



**Buckinghamshire
FIRE & RESCUE SERVICE**
we save lives



Public Safety Plan

2020-2025

PROTECT YOUR HOME WITH SMOKE ALARMS





**IT ONLY TAKES
ONE ACCIDENT
TO START A FIRE.**

**ARE YOU SURE YOUR SMOKE
ALARMS ARE WORKING?**

TEST YOURS NOW.



Table of contents

Introduction	Pages
About your plan and why you should read it	4-5
Who we are and what we do	6-9
Looking back at our 2015-2020 Public Safety Plan	11-13
The challenges ahead	
Introduction to the challenges ahead	15
Views from the public	16-17
Overview of our challenges ahead	18-19
Detail of the challenges, how we manage them, what more we need to do and what success looks like	20-31
Strategy proposals	32
Consultation	
Outcomes of the public consultation	33
Supplementary information	
What is a Public Safety Plan?	35
Sources of risk information	36-37
Incident trends	38-40
Demand patterns	41-45
Risk analysis	46-47
Future funding	48

Your new Public Safety Plan

As Chairman and Chief Fire Officer, together we would like to introduce you to your new Public Safety Plan. We have achieved many things in the last five years, and these are summarised in this document. It also outlines the future risks and challenges we think need to be addressed, and reflects what you have told us is important to you and what you expect from us.

Over the last five years (2015/2016 - 2019/2020) we have continued to see a change in the profile of the types of incidents we attend. Over the same period we have had to absorb a cut in revenue support grant provided by the Government of 57 per cent. We have risen to all the financial challenges we have faced and continue to deliver a service our staff and those we serve can be incredibly proud of.

We have fewer firefighters, but they have never been so busy, broadening the scope of what we do while maintaining our levels of service. This could not have been achieved without the dedication of our staff, who have increased their flexibility through new ways of working.

The next five years will be about consolidating our unique operating model and making sure we are ready for the challenges up ahead by remaining on a sound financial footing. We will look to improve our resilience so that we are able to meet future challenges and changes to our operating environment.

However, with continued financial pressure, we will have to make some difficult decisions. We will ensure that these are based on sound evidence and consult with the public accordingly. We will strive to make sure we provide equality of service throughout Buckinghamshire and Milton Keynes and also equality of opportunity as an employer.

We look to the future as that is where we will spend the rest of our lives



Councillor Lesley Clarke OBE
Chairman, Buckinghamshire &
Milton Keynes Fire Authority



Jason Thelwell QFSM
Chief Fire Officer and Chief Executive
Buckinghamshire Fire and Rescue Service

What is a Public Safety Plan?

And why you should read it

Part of the council tax you pay directly funds your fire and rescue service and it is important to us that we hear your views on the service we provide and how this may develop. This plan sets out how we will provide a fire and rescue service in Buckinghamshire and Milton Keynes for the five-year period from 2020-2025. The plan builds on our achievements over the last five years, considers changes to the risks you face and how we plan to change our services to keep residents, communities and businesses safe from fire and other emergencies.

We work in a fast-changing environment. We work closely with colleagues nationally across Government supporting the national resilience infrastructure, and we work with individual residents to make them safer in their homes, and there is a range of work in between. Government guidance requires that fire and rescue authorities consider national and regional as well as local risks.

This Public Safety Plan has been developed using integrated risk management planning methods and is designed to conform to the Government's guidance in relation to the preparation of integrated risk management plans.

This year we will open our new joint emergency response facility for Police, Fire and Ambulance in West Ashland, Milton Keynes. This site provides a fantastic facility for the public. We will continue to work with police and ambulance colleagues to improve the service we provide, and we will extend our collaboration work more widely.

We are very proud of the work that we do, and we care passionately about your safety from fire and other emergencies.

Please refer to the supplementary information section of this plan for more information on the Government's guidance and the legal requirements for fire and rescue service plans.

Who we are



We serve a population of more than 800,000 in the South East of England. The area stretches from the outskirts of London to the South Midlands. It comprises Buckinghamshire, which will have a unitary council from 1 April 2020, and Milton Keynes, which has had a unitary council since 1997.

The area we serve includes stretches of the M1, M4, M25 and M40 motorways, a section of the West Coast Main Line, several miles of the River Thames, part of the Silverstone motor racing circuit and Chequers, the Prime Minister's country residence.

Around 400 firefighters operate from 20 fire stations (19 when Bletchley Fire Station and Great Holm Fire Station are amalgamated on to one site at West Ashland in Milton Keynes in 2020), sometimes responding to 999 calls when they are out and about doing community safety work. There are fire safety offices in Aylesbury, Milton Keynes and Marlow.

Fighting fires is only part of the work of the present-day fire and rescue service. Releasing people trapped in vehicles after road traffic collisions, dealing with chemical spills and fitting smoke alarms in people's homes make up an increasing proportion of our work. Our operational crews have therefore changed the focus of their work to help prevent emergency incidents from happening in the first place.

Our community safety team includes officers who work in partnership with local statutory and voluntary organisations at a range of locations throughout the county.

Around 100 people work in a variety of support services, including teams in risk assessment, vehicle workshops, finance and human resources.



Who we are

Our vision

To make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel.

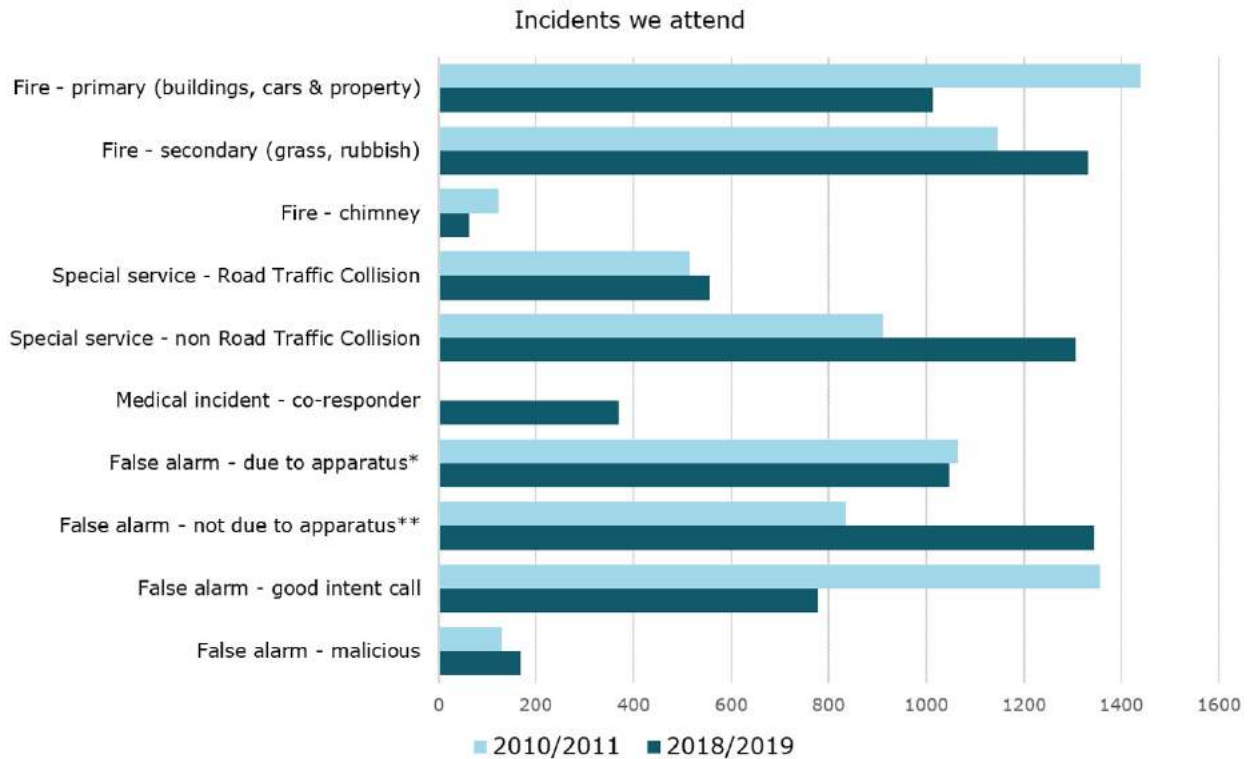
Our strategic objectives

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



What we do

We now go to a broader range of incidents than we did in 2010. We go to fewer fires, but other types of incidents have taken their place. This is partly as a result of societal changes and busier roads. It is also through our collaboration with other emergency services. We provide assistance to other fire and rescue service areas and more medical incidents as first responders.



* False alarm - due to apparatus is where a detector/alarm has sounded, but no cause for the alarm sounding could be identified.

** False alarm - not due to apparatus covers incidents where the service has been called to an address due to an alarm/detector activating, and the cause of the alarm was due to external factors such as dust from builders, cooking fumes and unintentional activations such as break glass.

We have also been developing our services in response to changing patterns of risk and need in the communities we serve. Examples of this include:

- Expanding our home safety visits to look at wellness and health.
- Promoting awareness of dementia-related risks in our community.
- Locating publicly accessible defibrillators at most fire stations, and providing training to the public.

Our Urban Search and Rescue (USAR) capabilities form a fully integrated part of our local service provision. However, they are also available to respond to regional and national incidents as in the case of the Didcot power station collapse in 2016. In 2017 we completed a project to enhance our water rescue capabilities and successfully applied to be on the Department for Environment, Food & Rural Affairs (Defra) register for deployment to assist in response to flooding.

What we've done - the numbers

April 2015 - March 2019

Below we show the range and scale of the work we have done over the first four years of the 2015-20 Public Safety Plan across the scope of our prevention, protection and emergency response services



31,408

Emergencies attended



16,687

Detectors fitted



13,237

Home safety visits



1,955

Businesses inspected



386

Schools we work with



2,192

Road Traffic Collisions attended



85

Apprenticeships



3,662

Co-responder incidents attended



815

People rescued from lifts



13,582,800

Impressions on Twitter



14,500

Water hydrants maintained every year



1,760

Messages in a bottle supplied*



15

Enforcement notices served



4,794

Post-visit feedback letters sent

*Message in a Bottle is where you keep essential personal and medication details in a small bottle in the fridge.

Paramedics, police, fire-fighters and social services know to look in the fridge when they see the Message in a Bottle stickers.



**IT ONLY TAKES
ONE ACCIDENT
TO START A FIRE.**

ARE YOU SURE YOUR SMOKE
ALARMS ARE WORKING?

TEST YOURS NOW.



The 2015-2020 Public Safety Plan

What did we achieve?



In this next section you can read about what we achieved against the last Public Safety Plan. We think it is important to demonstrate that we use public consultation and planning to change and improve our services. In our 2015-2020 PSP we identified seven key areas where we would work to improve. We have delivered effective changes against each one of these areas. On the next two pages we have provided some of the key headline performance figures for our prevention, protection and response activities over the lifetime of the plan.

