiness for future roles.

Innovative practice:

HMICFRS also highlighted the Service's Behavioural and Leadership Framework as innovative practice. Its consistent expectations are embedded in development, assessment and appraisal, giving the Service a common basis for identifying potential and assessing readiness.

3. Workforce Risk Profile

Critical Role and Critical Person Assessment

The Organisational and Leadership Development team have completed a Critical Role and Critical Person Assessment across key functions and leadership positions. It considered both the inherent criticality of a role and the extent to which essential knowledge, expertise or relationships depend on an individual. This distinction enables the Service to identify single points of failure and prioritise action according to the nature and impact of the risk. Our aim is to reduce risk and increase Service resilience.

Assessment outcomes

The assessment indicates that many of the roles reviewed are important to maintaining essential services, statutory responsibilities and organisational performance. The workforce appears to be lean with minimal role crossover/duplication. Person dependency varies, with some teams benefiting from shared knowledge and established cover, while others rely heavily on an individual's specialist expertise or organisational knowledge.

A lean workforce with limited role overlaps also creates a link between capacity, workload and employee wellbeing. Sustained workload pressures may increase the risk of work-related stress, burnout, adverse mental health impacts and sickness absence. Absence can create the requirement for temporary cover, in turn, place further pressure on remaining colleagues and reduce the capacity available. Resilience discussions and planning therefore need to consider sustainable workloads and welfare support alongside the availability and competence of cover.

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The review is also identifying where potential successors exist but require further development or practical experience before they could take full responsibility. These findings will inform targeted succession planning, knowledge transfer, development and recruitment activity.

The assessment also highlights retention as an important control for roles where organisational knowledge, specialist expertise or leadership capacity is concentrated in a small number of postholders. For Support Staff, the Pay Scale Review and introduction of new pay scales and progression-related pay have strengthened the Service's retention offer and provide mitigation against this risk. However, a residual exposure remains within Senior Leadership and Executive Leadership roles, where the absence of a dedicated and clearly defined pay structure may affect the Service's ability to retain critical capability and maintain succession resilience. It may also reduce the attractiveness of these roles to suitably qualified internal candidates considering progression and to external candidates in a competitive leadership market, thereby constraining the pool of potential successors.

Key emerging themes

- Specialist skills and knowledge are concentrated in individuals. Several functions depend on expertise that would take time to replace. This includes knowledge of Service systems, technical requirements, processes and stakeholder relationships. In some areas, essential administrative activities also underpin statutory compliance and operational availability.
- Potential successors require further preparation. Internal development routes and potential candidates provide a foundation for succession, but readiness to cover specific roles is not consistently established. Temporary cover may depend on managers or colleagues absorbing additional responsibilities, affecting their capacity to deliver other work. Internal progression can also create a vacancy elsewhere that requires its own plan.
- Knowledge sharing and continuity arrangements vary. Some teams have documented processes, shared responsibilities and development activity already underway. Elsewhere, knowledge remains with the postholder, and cover arrangements require clarification. Documentation needs to be supported by practical experience so that another colleague can confidently carry out essential tasks.

Recommended priority actions

- Confirm the priority risks with managers. Review the findings and existing cover arrangements to agree where action is most urgent, taking account of the impact on service delivery, reliance on individual knowledge and the likelihood and timing of vacancies.
- Agree resilience actions with managers by 30 November 2026. Identify the cover, knowledge transfer, development and recruitment arrangements needed to address the risks. Each action should have a named owner, a completion date and a clear outcome that demonstrates how it will strengthen continuity or reduce dependency.
- Implement the highest priority actions by 31 December 2026 and remaining actions by 31 March 2027. Prioritise the most critical roles and significant person dependencies. Check that colleagues providing cover have the skills, system access and capacity to carry out essential responsibilities, including arrangements for their existing workload. Where successor development requires longer, put interim cover in place within these deadlines and agree milestones for achieving readiness. Monitor progress and outstanding risks through the People Delivery Group.

Overall assessment

The emerging findings provide partial assurance about organisational resilience. Shared knowledge, existing development opportunities and management oversight provide a foundation for continuity, but effective cover is not yet consistently established for all essential responsibilities.

Limited capacity and sustained workload pressures may also increase work-related stress, burnout, adverse mental health impacts and sickness absence, further weakening resilience and reinforcing the need for sustainable workloads, early monitoring and welfare support.

The greatest vulnerabilities arise where specialist expertise or organisational knowledge is concentrated in one person, recruitment is difficult and potential successors need further development. Retirement, promotion, internal movement and retention concerns may create vacancies over the next one to two years, although the timing of some departures remains uncertain. Priority actions will therefore address both immediate cover for unexpected absence and preparation for anticipated vacancies.

