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
Jason Thelwell

To: The Members of the Executive Committee

MEMBERS OF THE PRESS AND PUBLIC

Please note the content of Page 2 of this Agenda Pack

4 September 2023

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, BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE HEADQUARTERS, STOCKLAKE, AYLESBURY, BUCKS, HP20 1BD** on **WEDNESDAY 13 SEPTEMBER 2023 at 10.00 AM** when the business set out overleaf will be transacted.

Yours faithfully

Graham Britten
Director of Legal and Governance

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

Chairman: Councillor Rouse
Councillors: Christensen, Darlington, Hall, Lambert, McLean and Walsh

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 12 July 2023 (Item 2) **(Pages 7 - 18)**

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. 2025-2030 CRMP Listening and Engagement Consultation Outcomes

To consider Item 6 **(Pages 19 - 48)**

7. Performance Management - Q1 2023/24

To consider Item 7 **(Pages 49 - 100)**

8. Unit 7 Exit Programme

To consider Item 8 **(Pages 101 - 124)**

9. Budget Monitoring Report April 2023 - July 2023

To consider Item 9 **(Pages 125 - 138)**

10. Workforce Resourcing and Development Update

To consider Item 10 **(Pages 139 - 152)**

11. Exclusion of Public and Press

To consider excluding the public and press representatives from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contains 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 Minutes

To approve, and sign as a correct record the Exempt Minutes of the meeting of the Executive Committee held on 12 July 2023 (Item 12)

13. Date of next meeting

To note that the next meeting of the Executive Committee will be held on Wednesday 15 November 2023 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

This page is intentionally left blank

Buckinghamshire & Milton Keynes Fire Authority

Minutes of the Meeting of the EXECUTIVE COMMITTEE of the BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY held on WEDNESDAY 12 JULY 2023 at 10.00 AM.

Present: Councillors Christensen, Hall, Hopkins, Lambert, Rouse and Walsh

Officers: J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), M Hemming (Director of Finance and Assets), A Hussain (Deputy Director of Finance and Assets), A Carter (Head of Technology, Transformation and PMO), A Stunell (Head of Human Resources), P Mould (Area Commander Industrial Action), M Crothers (Programme Manager), C Bell (Head of Protection, Assurance and Development), S Tuffley (Head of Prevention, Response and Resilience and K Nellist (Democratic Services Officer)

Apologies: Councillors Darlington (joined online) and McLean (joined online)

The Vice-Chairman advised the Committee that the meeting was being recorded and would be uploaded on to the Authority's YouTube channel after the meeting.

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

EX01 ELECTION OF CHAIRMAN

(Councillor Hopkins in the Chair)

It was proposed and seconded that Councillor Rouse be elected Chairman of the Executive Committee for 2023/24.

RESOLVED –

That Councillor Rouse be elected Chairman of the Executive Committee for 2023/24.

(Councillor Rouse in the Chair)

EX02 APPOINTMENT OF VICE-CHAIRMAN

It was proposed and seconded that Councillor Hopkins be elected Vice-Chairman of the Executive Committee for 2023/24.

RESOLVED –

That Councillor Hopkins be elected Vice-Chairman of the Executive Committee for 2023/24.

EX03 MINUTES

RESOLVED -

That the Minutes of the Executive Committee meeting held on Wednesday 15 March 2023, be approved, and signed by the Chairman as a correct record.

EX04 MATTERS ARISING FROM THE PREVIOUS MINUTES

The Chairman advised of the following matters arising:

EX43 Gender Pay Gap Report – The ethnicity pay gap would be reported annually in future.

EX44 Performance Management – Q3 2022/23 – the environment and emissions targets would be added for 2023/24. The Environment and Climate Action Plan was being presented at this meeting by the Director of Finance and Assets.

The Performance figures would be updated and reviewed and any updates requested by Members would be considered for inclusion in future reports.

EX45 Exploring Our Culture – The status line in Appendix 1 had been changed to blue for complete, green on track, amber if slightly off track and red not progressing.

The Head of Human Resources was looking at the Code of Conduct and People Strategy process to see if they could be made into an e-learning package.

EX05 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

EX06 BUDGET MONITORING REPORT APRIL 2022 – MARCH 2023 (PROVISIONAL OUTTURN)

The Deputy Director of Finance and Assets advised Members that the report set out the Authority's revenue and capital spending position as at 31 March 2023, together with the projected outturn position for the financial year. The provisional outturn figure for the year was a net underspend of £607k.

The Deputy Director of Finance and Assets highlighted to Members that even though there was an underspend, there were three main factors which had influenced this. Firstly, it must be noted that the underspend included a year end technical adjustment and reversal of a provision of £524k. This was predominantly funds held in provisions relating to holiday pay and potential compensation due to individuals impacted by the 2015 pension remedy which were

DRAFT

found to be age discriminatory. The government had directed that they would be covering the compensation costs.

Secondly, the Authority received additional one-off funding in the region of £650k in January 2023 relating to 2021/22 reconciliation of the business rates grants. Thirdly the Authority had overachieved in its treasury investment returns by £300k due to the significant increase seen in interest rates since 2022. These three factors were not known at the time the budget was set in February 2022. If none of these events had occurred, an outturn report with an overspend in the region of £900k would have been presented.

2022/23 had been a challenging year with a number of financial pressures being faced by the Authority. There were unknown costs around utilities, inflationary pressures and higher than budgeted pay awards. All these pressures had been reflected in the outturn and future known pay awards had been reflected in the medium term financial plan.

A Member asked when undertaking the budget process for next year, would the Authority be a position where it could push the precept for a flat £5 rather than be capped at 1.99%.

The Deputy Director of Finance and Assets advised Members that the current precept of 2.99% had been factored in, however, there were discussions within the fire sector of the potential to increase it to a £5 flat rate.