What we delivered

Against our 2015-2020 Public Safety Plan



1. Modernising our approach to resourcing for emergencies

- New resourcing model
- Flexi firefighter contracts
- Mixed crewing - eg. wholetime & on-call riding the same appliance together

2. Implement the right balance between prevention, protection and response across the service

- Reductions in the number of accidental dwelling fires, fire related injuries and primary fires
- Average attendance times broadly unchanged



3. Establish the right number of staff, fire engines and specialist appliances to respond to our risk and demand levels

- Apprenticeship scheme
- Flexi firefighter contracts
- 4x4 appliances
- Small fire unit trial

4. Identify the right number and location of fire stations, which may involve moving, merging, closing or co-locating with other blue light services

- Blue Light Hub - New combined police/fire/ambulance station for Milton Keynes, including community facilities



5. Consider alternative service delivery models

- New Resourcing Model
- A single Thames Valley Fire Control Service for all three Thames Valley fire and rescue services
- Joint procurement of fire engines, firefighting equipment and uniform
- Medical Co-responding

6. Using our capacity, resources & assets to meet a wider range of community needs in partnership with others

- Co-responding
- Dementia friendly service
- Milton Keynes Safety Centre
- Falls clinics
- Blood transfusion clinics



7. Consider new effective ways of generating extra capacity to quickly upscale for risk

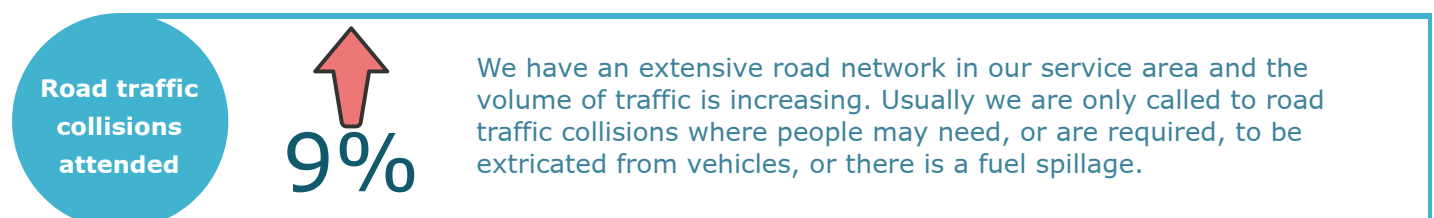
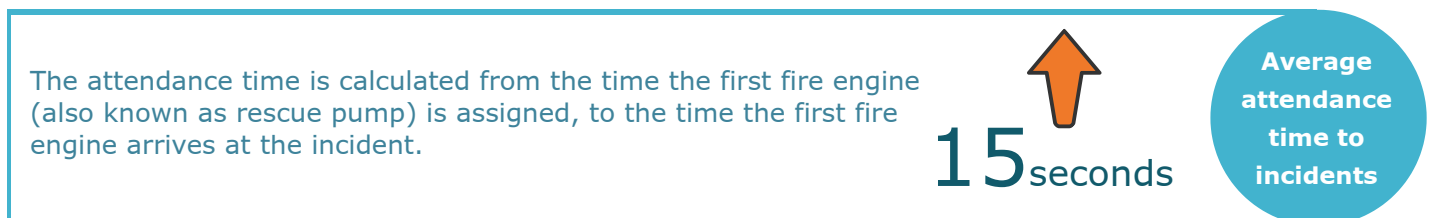
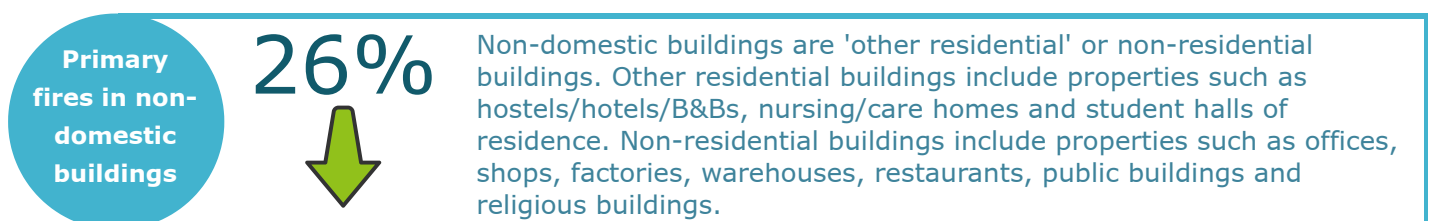
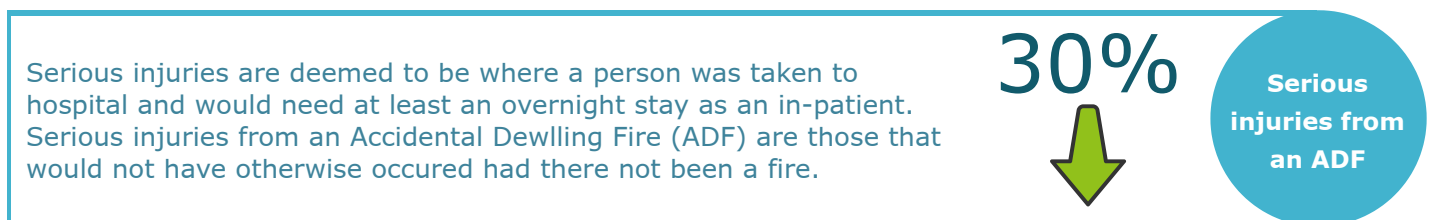
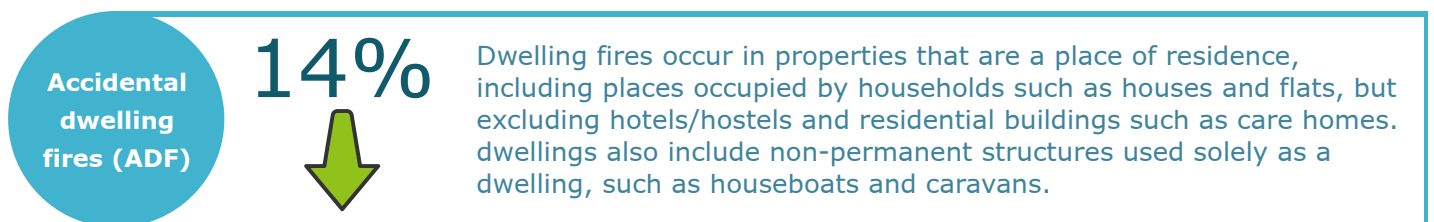
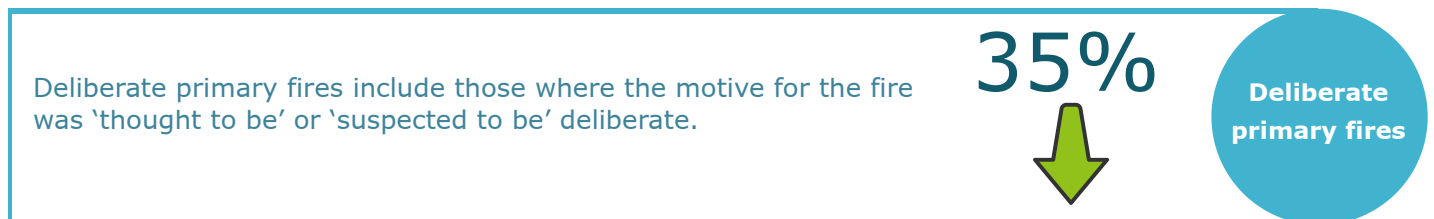
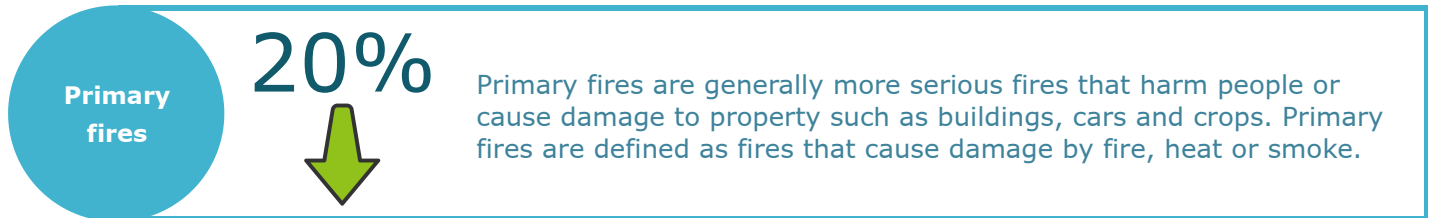
- Tiered approach to appliance availability
- New on-call model
- Resource management team

The 2015-2020 Public Safety Plan

How did we perform?

Headline performance figures - prevention, protection and response

The following figures reflect the difference between 2010-15 and 2015-19 (average per year) as at April 2019

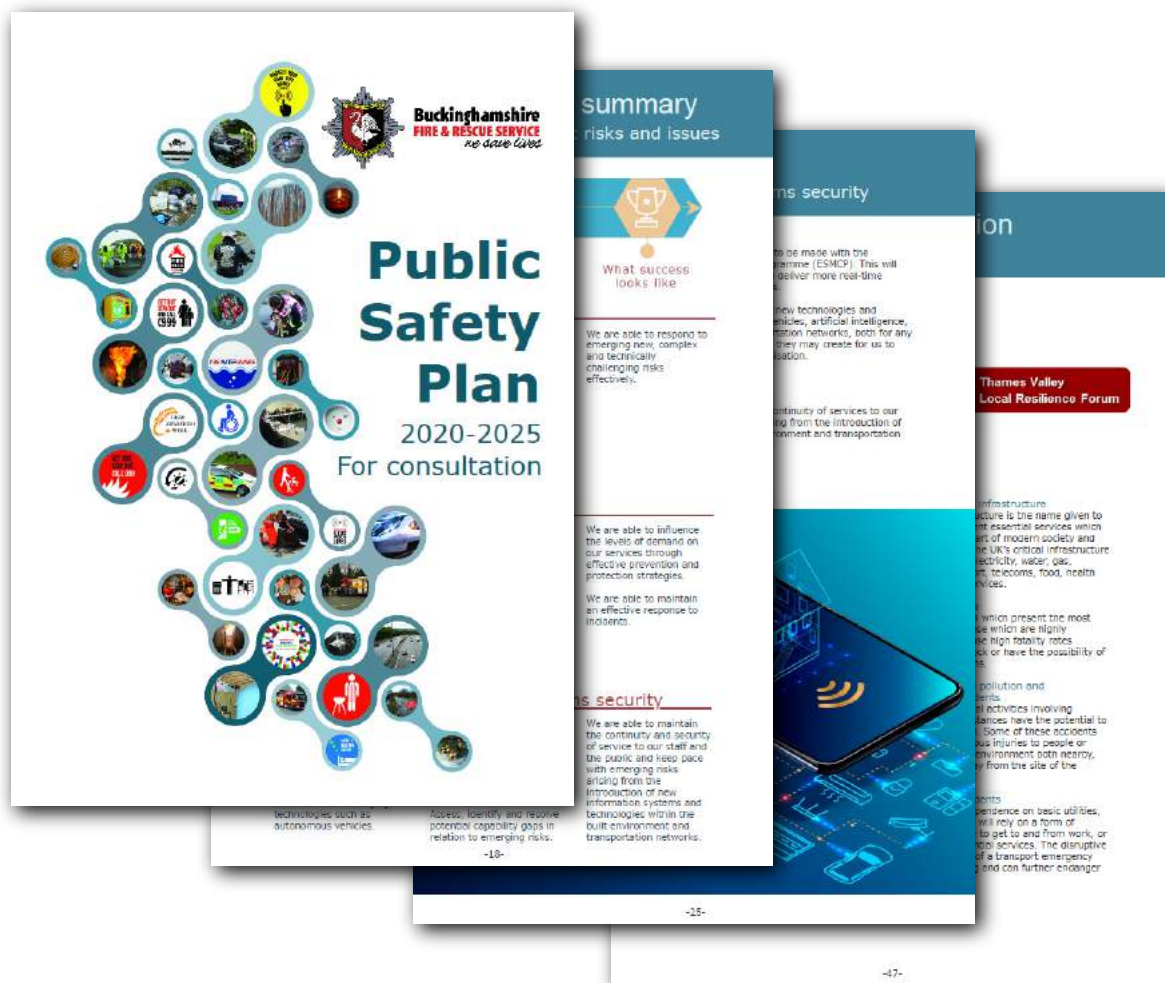




**You can't concentrate on the road and
your mobile phone**

THINK
PUT YOUR PHONE
AWAY

The challenges ahead



In this section we explore a number of future challenges that will have implications for the type, range or scale of services that we provide and/or our ability to deliver them. In relation to these, we set out the nature of the challenges, what we do now to address them and what more we will need to do in the future to control and reduce the emerging risks and potential demand arising from these challenges. Our approach to this has also been informed by consultation work undertaken with a cross-section of the public to explore their perceptions of the issues that we face and their preferences in relation to how we might deal with them in the future.

Views from the public

To help inform the development of this plan we carried out a consultation exercise with the public. The purpose of this was to explore the public's:

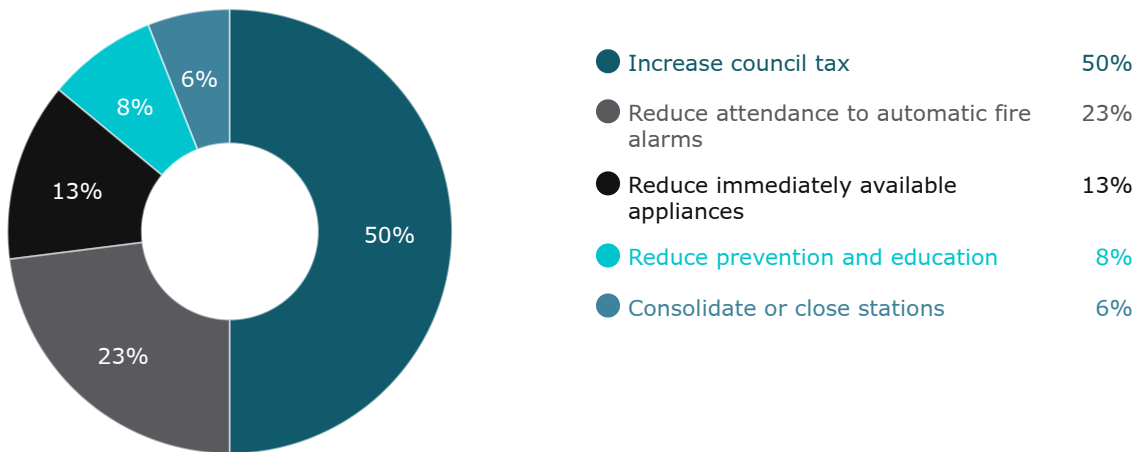
- Awareness of and attitudes towards risks.
- Perceptions of the fire and rescue service, our services and any expectations in relation to these.
- Awareness of the issues and challenges facing our service and general feelings about potential ways that we could respond to these.