4. Talent Pipeline

Developing and maintaining an inclusive talent pipeline is central to the Service's succession planning approach. In 2024, the Service revised its Assessment and Development Centre (ADC) process to make it accessible and relevant to all staff groups. Operational references were removed and the process was anchored in the Behavioural and Leadership Framework, providing a consistent basis for recognising potential, strengths and development needs across the workforce.

The ADC has also been repositioned from a process focused primarily on promotion to one that can commence an individual's development journey. This is particularly important for Support Staff, where an immediate promotional opportunity may not exist. The process gives colleagues and managers structured evidence to inform development planning, career conversations and access to appropriate learning, experience and support.

This represents an important cultural shift. Development is recognised as an investment in performance, capability and engagement, rather than solely preparation for a specific vacancy. In some cases, the skills and confidence gained may enable an employee to progress outside the Service; however, the return on investment is realised through stronger performance, wider organisational capability and improved engagement while they remain with the organisation.

5. Leadership Development

Thrive leadership programme

Thrive is a Service-specific leadership skills programme, piloted in November 2025 and designed from the "grass roots up" for the Service. It aims to build leaders' confidence in optimising their own performance and that of their people. Its core objectives are to strengthen human-centred leadership, improve performance management and equip leaders to create inclusive conversations and working environments through coaching-style conversations, curiosity, adaptability and greater self-awareness.

The programme has been evaluated through qualitative and quantitative feedback and adapted flexibly for each cohort. In succession-planning terms, Thrive provides a consistent foundation for

leadership behaviour, supports readiness for future roles and strengthens the quality of performance and development conversations across the Service.

Burnout awareness and recognition of the early signs have been incorporated into Thrive delivery, helping managers identify concerns early and initiate timely conversations about workload and support.

Executive Leadership Development

Three Group Commanders are enrolled on the Executive Leadership Programme. Delivered through a partnership between the National Fire Chiefs Council and a university, the programme comprises five residential modules focused on strategic leadership, organisational change and the future challenges facing fire and rescue services. Successful completion leads to a postgraduate certificate in strategic leadership. This investment strengthens executive-level capability and supports succession readiness for the Service's most senior leadership roles.

Coaching and mentoring

The Service's mentoring scheme soft-launched in February and has been operating for approximately nine months. A bank of 30 mentors from a range of roles and from both operational and support roles has completed group training to support effective mentoring relationships. There are currently ten active relationships, with early feedback identifying benefits including new perspectives, advice sharing, clearer decision-making, stronger connections and the removal of barriers between colleagues.

The scheme is intended to support learning from lived experience rather than solely career advancement. It can provide support in areas such as neurodiversity, return from maternity leave, menopause, work–life balance, personal challenges and moves between operational and support roles. This breadth strengthens inclusion, knowledge transfer and cross-Service understanding as well as supporting individual development and retention.

Thrive and the mentoring scheme provide complementary foundations for a more confident, inclusive and sustainable leadership pipeline.

6. Staff Development Pathway

The Staff Development Pathway provides a consistent route from career aspiration to assessment, development and role competence. It integrates leadership learning, appraisal, the Behavioural and Leadership Framework, assessment centres and targeted support so that employees and managers can make informed decisions about readiness and progression.

Leadership and Management Development Programme

The Leadership and Management Development Programme defines mandatory and complementary learning at supervisory, middle and strategic levels. It provides a common Service-wide standard for preparing current and future leaders.

Appraisal and Development Readiness

The appraisal process enables rich career conversations between employees and managers. The Service has consistently achieved its KPI of a 95% completion rate for both End of Year and Objective Setting appraisals year on year, providing a strong foundation for regular performance, development and career discussions. Where an employee is assessed as "ready to move to the next level", this can trigger 360-degree feedback, access to the Thrive programme and learning

and development coaching, creating a clear connection between career aspiration, evidence of readiness and targeted development support. To strengthen the quality and consistency of the process, appraisal returns are subject to quality assurance, with training and guidance available to support managers and employees in completing effective, meaningful appraisals.

Assessment and Role Competence

Assessment centres use the Behavioural and Leadership Framework to support consistent evaluation. Role-specific competence programmes then combine leadership development with the qualifications and operational requirements of the post. This provides a structured route from potential to demonstrated competence.

High Potential Programme

This programme provides a targeted route to accelerate the development of high-performing colleagues who demonstrate the aspiration and potential to progress into more senior leadership roles. Participants are supported through the five-stage Staff Development Pathway, which enables them to clarify their career ambitions, prepare for progression, build and evidence the required capability, and make the most of relevant development opportunities. This structured offer is reinforced by leadership learning at supervisory, middle and strategic levels, consistent expectations set through the Behavioural and Leadership Framework, appraisal-based career conversations, 360-degree feedback, Thrive and individual development coaching. Together, these elements provide a coherent approach to strengthening leadership readiness and building a sustainable internal succession pipeline.