A flavour of the range of views expressed by the participants about some of the issues explored in the consultation is shown on the next page. The full findings of the consultation which were held in November and December 2018 can be seen [here](#).

Future options

Some possible strategies to meet future challenges were outlined to participants. These were based on the assumption that we will have done everything possible to make savings from 'back office' functions and that our service would receive no additional Government money with which to provide services. Participants were asked to allocate 100 points between the options, and the overall preference across the five groups was that we should pursue an increase in council tax (a one-off payment of £5 to increase the base charge was favoured) and reduce our attendance at, or cease to attend, automatic fire alarms:

Possible future strategies (no extra money)



Participants were also asked to rank some other possible strategies in the event of us receiving more Government money or raising additional funds ourselves through increased council tax levels. The overall ranking across all five groups was as follows:

- 1. Make on-call firefighting more attractive**
- 2. Keep existing stations and assets**
- 3. Recruit more firefighters**
- 4. Enhance protection (to be fit for the post-Grenfell environment)**
- 5. Upgrade crewing levels at stations**
- 6. Deliver additional services such as co-responding**
- 7. Ensure fairer urban versus rural service provision**

Views from the public

Fire

“ I think one of the risks from a fire perspective is the cheap imports, like phone chargers. Really understanding that they can be a real risk.

“ I think health and safety generally has improved incredibly because if you go out to a function in the community, it's a public place and you get your five minutes of 'these are the exits and fire safety'. Twenty years ago you didn't get that . . . and nobody was actually aware of this. The facilities of public places are now much better and regulated better as well, which means people are safer.

Road traffic collisions

“ There must be more risks with car accidents and things like that rather than fire . . . as the population is growing is it a big element of resources? For me personally because I travel quite a lot that's quite a big thing.

“ Roads are getting busier so there isn't the space for traffic to go. Accidents happen every day of the week somewhere. So the rescue aspect is as much of a consideration now as individual fire problems.

Finances and value for money

“ Central government is a challenge facing the fire and rescue service . . . it seems bonkers that they can keep cutting and cutting and stick their heads in the sand and think it will be fine and do more with less; that doesn't work forever.

“ There are so many other organisations that want this extra £10-£15 so where does it stop? £5 itself isn't a lot, but if you add everything else up . . .

“ As an insurance policy [it] isn't bad at all.

Response times

“ Given how rural and spread out Bucks is, I think the attendance time figures are very impressive; I think it's really good.

“ It would be impractical to expect the same level of response in a rural as an urban area and it wouldn't be an appropriate use of funding to have a fire engine in a rural area all the time when it's not going to be used very much.

Tolerance of risk

“ No death is acceptable is it, whether it's a fire or an accident. Obviously, we would all want them to be zero wouldn't we. But we don't live in a society where everyone drives around wearing a seat belt or doesn't use a phone while driving.

A changing world

“ I think population growth is a key issue . . . How long do you continue to run a single pump before you hit a threshold? At some point that service will really be squeezed as the population expands. And that seems to be a theme across all emergency services. I think particularly with the fire and rescue service there will be a big threshold moment where they need new kit and stations.

Perception of BFRS

“ I filled in a survey at an event I went to and they came and fitted a smoke alarm and they looked at access points . . . It was very useful and they're very approachable.

“ I live near a dangerous road and there have been a couple of high-profile accidents. They are on site very rapidly; so a good impression.

The challenges ahead - summary

Draft proposals aligned to strategic risks and issues



Infrastructure projects

Road closures during construction leading to slower emergency response times.

On-site risks during construction such as working at heights or depths.

New technical risks following project completion such as tunnel rescues.

Consider temporary re-location of fire appliances to reduce impact.

Review range of potential risks and identify any additional training, equipment and vehicle requirements.

We are able to respond to emerging new, complex and technically challenging risks effectively.

Population

Potential for increases in all types of emergency response.

Potential increase in accidental dwelling fire injuries and fatalities particularly in vulnerable groups such as the 80+ age group.

Consider changing current response to automatic fire alarms policy potentially freeing up capacity to deal with an increase in higher risk incident types.

Review station duty systems in high growth areas.

Continue to improve our ability to target and engage with vulnerable groups.

We are able to influence the levels of demand on our services through effective prevention and protection strategies.

We are able to maintain an effective response to incidents.

Technology information and systems security

Disruption to our ability to deliver emergency response and other services due to cyber-attack.

New risks arising from the introduction of emerging technologies such as autonomous vehicles.

Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).

Assess, identify and resolve potential capability gaps in relation to emerging risks.

We are able to maintain the continuity and security of service to our staff and the public and keep pace with emerging risks arising from the introduction of new information systems and technologies within the built environment and transportation networks.

The challenges ahead - summary

Draft proposals aligned to strategic risks and issues



Civil emergencies

Increase in frequency and/or severity of incidents.

Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.

Continue to identify and act to reduce our own carbon footprint by using electric vehicles, for example.

The Local Resilience Forum partnership approach provides a coordinated capability which responds to, and resolves, civil emergencies and returns affected communities to normal.

Workforce pressures

Maintenance of range or level of service to the public due to staff retention and recruitment challenges.

Continue to develop our approach to workforce planning to inform recruitment and staff development strategies.

Continue development and roll-out of more flexible and innovative employment and apprenticeship opportunities.

Align training strategy and priorities to meet future needs.

Continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change.

A proud and happy workforce.

We are able to resource our appliances and all the functions that go to support our organisation with the right people.

Recruit and retain a more diverse workforce.

Funding pressures

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

Introduce zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.

Continue to pursue the case for relaxation of the Government's Council Tax referendum limits.

Consider withdrawing from some non-statutory services to reduce costs.

We are able to maintain a balanced budget, and sufficient level of reserves. We do not have to implement cuts to our services that would adversely affect the safety of the public we serve.

The challenges ahead

Infrastructure and population

The challenge

This document sets out our plans for the next five years. In formulating it, we have had regard to potential developments that are likely to affect the future provision of fire and rescue services over the 30-year period to 2050.

A number of major regional and national infrastructure projects are already underway, or have the potential to begin during the lifetime of this plan. These projects already, or have the potential to, cause disruption to local transport networks and consequently have an impact on our service provision, particularly emergency response times. Our nearest-appliance mobilisation system will help us mitigate this risk. We will also consider temporarily relocating appliances and other resources to avoid excessive impacts on our ability to respond to emergencies or deliver other services during construction.

These projects also have the potential to create new risks, both during the construction phase and following completion. For example, some involve mobile workforces sited in temporary residential accommodation during construction or involve the creation of tunnels and viaducts involving working at heights and depths with associated risks that will require specialist technical rescue capabilities in the event of an incident.

Looking further afield, the National Infrastructure Commission's plans for the region between Cambridge, Milton Keynes and Oxford, up to 2050, envisage significant amounts of new housing and businesses that will also potentially affect areas that we serve - particularly Milton Keynes and Aylesbury Vale. We will monitor the development of these plans closely to determine the likely implications for long-term future service provision.

We have learnt in recent years that an increase in the number of homes does not necessarily correspond with a linear increase in fires. This is in part due to modern building materials and the safety features built into modern homes. With more people and busier roads, we expect to see further changes to the type of incidents we attend.



The challenges ahead

Infrastructure and population

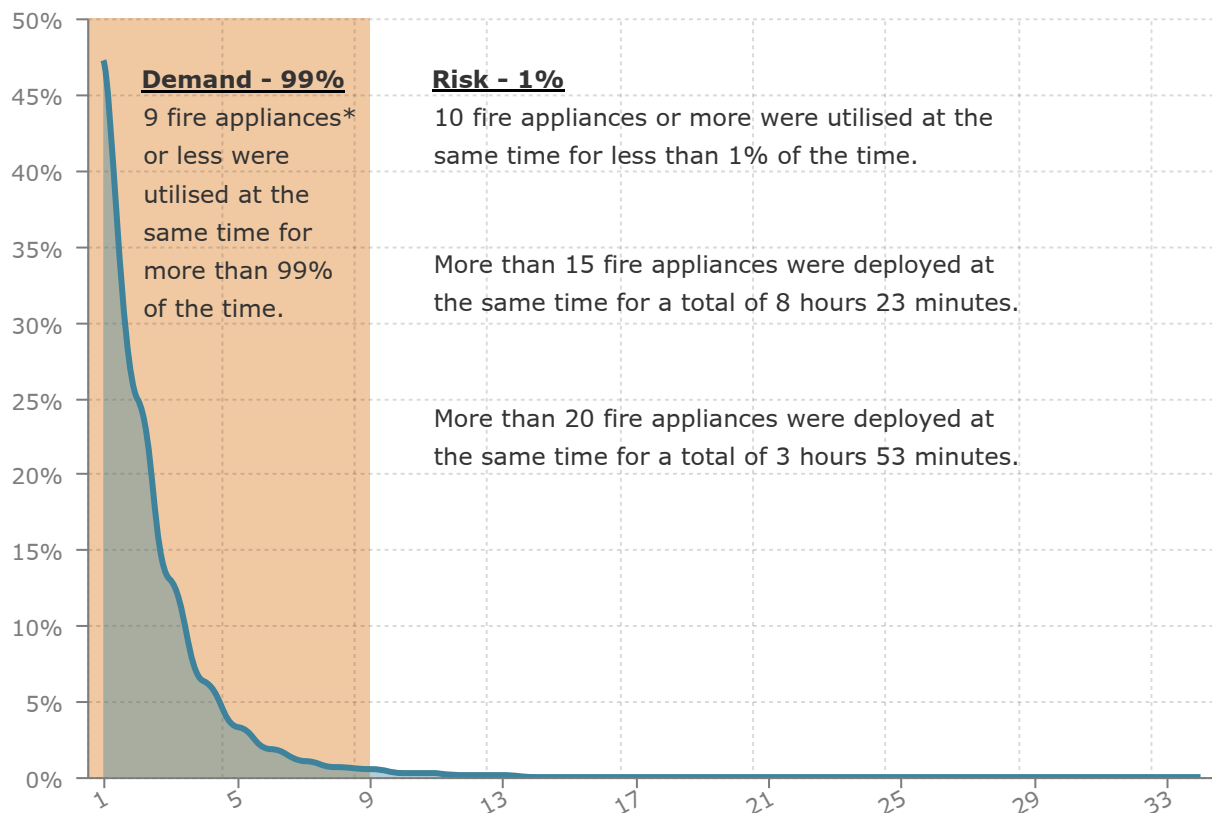
How we manage this risk now

Under our previous Public Safety Plan, we undertook a review of our approach to resourcing for emergency incidents to identify opportunities to improve the efficiency with which this is done. In particular, analysis of our appliance deployment patterns indicated that, for 99% of the time, demand on our emergency response capacity could be met by 12 or fewer fire appliances located in the right areas. This led us to move from an approach that sought to maintain our entire fleet in a high state of readiness, to one which ensured that sufficient appliances are immediately available to meet normal levels of day-to-day demand with the remainder held at graduated levels of availability to ensure that we can rapidly respond to occasional events which stretch us past our normal demand profile. To enable this approach to work, we developed a new resourcing model that introduced more flexible working arrangements for our staff, including:

- The introduction of a range of innovative employment contracts that are unique in UK fire and rescue services; and
- New communication systems that enable us to contact and roster On-Call and off-duty Wholetime staff rapidly if we need to crew extra appliances during very busy periods or respond to exceptional events.