7. Training, Learning and Development

Learning investment is aligned to organisational priorities, departmental need and appraisal evidence so that the Service can maintain capability in critical operational, leadership and specialist roles.

Training Needs Analysis (TNA) 2025/26

In 2025/26, the Service invested **£350,000** in learning and development through organisation-wide and departmental bids. The 2026/27 budget is **£364,000**. The enhanced Training Needs Analysis and appraisal-led bids improve visibility of current and future capability requirements and direct investment towards identified workforce risks.

Apprenticeship Activity and Achievement:

Apprenticeships remain a key component of the Service's succession planning strategy, providing structured development pathways into critical operational, leadership and specialist roles. They support both the attraction of new talent and the development of existing employees, helping to build capability for future vacancies and reducing reliance on external recruitment.

The continued use of apprenticeship programmes, combined with strong completion rates and effective use of levy transfer funding, is strengthening workforce resilience and helping to develop the future talent pools required to meet the Service's long-term succession needs.

The high number of successful completions, particularly at distinction level, demonstrates the value of apprenticeships in developing both current and future capability across the Service.

Levy Transfer Arrangements

The Service has continued to successfully maximise external levy transfer opportunities, receiving funding support from partner organisations to meet apprenticeship training costs.

During 2025/26, levy transfers received included:

- Santander: £27,500 supporting two Level 7 Senior Leader apprenticeships and one Level 6 Digital and Technology Solutions Professional apprenticeship.
- Milton Keynes Council: £126,000 supporting 18 Level 3 Operational Firefighter apprenticeships.
- NTT Data UK Limited: £2,500 supporting a Level 3 Business Administrator apprenticeship.

As a result of these levy transfer arrangements, the Service has not been required to utilise its full levy allocation or enter co-investment arrangements, avoiding the need for additional employer contributions.

8. Equality, Diversity and Inclusion

During the first half of 2026/27, the Service has continued to progress the priorities set out in its Equality, Diversity and Inclusion (EDI) Framework. The supporting delivery plan provides a structured approach to monitoring progress, identifying outstanding actions and aligning EDI activity with wider organisational priorities. In succession-planning terms, this helps ensure that talent identification, development and progression routes are inclusive, that barriers affecting underrepresented groups are addressed, and that future pipelines draw on the widest possible range of skills and potential.

Delivery of the Gender Pay Gap Action Plan continues through activities aligned with the EDI Framework. Women-only 'Have a Go' events have been incorporated into firefighter recruitment campaigns to encourage applications from women and address barriers to entry. Work is also underway to explore targeted development opportunities for female operational staff, with the aim of supporting career progression, broadening representation at more senior levels and strengthening the pool of potential successors for future operational and leadership vacancies.

A review of key people policies, including flexible working and reasonable adjustments, is underway and scheduled for completion by the end of October 2026. The reviews aim to identify opportunities to improve accessibility, consistency and inclusivity, ensuring policies remain responsive to the needs of a diverse workforce.

A review of the Service's Equality Impact Assessment (EqIA) arrangements is also underway to strengthen oversight, accountability and consistency. A central tracker of required, completed and outstanding assessments will be established by the end of October 2026, with responsible managers confirming the status of assessments by 30 November 2026. The aim is to complete outstanding assessments by 31 December 2026, alongside consideration of a more sustainable approach to monitoring and maintaining compliance. This work will support greater accountability for assessing equality impacts and help ensure equality considerations are embedded in organisational decision-making, including the design of succession plans, talent programmes, assessment processes and development pathways.

The Pay Gap Report is also being refreshed and is scheduled for completion by the end of October 2026. It will provide enhanced analysis of gender, ethnicity and disability pay differences, helping the Service better understand potential inequalities, identify areas requiring further investigation and inform targeted, evidence-led action.

9. People Survey 2025/26

The 2025 People Survey provides valuable insight into the workforce factors that support long-term succession planning and organisational resilience. The results demonstrate positive foundations in relation to learning and development, with colleagues reporting stronger levels of confidence in both the opportunities available to develop and the support provided by line managers.

The survey reinforces the importance of creating clearer career pathways, improving the quality of coaching and performance development conversations, and providing greater access to protected learning time. These actions will help increase employee readiness for progression, strengthen internal talent pools and reduce succession risks within critical operational, leadership and specialist roles.