As part of the preparation of this plan, we refreshed the analysis of our demand patterns (as shown in the graph). The updated analysis indicates that between April 2018 and March 2019 only nine appliances were needed at high states of readiness to meet our day-to-day demand. However, we propose to keep our current number of immediately and rapidly available appliances in order to maintain:

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



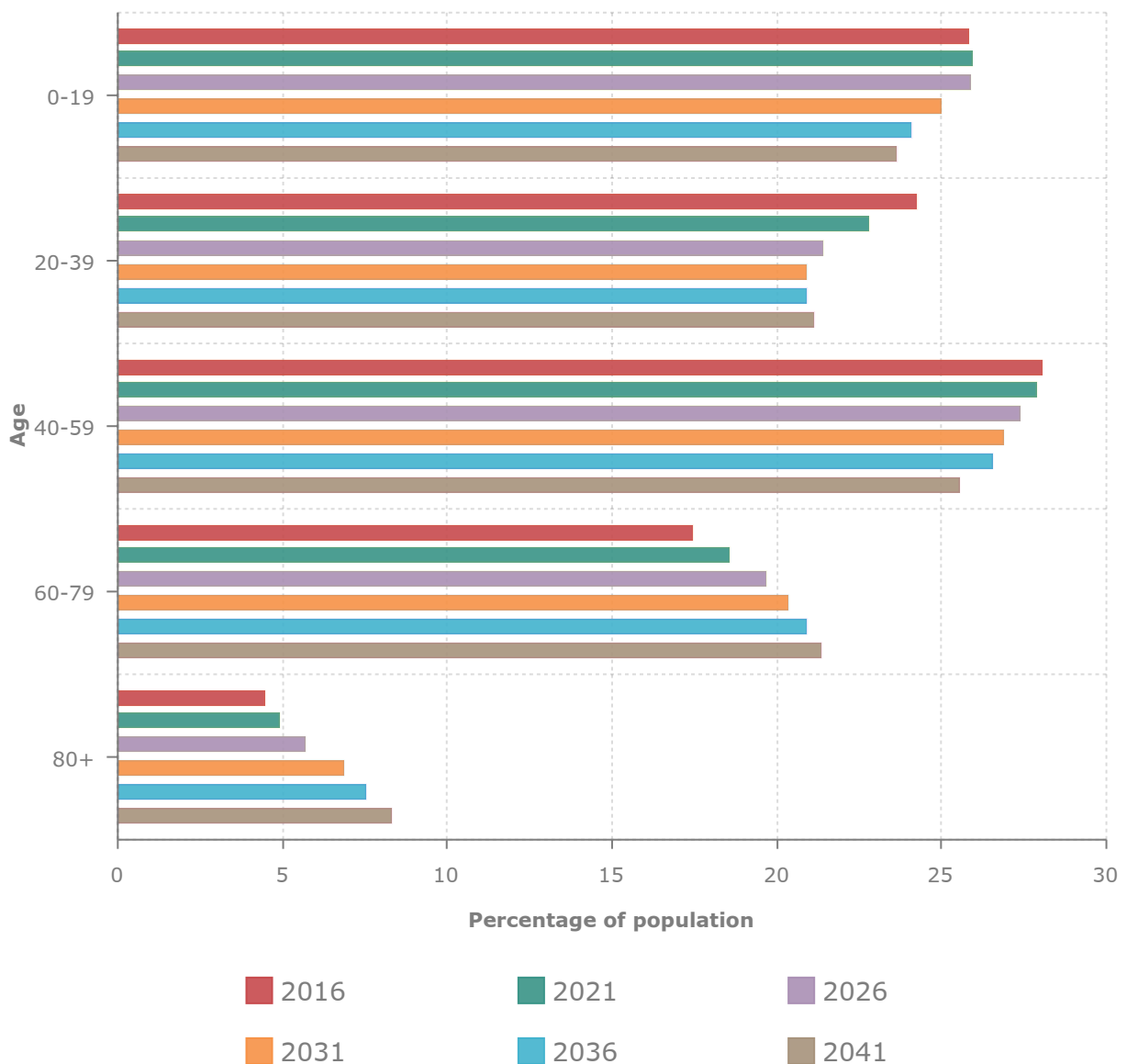
*Fire appliances include: fire engines (also known as pumps), turntable ladders, boats, command units, support vehicles and Urban Search and Rescue units.

The challenges ahead

Infrastructure and population

We also use data to make sure we are targeting those most vulnerable to fires. We use a number of data sources and work very closely with our partners. Through this we carry out visits to homes and also participate in education programmes. We still fit free smoke detectors for those who need them. Through our Fire and Wellness programme, we have also broadened our home visits to look at other issues which are often linked to fire safety, but also assist our key partners in helping people to be safer and healthier in their homes. We also have a wide range of initiatives for helping people to be safer on the roads.

Buckinghamshire and Milton Keynes population by age



Our protection teams actively engage businesses to help them be safer and more resilient. We have legal powers to inspect and enforce fire safety regulations. We continue to focus our activities on those who are most at risk when at work, leisure or in provided care to ensure that they are kept safe by those who are responsible for such types of buildings.

The challenges ahead

Infrastructure and population

What more do we need to do?

The changing demographics such as the ageing and diversification of the population, coupled with the expansion of our towns and new infrastructure projects, means we constantly need to review the scale and balance of our resourcing between prevention, protection and response.

We will continue to work with our local authority partners to understand the potential impact of their development plans. Currently, the plans that have been shared with us by our partners indicate that generally our stations are well located with the right resources. However, we will continue to review our resource and demand data. If we decide that we need to make fundamental changes to our emergency response provision we will consult publicly on any proposals.

Across our prevention, protection and response functions we will continue to improve and be more effective at how we identify and manage risk information and risk modelling. We may change how we mobilise to incidents, the capabilities we use, and where we mobilise from. Specifically we will review our approach to attending reports of automatic fire alarm (AFA) systems operating. We are one of only two fire and rescue services that routinely attend such reports as they are predominantly false alarms. However, we do occasionally attend and discover that there is a fire. This happened on 53 occasions in 2018/2019. We use them as an opportunity to engage businesses and help them improve their business continuity. However, this does cost us resources and time in doing so, so we will review our current policy. If the outcome of the review recommends significant changes to our current policy, we will consult with affected stakeholders before making any decisions.

We will continue to evolve how we resource and staff our fire appliances. We are developing new resourcing and staffing models across a range of areas so that we get the right resources to the incident.

Should our financial position improve, we will look to enhance resourcing in other areas to improve our service. Such development would be based on the latest risk information and also planned developments such as town expansions and the effects of new transport infrastructure.

Depending on the nature of the construction programmes in our area, significant investment in specialist firefighting, rescue and training capabilities will be required.

What does success look like?

We will know if we have been successful if we are able to influence the levels of demand on our services through effective prevention and protection strategies while maintaining an effective response to incidents. We will also have been successful if we are able to respond effectively to the emerging new, complex and technically challenging risks. If the outcome of the review recommends significant changes to our current policy, we will consult with affected stakeholders before making any decisions.

The challenges ahead

Technology, information and systems security

The challenge

The growth in both the number and complexity of direct and indirect cyber-attacks means that we must be constantly vigilant and work with partners and suppliers to mitigate these threats.

We are also aware of the way that new information technologies are being increasingly embedded into infrastructure, industrial plant, public buildings, homes, transportation networks and urban environments, a process that will only gather pace in future years. We are already beginning to see the effects of these changes in some of the areas that we serve, particularly in Milton Keynes where autonomous vehicles are already in use and with the introduction of 'Smart' technology across the local motorway network.

How are we managing this risk now

- We use a range of capabilities to mitigate the risk of cyber-attacks on our communication and information systems and continue to invest in technological solutions, security processes and employee education and training.
- We are diligent in our selection of partners and suppliers to ensure that systems are configured effectively and use expert testers to verify this.
- We have disaster recovery systems in place that enable us to restore our critical service operations rapidly.



The challenges ahead

Technology, information and systems security

What more do we need to do

During the period of this Public Safety Plan we expect progress to be made with the Government's Emergency Services Mobile Communications Programme (ESMCP). This will provide more secure and resilient communication capabilities to deliver more real-time information to improve incident management and other services.

We will monitor the evolution and implementation of a range of new technologies and systems such as 5G cellular network technology, autonomous vehicles, artificial intelligence, robotics, the development of 'Smart Cities' and 'Smart' transportation networks, both for any new risks that they may present and also for opportunities that they may create for us to improve the efficiency, effectiveness and resilience of our organisation.

What does success look like?

We will know that we have been successful if we maintain the continuity of services to our staff and the public and keep pace with any emerging risks arising from the introduction of new information systems and technologies within the built environment and transportation networks.



The challenges ahead

Civil emergencies

The challenge

As well as our current and emerging local risks, we contribute to national preparedness for a range of civil emergencies. These include risks such as flooding, wildfires, terrorist related incidents and other emergencies that might have local, regional or national dimensions.

The Met Office predicts more summertime heatwaves, colder winters and more frequent heavy rainfall events. This suggests that we can expect to see more summertime outdoor fires and increased flooding events. Historically, the combination of school holidays and outdoor leisure spots (parks and woodland) sees increased incident demand with hot, dry conditions. We have some forested areas and can still be affected by numerous rural fires as we were in the summer of 2018 which culminated in a significant fire in Little Marlow which required us to invoke our resilience arrangements.

More stormy weather is likely to affect travel across the county as a result of debris from fallen and damaged trees. We can expect greater disruption to travel owing to extremely cold winter conditions (ice and snow).

How we manage this risk now

A key aspect of our preparedness for civil emergencies is our work with the Local Resilience Forum (LRF). This is where the police, fire, ambulance, local authorities and other key agencies come together to plan, exercise and work to manage significant local emergencies.

We form part of an effective multi-agency response in line with Joint Emergency Services Interoperability Principles (JESIP). Also we are aligned with National Occupational Guidance (NOG) to ensure we demonstrate best practice and work effectively within interoperable environments. We use and contribute to Joint Organisational Learning (JOL) and have reported on areas where we feel learning from local incidents can support national learning.

Some of our fire appliances have an off-highway capability, which enables us to provide an effective response to wildfires and also harsher winters, with potential greater snowfall as experienced in the winter of 2017/18.

Our water rescue capabilities are based at Beaconsfield and Newport Pagnell to respond to flooding in and around Buckinghamshire and Milton Keynes. We have also made these assets available for national deployment in cases of serious flooding elsewhere in the country.

We maintain a range of specialist capabilities to deal with other risks. Our Urban Search and Rescue (USAR) team based in Aylesbury is available to be deployed to major regional or national emergencies as well as being integrated into local services.

Our National Inter-Agency Liaison Officers (NILOs) and Detection, Identification and Monitoring (DIM) Officers operate within the organisation as well as at regional and national level and are routinely mobilised to local incidents across the Thames Valley.

The challenges ahead

Civil emergencies

What more do we need to do?

We will continue to keep pace with the impact on demand and risk of climate change on our resources. We will review our off-highway capability and also the provision of local specialist capabilities.

We are fully committed to working with our Local Resilience Forum partners in developing our understanding, intelligence and response to local, regional and national emergencies. During this Public Safety Plan we will review our approach to responding to terrorist attacks involving improvised weapons and/or firearms and what equipment and training our staff may need. We will explore whether any required capabilities can be achieved collaboratively with other fire and rescue services.

In addition to ensuring that we are properly prepared to deal the effects of climate change on our risk and demand profile, we are also committed to reducing the impact on the environment from our own operations and infrastructure. We already utilise solar panels to offset our power usage at our headquarters site. The new Blue-Light-Hub in Milton Keynes will be an environmentally efficient building. During the course of this Public Safety Plan we will review the opportunity to introduce electric vehicles and equipment into our fleet of support vehicles. While the early indications are that electric powered fire engines may not be practical for us now, we will monitor the technological developments and affordability as electric large goods vehicles start to be manufactured.

What does success look like?

We will be successful if the LRF partnership approach provides a coordinated capability which responds to, and resolves, civil emergencies and returns affected communities to normal.



The challenges ahead

Workforce pressures

The challenge

The size and composition of our workforce, especially the frontline operational firefighting component, has changed significantly. Societal changes have also impacted on our ability to attract and retain on-call firefighters. This is a national problem and does not just affect us. Our operational staff are now expected to work longer, and austerity has led to pay restraint, which is acutely felt in our area where the cost of living and housing is particularly high. Particular challenges include:

- An uneven retirement profile as a legacy of recruitment patterns during the 1980s and 1990s, resulting in highly experienced wholetime operational personnel retiring simultaneously.
- Loss of staff to neighbouring fire and rescue services, including London Fire Brigade who pay weighting allowances.
- Changes in society and the way people live and work have affected our ability to recruit our on-call firefighters (this issue is particularly acute for some of our more remote rural locations).
- Recruitment and retention of specialist support staff, particularly where we are in competition with private sector companies.
- As with the population as a whole our workforce is ageing which, in addition to the staff retention issues mentioned above, could, in future, potentially reduce the numbers of staff remaining fit enough to perform some key operational functions such as deploying to incidents requiring use of breathing apparatus.



The challenges ahead

Workforce pressures

How we manage this risk now

- We regularly engage with and listen to our staff in a variety of ways.
- We review and develop our employment propositions to include flexible contracts, employee benefits and opportunities to develop and earn more.
- We have a range of apprenticeships. For new entrants to the Service these include firefighter apprenticeships and apprenticeships in supporting roles. For existing staff we also offer a range of management apprenticeships.
- We have developed a comprehensive employee well-being strategy designed to meet the needs of staff at every stage in their career with us from when they join to the point they leave. It recognises the different stressors and pressures that people may face at different stages of their working lives. It embraces psychological and physical well-being, work life balance and flexible working opportunities for staff with caring responsibilities such as for children or elderly relatives. It also caters for the needs of an ageing workforce by supporting staff to remain fit and well in their roles throughout the entire length of their career and into retirement.
- We have developed an Aspiring Leaders Programme to help us identify and develop talent in our organisation.
- We have developed a sophisticated workforce planning model that enables us to predict numbers of staff likely to leave our Service due to retirement or to pursue other employment opportunities. This informs our recruitment strategy, training plans, staff development programmes and the design of our employment propositions.

What more do we need to do?

- We will continue to develop opportunities for our staff and also how we attract the best people for all the roles in our service.
- As part of our recruitment we will look to use more innovative marketing to attract staff from a wider range of backgrounds so we can improve our diversity and better represent the community we serve.
- We will continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change throughout their career.
- In the next five years we will further develop the role of the on-call firefighter and how this will improve our resilience to deal with local, regional and national emergencies.
- We will monitor how the range of incidents we are attending is evolving. We will look to provide our firefighters with more skills, training and equipment to deal with this changing picture. We are developing our use of technology such as drones, telemetry, advances in firefighter clothing and breathing apparatus to enhance our effectiveness and safety in the future.

What does success look like?

We will know we have been successful if we:

- Appropriately resource our front-line services and the functions that support them with the right people – people who can work flexibly, are adaptable and have been provided with the right skills to perform their roles effectively and efficiently.
- Recruit and retain a more diverse workforce that better represents the make-up of the working population as a whole.
- Achieve low levels of sickness and ill-health retirements.
- Achieve high levels of satisfaction in feedback from staff surveys and other forms of engagement where we ask them what it is like to be part of this organisation.

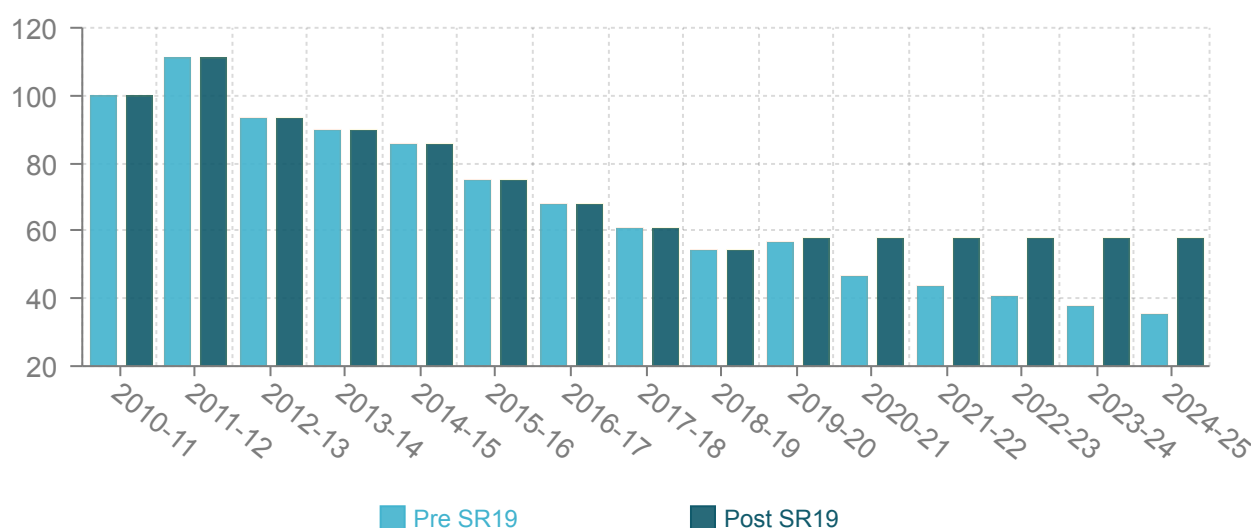
The challenges ahead

Funding outlook

The challenge

Since 2010, as part of its efforts to reduce the size of the national budget deficit, the Government has made significant reductions to its funding for fire and rescue services. However our ability to offset reductions to Government funding has also been constrained by the imposition of council tax referendum limits. The effects of these pressures since 2010 amount to a real-terms reduction in overall funding of 25 per cent, including a real-terms reduction of 42 per cent in funding from central government. Prior to Spending Round 2019 (SR19) we were forecasting that real-terms central government funding would continue to fall over the period of this PSP. Since SR19 was announced we have updated our forecasts to show this now being flat in real-terms (as detailed below)

Forecast change in Government funding 2010-11 to 2024-25
(real terms, indexed 2010-11=100)



However, SR19 only covers a one-year time period, and future Comprehensive Spending Reviews may require these forecasts to be revisited. Also, despite the effect of efficiency measures already taken during the period 2015-2020, we continue to face other financial uncertainties that potentially require us to find additional funding and/or make further savings. These uncertainties arise from: increases in the amount that employers are required to contribute to the Firefighters' Pension Scheme due to changes made by the Government; uncertainty over long-term funding that we receive from Government to provide Urban Search and Rescue as part of national resilience arrangements to deal with major civil emergencies such as terrorist attacks; and changes to the allocation of business rate receipts to local authorities.

How we manage this risk now

We manage our financial risks through strong governance and budgetary control frameworks. We have received substantial assurance from independent auditors as to the robustness of these over the last six years.

We continue to meet our statutory requirement to deliver balanced budgets and are forecast to do so by our medium term financial planning. However, in order to continue to balance our budget over future years, we may need to reduce the contribution we make from our revenue budget to fund our capital programme. Were we to continue to do this for a prolonged period, our capital reserves would be close to exhausted before the end of the 2024-25 financial year. This means that, in that case, we would only be able to fund essential property work and replacement of vehicles and equipment, with no funding available for future investment (unless we chose to borrow in order to finance it, although further savings would need to be found to fund the revenue cost of any additional borrowing).

The challenges ahead

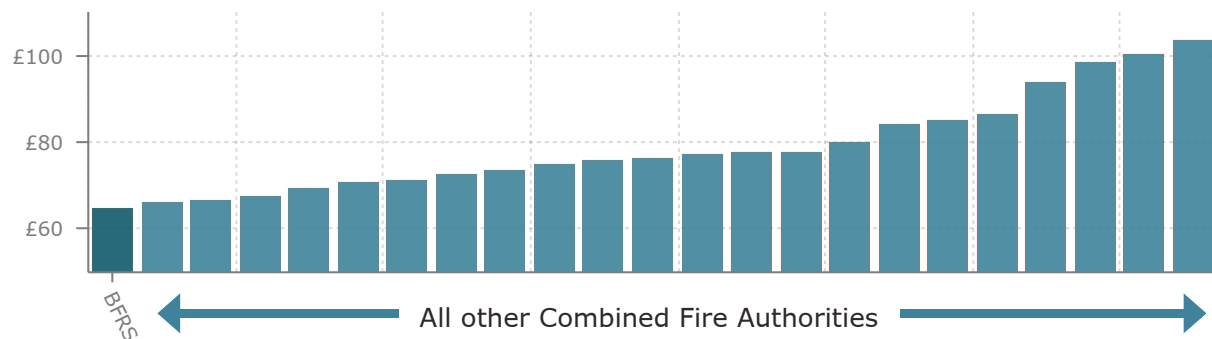
Funding outlook

In view of this, and in addition to an ongoing search for further efficiencies, we have been actively lobbying Government, with support from all our Members of Parliament, to review its policy on fire funding. In particular we are keen to see a relaxation of the council tax referendum limits which would enable us to mitigate the risk of our reserves being reduced below the level considered prudent for us to maintain, and avoid cuts to services that would have an adverse effect on the safety of the public should central government funding reduce again.

We already have the lowest council tax rates of any Combined Fire Authority* (CFA) in the country. As such, we are disadvantaged by the imposition of a single percentage limit (i.e. fire authorities that currently levy a higher rate of council tax than us than us get a correspondingly larger increase in their funding). The chart below shows our council tax charge relative to that of all other CFAs.

To view an illustration of what a potential rise in council tax could mean to you, please see page 48 'Future funding - your council tax'.

CFA band D council tax 2019-2020



*A CFA (Combined Fire Authority) is one which covers more than one local authority area – in our case the areas served by both Buckinghamshire Council and Milton Keynes Council.

What more do we need to do?

Alongside our efforts to find further savings from efficiencies and gain more flexibility to raise additional revenue from council taxes, we plan to move to a 'zero based budgeting' approach. In contrast to the incremental approach used in previous years, which looks at taking the prior year budget and adjusting up or down, this looks to review all costs to ensure that the right amount of money is being spent in the right areas. This will help to ensure that our spend is as closely aligned as possible to delivering our strategic objectives.

What does success look like?

We will know that we have succeeded if we are able to maintain a balanced budget and a sufficient level of reserves without having to implement cuts to our services that would adversely affect the safety of the public.

Risk management

Strategy proposals

What we plan to do to mitigate the risks

Below is a summary of what we plan to do to mitigate the emerging risks within Buckinghamshire and Milton Keynes.

Infrastructure projects

Consider temporary re-location of fire appliances to reduce impact.

Review range of potential risks and identify any additional training, equipment and vehicle requirements.

Population

Consider changing current response to automatic fire alarms policy, potentially freeing up capacity to deal with an increase in higher risk incident types.

Review station duty systems in high growth areas.

Continue to improve our ability to target and engage with vulnerable groups.

Technology information and systems security

Continue to improve resilience of information and communication systems via opportunities such as the Emergency Services Mobile Communications Programme (ESMCP).

Assess, identify and resolve potential capability gaps in relation to emerging risks.

Civil emergencies

Review current capacity and capabilities to meet emerging risks in collaboration with Local Resilience Forum partners.

Continue to identify and act on opportunities to reduce our own carbon footprint by using electric vehicles, for example.

Workforce pressures

Continue to develop our approach to workforce planning to inform recruitment and staff development strategies.

Continue development and roll-out of more flexible and innovative employment and apprenticeship opportunities.

Align training strategy and priorities to meet future needs.

Continue to explore ways of supporting and enhancing the health and well-being of our staff as their life circumstances change.

Funding pressures

Introduce zero base approach to budgeting to ensure that the right amount of money is being spent in the right areas.

Continue to pursue the case for relaxation of the Government's Council Tax referendum limits

Consider withdrawing from some non-statutory services to reduce costs.

Consultation

This plan was approved by Buckinghamshire & Milton Keynes Fire Authority on 12 February 2020 following the outcomes of a public consultation which took place between 23 September and 18 November 2019.

The consultation exercise included focus groups comprised of members of the general public resident in Buckinghamshire or Milton Keynes, meetings with union representatives and, an online feedback facility which was open to the public as well our own staff.

Hundreds of partner and community organisations were also invited to participate in the consultation.

A full report of the outcomes of the public consultation can be viewed [here](#).

Contact us

Although formal consultations on this stage of our public safety planning process have now ended, we always welcome feedback on our plans and ideas about how to improve our service. You can do this using the following methods:

Email:

irmp@bucksfire.gov.uk

Post:

Public Safety Plan
Buckinghamshire Fire & Rescue Service
Brigade Headquarters
Stocklake
Aylesbury
HP20 1BD

Supplementary information



Supplementary information

What is a Public Safety Plan?

All fire and rescue services in England have to publish their plans for delivering fire and rescue services in their area. Plans have to be consulted on with the public they serve. In creating our Public Safety Plan we have used Integrated Risk Management Planning (IRMP) principles.

IRMP is a statutory requirement placed on fire authorities by the Fire and Rescue Services Act 2004. However, in formulating their plans and policies, local fire and rescue authorities are also required to have regard to guidance issued by central government in its National Framework document. This sets out the government's expectations and requirements for all fire and rescue authorities in England.