The 2026 People Survey has now closed, and analysis of the results is underway, the proposed next phase will bring together the 2026 People Survey findings, expected in mid-November, the critical role and critical person assessments, and relevant workforce information. This will inform a coordinated set of workforce priorities for each team, avoiding separate action plans for survey and succession activity. Managers will retain ownership of agreed actions, supported and challenged by People Partners, with clear responsibilities, timescales and follow-up.

10. Recruitment, Turnover and Retention

Recruitment, retention and workforce mobility are key indicators of organisational resilience and provide important evidence of the Service's ability to sustain effective succession pipelines for critical operational, specialist and leadership roles.

Many support and management campaigns attract strong interest, but specialist Protection, vehicle technician and driving instructor roles remain harder to fill because of qualification requirements and external labour-market competition.

Recruitment

The Service’s average time to hire is four to six weeks, measured from the date an advert goes live to the date an offer of employment is made. This measure does not represent the full time required to fill a vacancy, which can also be affected by factors outside the recruitment process, including candidate notice periods and the time needed to complete pre-employment checks such as Disclosure and Barring Service clearance, fitness assessments and references.

Internal appointments are generally faster and retain organisational knowledge. This demonstrates the value of internal pipelines, while persistent specialist shortages require targeted development and recruitment plans.

Candidate feedback on recruitment processes remains positive, providing assurance that the Service continues to offer a professional and effective recruitment experience.

Staff Turnover and Retention

Analysis of turnover data identifies several themes relevant to succession planning:

- Retirement continues to present a succession risk through the loss of experienced employees and organisational knowledge.
- Voluntary resignation remains the most common cause of employee turnover.
- Recruitment challenges persist within specialist technical and protection-based roles where external talent pools remain limited.
- Internal career movement is supporting retention and helping to preserve operational and organisational knowledge.

Overall recruitment and retention data shows that internal progression is supporting continuity and knowledge retention. The principal risks remain retirement-related knowledge loss, voluntary resignation and shortages in specialist technical and Protection roles.

11. Key Risks and Mitigations

Risk	Evidence and mitigation	Current assurance
Critical role or person dependency	Assessments indicate reliance on individual expertise across several essential functions, with limited immediate cover in some areas. Resilience actions will be agreed with managers by 30 November 2026, with priority measures implemented by 31 December 2026 and remaining actions closed by 31 March 2027.	**Partial assurance.** Dependencies have been identified, but effective cover is not yet consistently confirmed or tested.
Leadership pipeline gaps	Development opportunities and temporary appointments support progression, but potential successors are not consistently ready to take full responsibility for specific roles. Targeted development, supervised experience and assessment of readiness will inform succession plans.	**Partial assurance.** Development routes provide a foundation, with further work required to confirm readiness and replenish pools.
Specialist skills scarcity	Managers report challenges recruiting specialist staff where Service salaries compete with higher external earnings, including fire safety roles. Replacing knowledge built through experience within the Service also presents a risk. Mitigation will combine targeted recruitment, internal development,	**Partial assurance.** Existing development and recruitment activity provides some mitigation, but specialist cover requires further strengthening.

	structured knowledge transfer and appropriate interim support.	
Retirement and knowledge loss	Managers have identified potential retirements and other anticipated moves, although departure dates are not consistently confirmed. Workforce information and career conversations will inform planning. Priority actions will include documenting essential knowledge, developing competent cover and allowing sufficient time for handover.	**Partial assurance.** Potential exposure is understood in some areas, but timing and knowledge transfer arrangements require confirmation.
Capacity pressures, linked vacancies and employee wellbeing	Temporary cover for vacancies and absence often relies on managers or colleagues absorbing additional work. Internal moves and acting appointments can create gaps elsewhere. Sustained workload pressures may increase work-related stress, burnout, adverse mental health impacts and absence, further reducing capacity. Resilience plans need to address sustainable workloads, priorities and responsibilities left behind. Proposed monitoring will link absence levels and reasons, work-related stress and welfare cases, with People Partners and managers exploring triggers and agreeing action.	**Partial assurance.** Informal cover offers short term protection, but its sustainability is not consistently established. Preventative work is underway; the proposed monitoring and manager follow-up will need to demonstrate that workload and wellbeing risks are being addressed.

12. Forward Plan: Next 12–24 Months

- Agree resilience actions with managers by 30 November 2026, prioritising the most critical roles and significant person dependencies. Implement priority actions by 31 December 2026 and remaining actions by 31 March 2027. Where development requires longer, put interim cover in place within these deadlines and agree clear development milestones.

- Continue to review leadership acquisition pools against anticipated vacancies and replenish them where needed. Link development to specific role requirements and assess readiness through supervised experience, temporary responsibilities and demonstrated competence.