The current National Framework, which was published in May 2018, requires that fire and rescue authority integrated risk management plans must:-

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

The National Framework document also requires fire and rescue authorities to:

- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the services they provide;
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Supplementary information

Sources of risk information

Here are a range of sources that we have used to inform the development of this plan and where you can find out more about some of the risks and issues that we have considered in formulating it:

Infrastructure and population

HS2:

www.hs2.org.uk/

East-West Rail:

www.networkrail.co.uk/our-railway-upgrade-plan/key-projects/east-west-rail/

Oxford to Cambridge Expressway:

<https://highwaysengland.co.uk/projects/oxford-to-cambridge-expressway/>

National Infrastructure Commission Growth Arc:

www.nic.org.uk/our-work/growth-arc/

Crossrail:

<http://www.crossrail.co.uk/>

Heathrow Expansion:

www.heathrowexpansion.com/the-expansion-plan/

Vale of Aylesbury Local Plan:

<https://www.aylesburyvaledc.gov.uk/valp-proposed-submission>

Chiltern and South Bucks Local Plan:

<https://www.chiltern.gov.uk/planning/localplan>

Wycombe Local Plan:

<https://www.wycombe.gov.uk/browse/Planning-and-building-control/New-local-plan/New-local-plan.aspx>

Milton Keynes Development and Infrastructure Plans:

<https://www.milton-keynes.gov.uk/planning-and-building/growing-mk>

Technology, information and systems security

Cyber Security Breaches Survey 2018:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/702074/Cyber_Security_Breaches_Survey_2018_-_Main_Report.pdf

Emergency Services Network / ESMCP Overview:

<https://www.gov.uk/government/publications/the-emergency-services-mobile-communications-programme/emergency-services-network>

Supplementary information

Sources of risk information

Civil emergencies

Thames Valley Local Resilience Forum Community Risk Register:

http://thamesvalleylrf.org.uk/_assets/risk%20register/tvlrf%20risk%20register%20oct%202016.pdf

National Risk Register of Civil Emergencies 2017:

www.gov.uk/government/publications/national-risk-register-of-civil-emergencies-2017-edition

World Economic Forum Global Risk Report 2019:

<https://www.weforum.org/reports/the-global-risks-report-2019>

Met Office Climate Change Guide:

<https://www.metoffice.gov.uk/climate-guide>

Workforce pressures

Our People Strategy:

<https://people.bucksfire.gov.uk/>

Funding outlook

Buckinghamshire and Milton Keynes Medium Term Financial Plan:

https://bucksfire.gov.uk/files/9515/4841/6166/ITEM_8_Medium_Term_Financial_Plan_2019-20gb.pdf

https://bucksfire.gov.uk/files/7415/1756/5779/Revised_Appendix_1.pdf

Legislative and regulatory context

Fire and Rescue Services Act 2004:

www.legislation.gov.uk/ukpga/2004/21/contents

Civil Contingencies Act 2004:

www.legislation.gov.uk/ukpga/2004/36/contents

The Regulatory Reform (Fire Safety) Order 2005:

<http://www.legislation.gov.uk/uksi/2005/1541/contents/made>

Policing and Crime Act 2017:

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

Fire and Rescue National Framework for England:

www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2

Supplementary information

incident trends

Incident trends

The data below is presented in a form of trends. Viewed in this way it allows us to better understand our changing demand profile in more detail. It also allows us to understand how effective our prevention and protection activities are. This data is also benchmarked against similar fire and rescue services as well as nationally. This allows us to spot any trends that are unique to us which may require our own tailored interventions.

Primary fires

Primary fires are generally more serious fires that harm people or cause damage to property. Primary fires are defined as fires that cause damage by fire/heat/smoke and meet at least one of the following conditions:

- any fire that occurred in a (non-derelect) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Building	783	810	728	748	677	643	594	587	576
Road Vehicle	469	354	315	319	289	285	316	253	310
Outdoor	186	174	125	115	100	90	79	106	127
Other transport vehicle	2	3	2	1	1	5	3	1	1

Chimney fires

Chimney fires are fires in buildings where the fire was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Chimney Fires	123	109	108	123	82	75	89	70	64

Secondary fires

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, in which case they become primary other outdoor fires.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Deliberate - others property	308	298	152	160	133	147	154	193	230
Deliberate - unknown owner	196	181	122	136	114	174	164	201	188
Accidental	261	244	190	250	150	170	164	184	318
Not known	112	129	102	107	99	78	61	44	68
Grand Total	877	852	566	653	496	569	543	622	804

RTCs (Road Traffic Collisions)

RTCs represent the number of incidents that a fire and rescue service attended. These incidents can include duties ranging from making the road safe to extrication of casualties. Please note, some RTCs may be included in other incident figures should the incident have included other aspects i.e. a fire as a result of the RTC.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
RTCs	535	494	486	515	458	489	530	595	569

Supplementary information

incident trends

Special Service - Non RTC

The below data shows the breakdown of incidents attended that were not a fire or RTC.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Advice Only	23	17	23	50	43	29	17	16	10
Animal assistance incidents	69	64	59	74	58	46	55	75	42
Assist other agencies	38	44	44	50	56	65	60	74	108
Effecting entry/exit	165	152	170	202	164	214	216	330	381
Evacuation (no fire)	3	6	3	7	7	3	12	8	8
Flooding	186	172	144	241	136	138	230	251	222
Hazardous materials incident	21	25	21	17	32	51	51	67	61
Lift release	77	77	81	70	70	68	102	136	123
Making safe (not RTC)	29	28	32	62	37	34	37	32	37
Medical Incident	4	7	14	9	6	1492	1152	689	384
No action (not false alarm)	39	41	36	38	32	80	86	80	71
Other rescue/release of persons	73	86	64	76	57	26	29	41	37
Other Transport incident	10	16	13	12	8	22	15	28	7
Removal of objects from people	52	61	53	68	62	62	57	56	50
Removal of people from objects						29	28	20	35
Rescue or evacuation from water	7	10	24	10	10	8	6	19	13
Spills and leaks (not RTC)	75	73	57	68	55	27	30	35	28
Suicide/attempts	15	13	22	14	19	8	19	29	28
Other	28	20	20	16	8	17	19	22	23
Total	914	912	880	1084	860	2419	2221	2008	1668

False alarms

The table below shows the causes of false alarms attended.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Apparatus - Animal				2	1	1	4	1	
Apparatus - Contaminants	306	308	276	245	293	234	293	277	278
Apparatus - External factors	17	19	28	23	24	16	24	32	39
Apparatus - Human	512	435	426	505	474	697	834	857	1027
Apparatus - System	699	539	650	632	642	631	635	582	546
Apparatus - Unknown	366	370	318	308	318	382	430	440	502
Good Intent - Fire	1100	1121	1146	942	1023	709	719	743	667
Good Intent - Special Service	257	156	67	108	50	65	71	102	111
Malicious	129	105	122	126	104	93	114	110	170
Total	3386	3053	3033	2891	2929	2828	3124	3144	3340

Fatalities and serious injuries

The information below shows the number of fatalities and injuries recorded at incidents attended. These figures are broken down between RTCs and fire related casualties.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Fatalities - fire related	6	5	5	2	5	3	2	6	2
Serious Injuries - fire related	9	5	1	4	10	8	3	4	6
Slight injuries - fire related	36	31	25	40	32	45	30	35	37
Fatalities - RTC	19	16	11	16	14	13	13	25	14
Serious Injuries - RTC	101	88	82	111	85	85	89	83	82
Slight injuries - RTC	255	238	231	284	245	245	234	324	280

Supplementary information

Incident trends

Accidental Dwelling Fires (ADF)

Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential facilities. Dwellings also include non-permanent structures used solely as a dwelling, such as houseboats and caravans.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Accidental Dwelling Fires	349	399	402	385	381	362	305	340	313

Fire related fatalities in ADFs

Fire-related fatalities are, in general, those that would not have otherwise occurred had there not been a fire. i.e. 'no fire = no death'. This includes any fatal casualty that is the direct or indirect result of injuries caused by a fire incident. Even if the fatal casualty dies subsequently, any fatality whose cause is attributed to a fire is included.

	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Fire related fatalities - ADFs	0	2	1	2	3	2	0	3	2

Key facts about fire related fatalities in ADFs within Buckinghamshire and Milton Keynes:

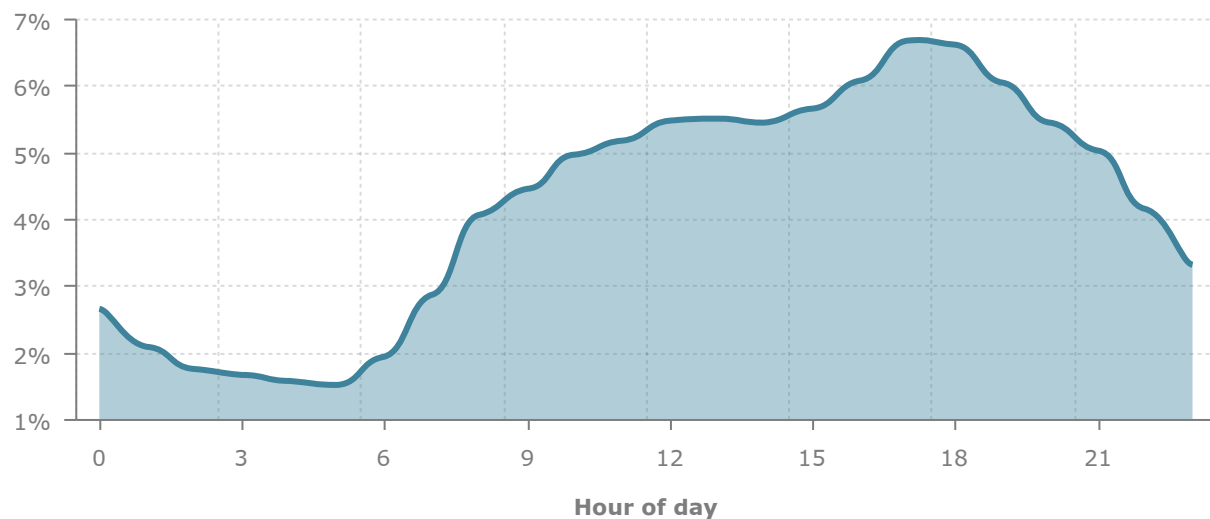
- 14 of the 15 fatalities were older than 55
- Over half of the incidents were smoking related
- The average attendance time to the ADFs where a fire related fatality was recorded was eight minutes and five seconds (8:05)
- There were no obvious trends in relation to the time of day the incidents occurred

Supplementary information

Demand patterns

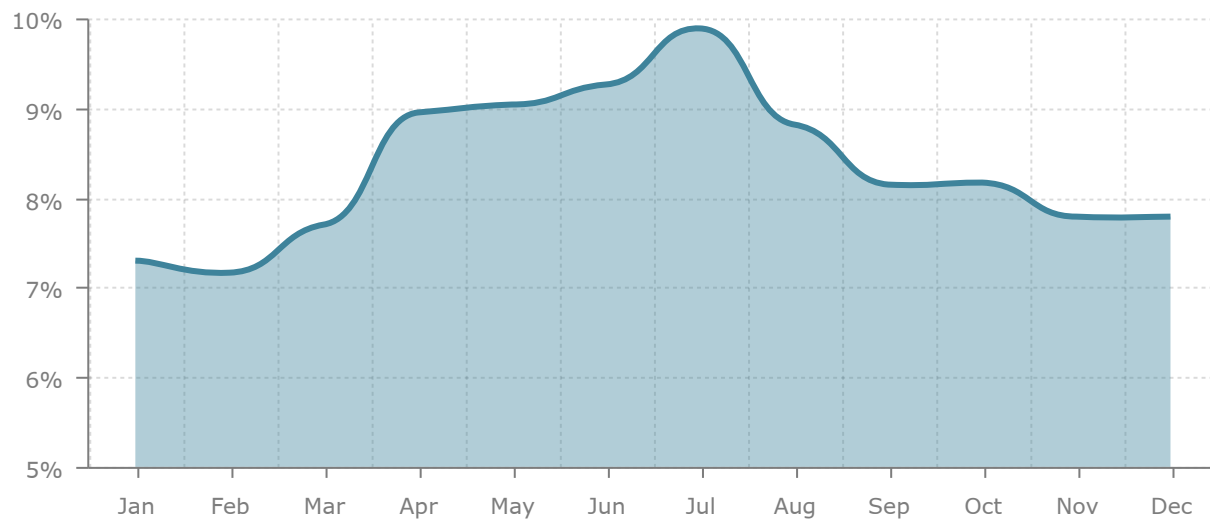
Demand - hour of day

The graph below shows the time of day we are called to incidents. This data is made up all incidents within Buckinghamshire and Milton Keynes over the last five years.