- Develop targeted succession, recruitment and knowledge transfer plans for specialist roles. Review evidence of recruitment difficulties, including salary differences, and consider affordable options to improve recruitment and retention. Allow sufficient time to transfer Service knowledge and prepare replacements.

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Buckinghamshire Fire and Rescue Service
Succession Planning 2026 Update

- Continue to monitor retention risk and the impact of the Support Staff Pay Scale Review. The introduction of new pay scales and progression-related pay provides mitigation by improving pay transparency and the Service's ability to retain support staff. Design and implement a dedicated Senior Leadership/Executive Leadership Pay Structure, with progress and impact monitored through established governance arrangements.

- Bring together succession assessment findings, the 2026 People Survey results and relevant workforce information to agree a small number of coordinated workforce priorities with managers, avoiding separate action plans for survey and succession activity. Managers will own the actions, supported and challenged by People Partners through regular workforce and career conversations. Maintain a single record of agreed actions, with named owners and timescales, including measures to address gaps created by internal moves or temporary appointments. Broader priorities will be refined once survey results are available, without delaying urgent succession risk actions or the deadlines set out above.

- Enhance the monitoring of capacity and wellbeing pressures through the People Delivery Group, drawing together absence levels, reasons for absence, work-related stress and welfare case trends. Agree triggers for review and, when these are met or concerns are raised, People Partners to explore workload, cover arrangements and support needs with managers and agree proportionate actions with named owners and review dates.

- The Service is also undertaking a welfare and wellbeing review, examining current service provision and seeking staff views on the support they would like to see more of. This work will inform the future support offer.

- The proposed approach includes quarterly review through the People Delivery Group to monitor delivery and overdue actions, identify recurring themes requiring a Service-wide response and assess evidence of reduced workforce risk, including more sustainable cover, knowledge transfer and successor readiness. Assurance will strengthen as evidence demonstrates that actions are reducing risk, rather than through completion of activity alone. Update assessments following significant workforce changes and review them annually.

- Review specialist operational responsibilities held alongside substantive roles. Confirm the minimum cover and qualifications required, identify gaps and plan the time and experience needed to develop additional colleagues.

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Succession Planning – Critical Role and Critical Person Assessment

Introduction

As part of our succession planning and Service resilience approach, we need to review critical roles and key people dependencies across the Service.

The purpose of this is to help understand:

- Which roles are most critical to the delivery of our CRMP, Annual Delivery Plan and BAU operations.
- Where we may have significant dependency on individual employees.
- Where succession planning, knowledge transfer or capability building may be required.
- How prepared we are for unexpected vacancies, retirements, organisational change, or loss of key talent.
- The areas of greatest Service-wide risk so that we can proactively mitigate them and strengthen our talent pipeline.

The Assessment Process

The assessment is made up of two parts:

Part 1: Critical Role Assessment

This focuses on the role itself, regardless of who currently occupies it. When assessing role criticality, consider factors such as:

- Impact (strategic/BAU)
- Business continuity risk
- Skills Availability
- Leadership impact
- Governance and Compliance
- Financial impact

Where multiple employees carry out the same role, complete Part 1 (Critical Role Assessment) once for the role and complete Part 2 (Critical Person Dependency Assessment) separately for each postholder.

Succession Planning – Critical Role and Critical Person Assessment

Part 2: Critical Person Dependency Assessment

This focuses on the current postholder and the level of Service dependency that exists. When assessing dependency, consider factors such as:

- Availability of Successors
- Knowledge Dependency
- Relationship dependency
- Ease of replacement
- Resourcing Risk
- Team Resilience

Whilst a role may be critical, the dependency risk may be low if there is a strong succession pipeline and knowledge is well distributed. Equally, a role may not appear highly critical but may represent a significant risk if key knowledge, expertise, or stakeholder relationships sit with one individual.

Scoring Guidance

Please use the following guide when assigning scores:

1 – Very Low: Minimal impact or risk. The role/activity could be covered easily with little disruption.

2 – Low: Some impact or risk, but there are established alternatives, cover arrangements or readily available capability.

3 – Moderate: Noticeable impact or risk. Temporary disruption would occur, and mitigation would be required, but service delivery could continue.

4 – High: Significant impact or risk. There would be substantial disruption, limited cover available, and management intervention would be required.

5 – Critical (Role Assessment) / Very High (Dependency Assessment): Severe impact or risk. The vacancy or loss of the individual would create immediate and significant Service-wide consequences.

Succession Planning – Critical Role and Critical Person Assessment

Section 1: Role Details

Details	Response
Function/Department	
Role Title	
Current Postholder	
Line Manager	
Review Completed By	
Review Date	

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Succession Planning – Critical Role and Critical Person Assessment

Part 1: Critical Role Assessment

Use your judgement and score based on the organisational impact if the role became vacant.