Demand - broken down by month

The graph below shows percentage of incidents we attend broken down by month. This data is made up all incidents within Buckinghamshire and Milton Keynes over the last five years.



Supplementary information

Demand patterns - attendance times

Attendance times to incidents

Our strategic aim is to provide a timely and proportionate response to incidents by allocating our assets and resource in relation to demand and risk.

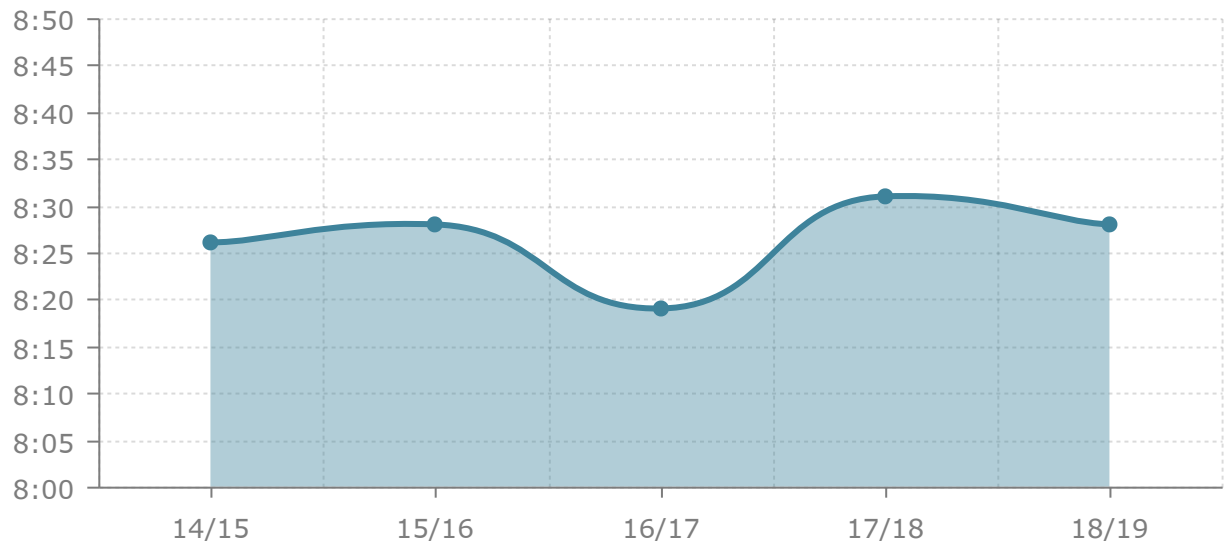
Why attendance times are important to us:

- Faster attendance times may result in a better outcome for persons and property
- Attendance times provide us with benchmarking data for resource and risk modelling
- Attendance times allow us to identify areas for improvement as well as change in the make up of the county
- Allow the public to have an informed expectation

Why attendance times aren't the full picture:

- Attendance times do not include any delay prior to the call being made
- Attendance times do not identify if the resources sent were appropriate or proportionate
- Attendance times do not identify how performance of crews at an incident impacted the outcome

The chart below shows the average attendance time to incidents in Buckinghamshire and Milton Keynes over a five year period.



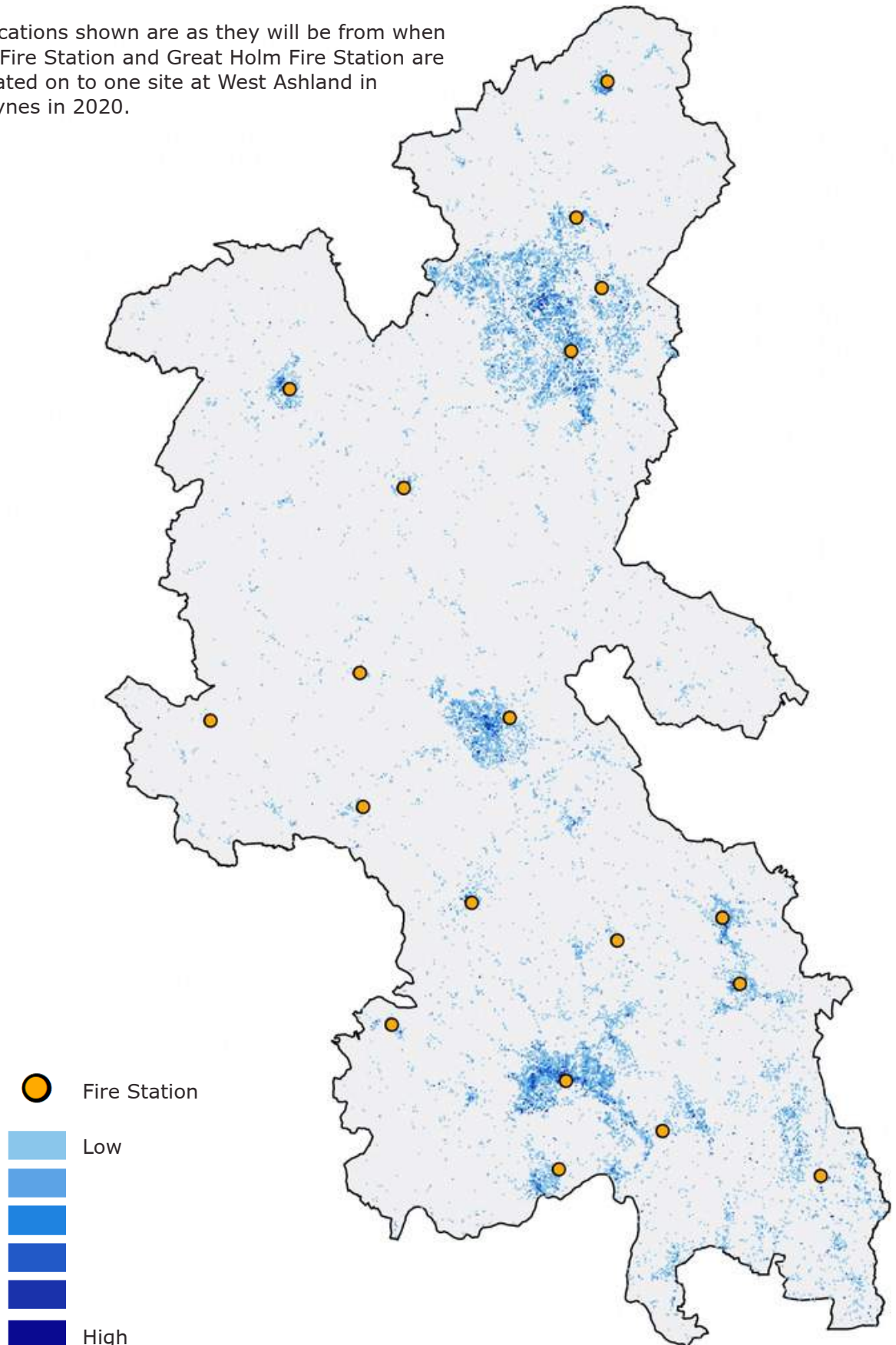
Supplementary information

Demand patterns - Incidents

Incidents attended Apr 2014 - Mar 2019

The map below shows the the location and density of demand based on incident locations.

Station locations shown are as they will be from when Bletchley Fire Station and Great Holm Fire Station are amalgamated on to one site at West Ashland in Milton Keynes in 2020.



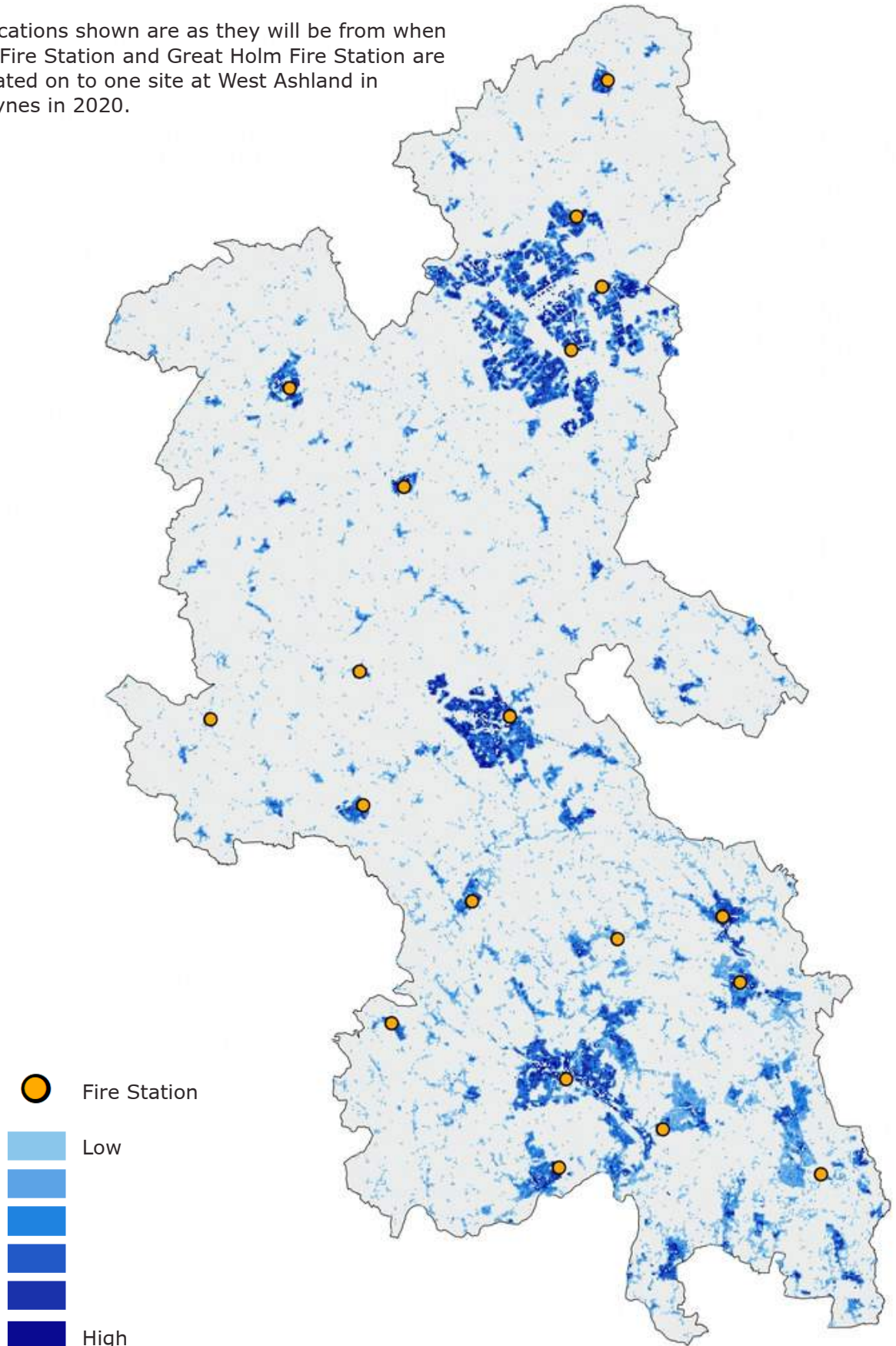
Supplementary information

Demand patterns - Residential properties

Residential property density 2019

The map below shows the location and density of residential properties within Buckinghamshire and Milton Keynes.

Station locations shown are as they will be from when Bletchley Fire Station and Great Holm Fire Station are amalgamated on to one site at West Ashland in Milton Keynes in 2020.



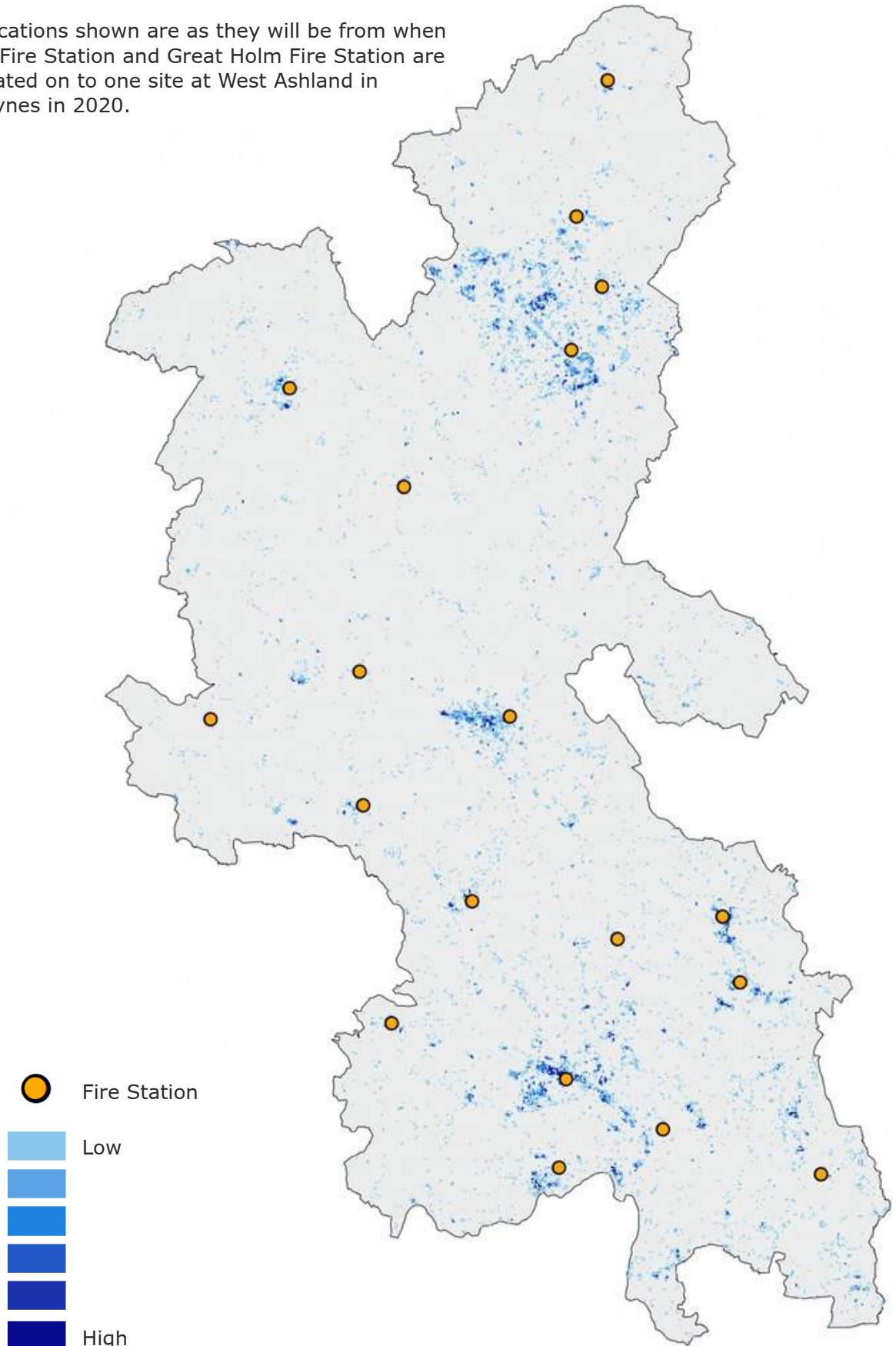
Supplementary information

Demand patterns - Non-residential properties

Non-residential property density 2019

The map below shows the location and density of non-residential properties within Buckinghamshire and Milton Keynes.

Station locations shown are as they will be from when Bletchley Fire Station and Great Holm Fire Station are amalgamated on to one site at West Ashland in Milton Keynes in 2020.



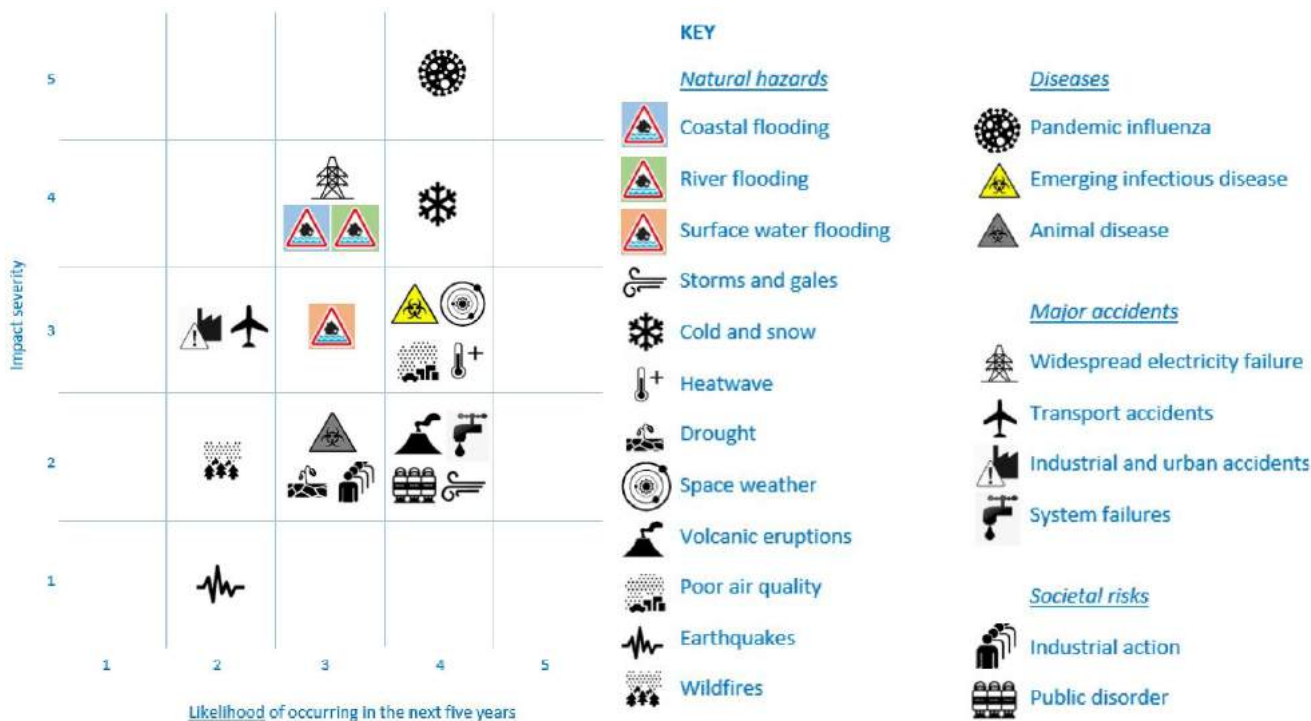
Supplementary information

Risk analysis

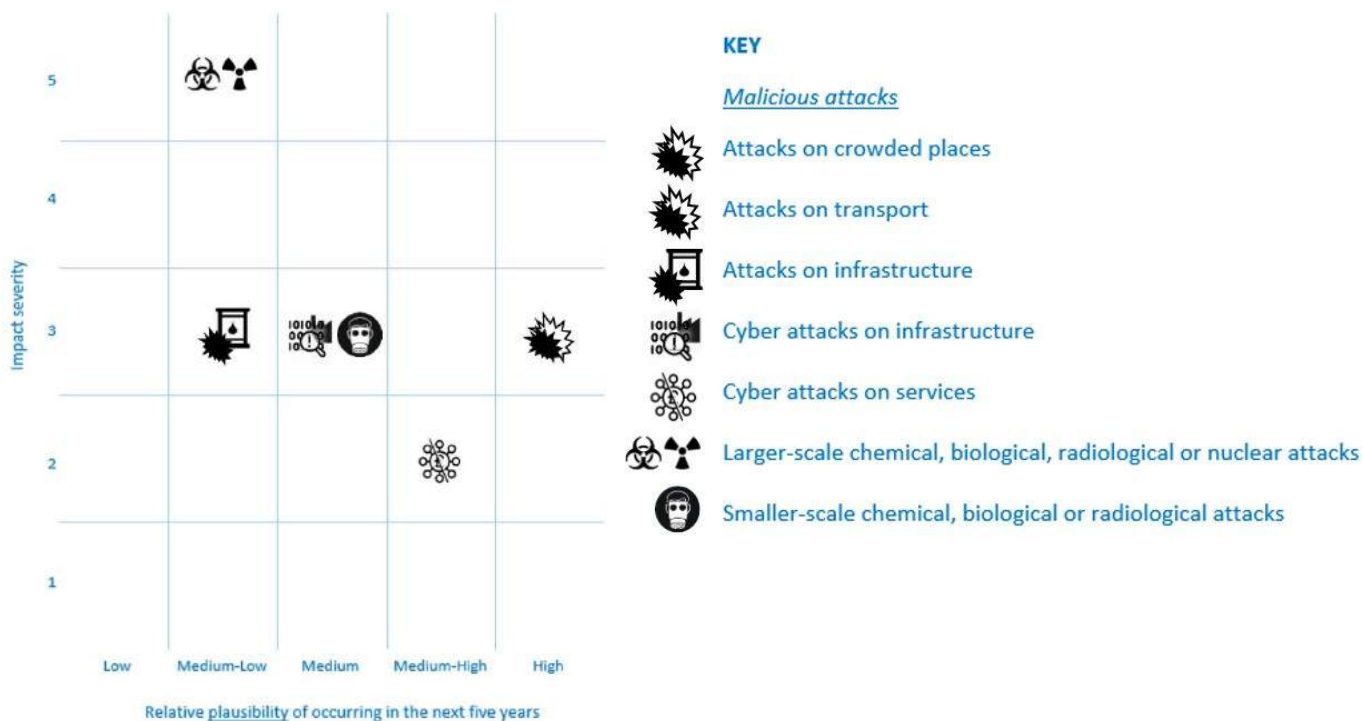
National risk register

Government guidance indicates that fire and rescue authorities should consider national risks when preparing their plans. The charts below provide a summary of the Government's current national risk assessment published by the Cabinet Office. The full assessment can be seen in the National Risk Register

Hazards, diseases, accidents, and societal risks



Malicious attack risks



Supplementary information

Risk analysis

Community risk register for the Thames Valley

The Thames Valley Community Risk Register (CRR) provides information on major emergencies that could happen in the Thames Valley, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their homes, the environment and local businesses. These risks are regularly reviewed and have led to this [updated CRR](#).



Top Risks

Influenza type diseases

An influenza (flu) pandemic is a worldwide event in which many people are infected with a flu virus in a short time.

Fluvial/River flooding

The events of the winters of 2012/13 and 2013/14, and the summer of 2007, showed that flooding can affect many different aspects of our daily lives.

Severe weather

The United Kingdom does experience severe weather due to its maritime temperate climate with occasional continental and Arctic influences. These can bring with them heavy rain or snow, strong winds and extreme temperatures. As experience has shown, severe weather can take a variety of forms and at times can cause significant problems and disruption to normal life.

Fuel shortages

All organisations rely to some extent on fuel, whether it is for getting staff to work, distributing products or providing services. The availability of fuel within the UK is generally very good, however there have been examples within recent years of brief disruptions to supply on both a regional and national basis.

Loss of critical infrastructure

Critical Infrastructure is the name given to all of the different essential services which we rely on as part of modern society and the economy. The UK's critical infrastructure is made up of electricity, water, gas, oil/fuel, transport, telecoms, food, health and financial services.

Animal disease

Animal diseases which present the most concern are those which are highly contagious, cause high fatality rates amongst livestock or have the possibility of infecting humans.

Environmental pollution and industrial accidents

Certain industrial activities involving dangerous substances have the potential to cause accidents. Some of these accidents may cause serious injuries to people or damage to the environment both nearby, and further away from the site of the accident.

Transport accidents

Just like our dependence on basic utilities, almost all of us will rely on a form of transport either to get to and from work, or to receive essential services. The disruptive consequences of a transport emergency are far-reaching and can further endanger life.

Supplementary information

Future funding - your Council Tax

What's the cost to you if we raise our Council Tax rate?

The table below indicates the 2019/2020 Council Tax charge for Buckinghamshire Fire & Rescue Service. The subsequent columns indicate a direct comparison of the cost per household, per year, in pounds and pence, if the rates were increased by the amount shown.

Please note, these amounts are purely for illustrative purposes. Anything above three per cent would be subject to us receiving approval from central government or the outcome of a referendum.

Council Tax Band	2019/2020	3% increase	£5 Increase (Band D)	£10 Increase (Band D)	Increase to National Average
A	43.05	44.33	46.38	49.71	51.36
B	50.22	51.72	54.11	58.00	59.92
C	57.40	59.11	61.84	66.28	68.48
D	64.57	66.50	69.57	74.57	77.04
E	78.92	81.28	85.03	91.14	94.16
F	93.27	96.06	100.49	107.71	111.28
G	107.62	110.83	115.95	124.28	128.40
H	129.14	133.00	139.14	149.14	154.08