1. Impact – Strategic/Business as usual

Question	Score (1-5)
Role directly influences delivery of strategic priorities.	
Role is essential to delivering Business as Usual operations.	

Comments if applicable:

2. Business Continuity Risk

Question	Score (1-5)
Operations would be significantly disrupted if the role became vacant.	
Service Delivery/Customer Service would be significantly impacted.	

Comments if applicable:

3. Skills Availability (Internal and External)

Question	Score (1-5)
Specialist skills, qualifications or experience are difficult to source.	
Limited internal capability exists to provide cover.	

Comments if applicable:

4. Leadership Impact

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Question	Score (1-5)
Role has significant leadership influence on people, culture or performance.	
Role contributes to developing future leaders or specialist capability.	

Comments if applicable:

5. Governance and Compliance

Question	Score (1-5)
Role holds significant legal, regulatory or governance responsibilities.	
Vacancy would create material compliance or reputational risk.	

Comments if applicable:

6. Financial Impact

Question	Score (1-5)
Role significantly influences budgets, assets or financial performance.	
Vacancy would create financial risk or inefficiency.	

Comments if applicable:

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Part 2: Critical Person Dependency Assessment

Assess the risk associated with the current postholder. Use your judgement and score based on the organisational impact if the postholder left the organisation.

1. Successor Readiness

Question	Score (1-5)
No ready-now successor exists.	
No viable successor is expected within the next 1-2 years.	

Comments if applicable:

2. Knowledge Dependency

Question	Score (1-5)
Critical Service knowledge sits primarily with the individual.	
Knowledge is not adequately documented or shared.	

Comments if applicable:

3. Relationship Dependency

Question	Score (1-5)
Key stakeholder relationships are heavily dependent on the individual.	
These relationships would be difficult to transfer.	

Comments if applicable:

4. Ease Of Replacement

Question	Score (1-5)
Recruiting a suitable replacement would be challenging.	
A replacement would take significant time to become fully effective.	

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Comments if applicable:

5. Resourcing Risk

Managers should base assessments on known information and reasonable evidence rather than assumptions about future intentions.

Question	Score (1-5)
Potential vacancy expected within 1-2 years based on known information (for example, confirmed retirement plans, communicated career intentions, fixed-term arrangements, or other evidenced factors).	
Retention concerns identified.	

Comments if applicable:

6. Team Resilience

Question	Score (1-5)
The team could not operate effectively without the individual.	
Capability or expertise is concentrated in one person.	

Comments if applicable:

Summary of Assessment

Overall Critical Role Assessment

Rating	Score
Total Score	
Maximum Possible Score	60

Critical Role Rating

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Score	Rating
0-15	Low
16-30	Moderate
31-45	High
46-60	Critical

Overall Critical Person Dependency Assessment

Rating	Score
Total Score	
Maximum Possible Score	60

Dependency Risk Rating

Score	Rating
0-15	Low
16-30	Moderate
31-45	High
46-60	Significant

Please return completed assessments directly to Anna Collett via email and mark them as confidential. Individual assessments will be used solely for succession planning, workforce resilience analysis and related development discussions. Reporting to Executive Committee will be presented in an aggregated format and will not identify individuals.

The information collated will be used to produce a high level Service-wide report detailing:

- Critical Service roles
- Key person dependency risks
- Areas of succession vulnerability
- Potential capability gaps
- Service resilience strengths and weaknesses

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This will provide us with a strong evidence base to prioritise our succession planning and workforce resilience efforts and ensure we are focusing our time and investment in the areas of greatest risk.

Next Steps:

The Organisational and Leadership Development Manager will meet with you to discuss recommended actions, these may include but are not limited to:

- No action required
- Develop successor within 12 months
- Develop successor within 1-2 years
- Increase knowledge sharing/documentation
- Cross-training required
- Recruitment contingency required
- Talent pipeline development required

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Buckinghamshire
Fire & Rescue Service

Summer Pressures Review 2026

Executive Committee November 2026

Introduction

Summer 2026 placed exceptional and sustained pressure on Buckinghamshire Fire & Rescue Service.

This review examines the scale of demand, how previous investment supported the response, and how core services were maintained.

It concludes with the operational learning and targeted actions needed to strengthen resilience for future periods of exceptional demand.

Executive summary

Summer 2026 demonstrated both the value of previous investment and the need to strengthen future resilience.

01

Exceptional demand

BFRS attended 1,671 incidents in July and August 23.5% above the ten year average Land and vegetation fires increased by 90.4%,

02

Investment made a difference

Rural firefighting vehicles, water carriers and wildfire equipment were used extensively and made a clear operational contribution.

03

Core services were maintained

The ten-minute attendance standard was maintained, while Home Fire Safety Visits and fire safety audits exceeded their combined targets.

04

Further resilience is needed

Staff feedback and operational evidence identified pressure around PPE, welfare, cooling arrangements and spare capacity.

Previous investment worked. Continued targeted investment will help make resilience more dependable and sustainable.

BFRS' experience reflected a national challenge

The pressures experienced locally formed part of an exceptional wildfire season across the UK.

RECORD WILDFIRE ACTIVITY

1,360 wildfires recorded in England and Wales by 21 Oct 2026, exceeding the previous annual record.

PROLONGED AND SIMULTANEOUS INCIDENTS

Wildfires required firefighters and specialist resources to be deployed for extended periods, while services continued responding to other emergencies and relied on mutual-aid arrangements to sustain operations.

ENGLAND'S FIRST WILDFIRE SUMMIT

23 OCT Government, fire & rescue services and partners came together to turn the summer learning into action.

Wildfire is a growing national resilience challenge requiring sustained preparedness and investment

Summer 2026 tested our resilience

Challenging conditions created sustained operational demand.



1,671 incidents attended during July and August

Change against the ten-year average

All incidents	+23.5%
All fires	+54.6%
Land and vegetation fires	+90.4%
Fire engine mobilisations	+29.3%
Total fire engine time	+57.6%

Operational commitment increased considerably more than incident numbers alone suggest.

Previous investment made a difference

Specialist capability was used extensively throughout the summer.





Rural firefighting vehicles

60 mobilisations

91.8% positive staff assessment of the RFV's

Wildfire and rural equipment

81.3% positive staff assessment

Improved access and capability at outdoor incidents

Water carriers

51 mobilisations across 42 incidents

Additional water where accessible supplies were limited

investment in specialist capability enhanced our operational resilience

Core services were maintained

Despite the pressure, we maintained our focus on wider community safety..

RESPONSE

10 **9:58**

Average attendance time in July and August



Standard 10:00

Attendance remained within the Service standard.

PREVENTION

H **827**

Home Fire Safety Visits



Target 800

Activity remained focused on those most vulnerable to fire.

PROTECTION

A **139**

Fire safety audits



Target 132

Planned regulatory activity continued despite operational pressure.

Higher operational demand did not stop essential Prevention and Protection activity

Our people & partnerships helped sustain the response

The response was supported by commitment across BFRS and strong regional cooperation.

WHOLE SERVICE REPSONSE

The response was supported by a coordinated effort across the whole Service, enabling operational activity and essential community safety work to continue.

CROSS-BORDER

Established cross-border arrangements helped services manage increased and overlapping demand across the region.

NATIONAL REQUESTS

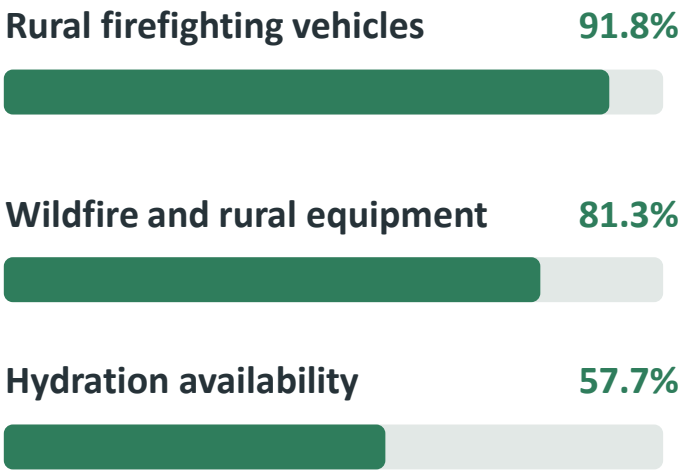
BFRS provided support where possible, but the scale of local demand significantly limited the resources available for deployment elsewhere in England

Cooperation strengthened the response across England

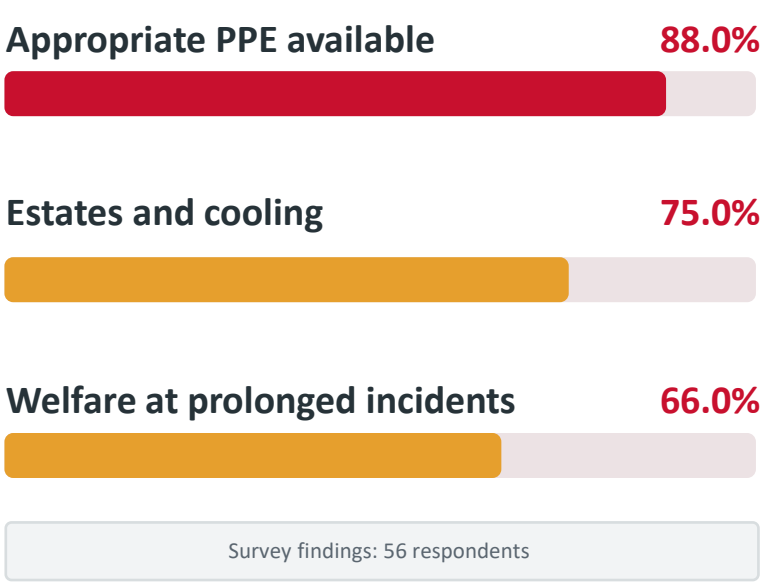
But pressure was evident

Staff valued specialist capability but identified where resilience needs to improve.

WHAT WORKED

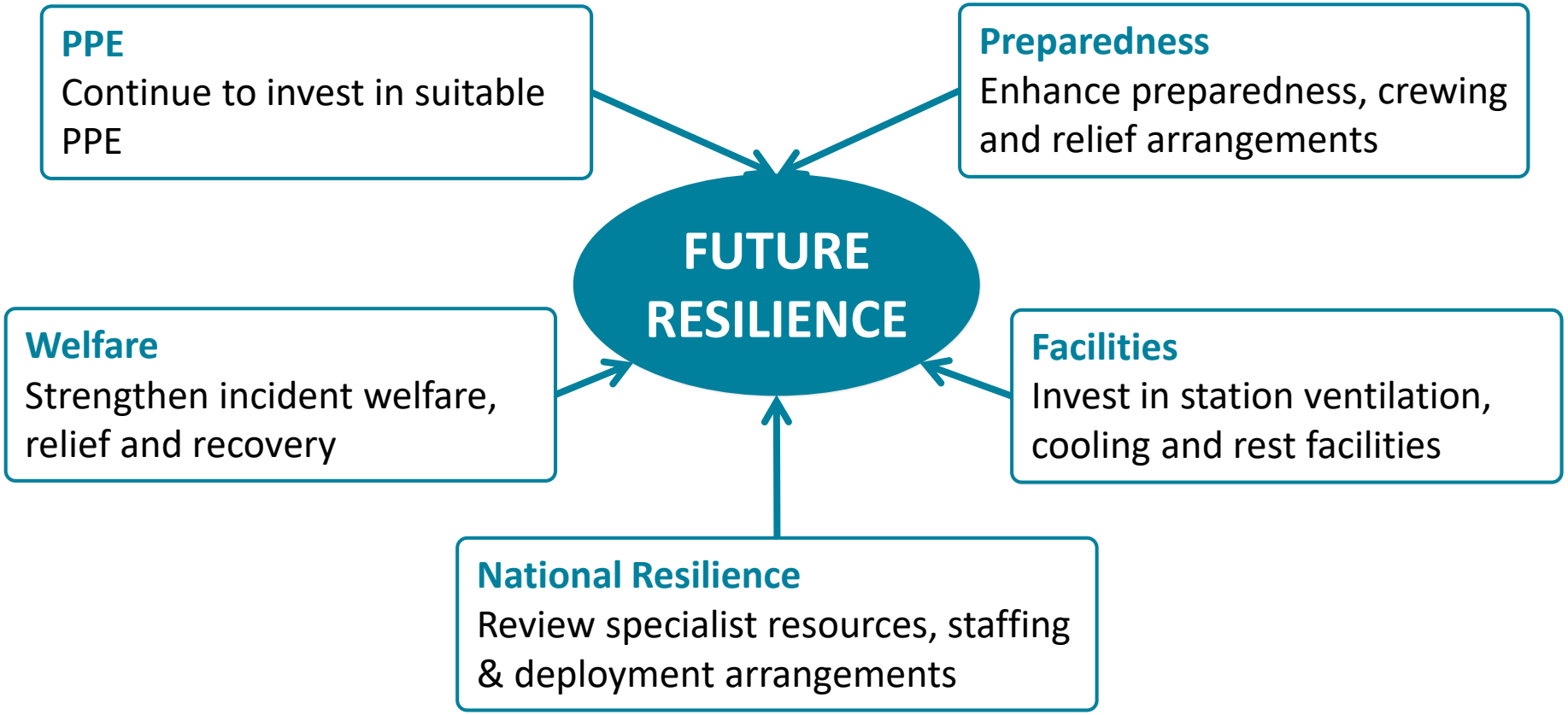


WHERE PRESSURE WAS FELT



Successful delivery should not be mistaken for an absence of pressure on resilience.

Protecting and building future resilience



Previous investment worked.
The next step is to make that capability sustainable.



Buckinghamshire
Fire & Rescue Service

Making a difference together

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