The Director of Finance and Assets advised Members that two years ago, the additional £5 precept flexibility was secured for the lower quartile fire and rescue services, in recognition of the significant pressures they faced. Last year, the principle was extended to all fire and rescue services, based on national work around inflation, and inflationary pressures. There was very good data from all services around the pressures they were facing, which gave the evidence base for additional flexibility to be awarded.

A Member asked about the property portfolio and the pursuit to recover some of the increased costs incurred during the build of the Blue Light Hub from the professional design team.

The Director of Finance and Assets advised that it would not be appropriate for him to disclose information about the legal position but would be happy to update Members after the meeting.

Director of Finance & Assets

The Chairman asked for an explanation of the Marketing and Communications equipment and licencing in-year growth bid.

DRAFT

The Deputy Director of Finance and Assets advised that at present £8,399 had been spent, and the licences still needed to be obtained. The £55k requested was no longer needed, so there was a variance of £6,601k.

The Chairman asked for an update on where the Service was in regard to wholetime establishment.

The Head of Human Resources advised Members that wholetime number were 292, on call 63 and support staff 124. 18 apprentices were due to start in September and there was an additional pool of 11.

The Chairman asked what was happening to the top floor of the West Ashland building which was not complete. What provision had been made for completion of it.

The Deputy Director of Finance and Assets advised that at present, there was no provision set aside for the top floor, as the initial idea was that someone external would come in and assist with the contribution of paying towards it.

The Director of Finance and Assets advised Members that when West Ashland was built, it was pre-Covid, and it was felt it would be best to let it out to an external company, as Milton Keynes office space was in high demand. After the pandemic, people changed the way they worked. The latest advice received from Lambert Smith Hampton, was that it would be hard to let as commercial office space. It would now be looked at strategically, rather than a commercial let.

The Chairman asked that a proposal be brought to Members on the top floor of West Ashland.

Director of Finance & Assets

The Director of Finance and Assets advised that the space could be used for whatever the Authority wanted it to be, as it was just a shell with very little fit out. It would most easily be converted to office space but could serve other purposes as well. There were plans to bring a report to Members in Quarter 3, but this could be brought forward.

The Chairman asked for an update on the business as usual work property spend that was being undertaken on stations. As there was an underspend for the year, could it be spent on business as usual property improvements.

The Deputy Director of Finance and Assets advised that this could be provided to Members detailing the work that had been done.

Deputy Director of Finance & Assets

RESOLVED:

DRAFT

1. That the provisional outturn forecast for the Authority as at 31 March 2023 be noted.

2. That the slippage of £1.100m on the capital programme be approved to be carried forward into 2023/24.

3. That the underspend of £0.607m be transferred into Revenue Contribution to Capital Reserve (RCCO).

4. That delegated authority be given to the Chief Finance Officer to authorise any late changes to the movements in reserves and capital slippage amounts resulting from accounting adjustments needing to be made during the year-end closedown process.

5. That should any changes to the amounts referred to above be required, then the Chief Finance Officer will report these to Members at the next available meeting.

EX07 EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME

The Programme Manager advised that the last report presented to Members regarding the Emergency Services Mobile Communications Programme (ESMCP) was back in July 2022. Since then, a key delivery partner Motorola had left the programme, which had resulted in a re-lotting process. This had meant a pause in the delivery and deployment activities, whilst the work to relocate and revise the national business case again took place. This report outlined how the South Central region was going to manage this period, to enable it to remain engaged and updated.

The region would maintain a strategic owner for ESMCP, and this remained Deputy Chief Fire Officer Jo Bowcock of Oxfordshire Fire and Rescue Service; and a single point of contact, Thames Valley ESMCP Project Manager, Paul Channing. It was unlikely there would be any further update papers submitted during this period, until notification was received that delivery work had restarted nationally. This was not expected until mid-2025 at the earliest.

A Member asked if this Service was impacted negatively, were people put in danger, was the Service's ability to deal with day-to-day operations adversely effected.

The Programme Manager advised that the impact was minimal within the Thames Valley region. Airwave was originally proposed to be switching off at the end of 2019, but when it looked as if ESMCP would be extending, they undertook to upgrade all their base stations across the national network and were currently looking at a programme to upgrade devises. In terms of safety to firefighters and the public within the Thames Valley region, when the Service moved to the fire control project and the combined control, it moved a step forward in comparison to other regions, in

that arrangements were made to use Airwave for transferring data messages. Many services do not do this and would be impacted by the delays.

A Member asked what the cost was in money and time of the delays to the Service.

The Programme Manager advised that until earlier this year, funding had been provided, but at the end of March, that funding was withdrawn, which was why the decision was made to step back from the programme.

RESOLVED –

That the Emergency Service Mobile Communications Programme update be noted.

EX08 ENVIRONMENT AND CLIMATE ACTION PLAN UPDATE

The Director of Finance and Assets advised Members that this action plan was originally approved by the Authority in December 2021, and this was the first update of progress since then. The original plan was split into two sections, adaptation and mitigation. Adaptation was about optimising the Service's response to extreme weather events and two updates had been provided in response to Summer pressures, most recently at the Authority meeting last month. This paper acknowledged those updates, but the primary focus of this report was on mitigation.

Mitigation was the action to reduce the Authority's own environmental impact. All previous actions were green or complete. There were two new actions; the first was around Unit 7. Vacating this building would have environmental benefits. The second action was to undertake a fully revised Property Strategy linked to the new Community Risk Management Plan (CRMP).

The Director of Finance and Assets highlighted that the Authority had now measured its carbon emissions baseline at 978 tonnes, which would allow future improvements to be quantified. Also, by signing up to a zero carbon electricity contract, the Authority had reduced projected emissions by an estimated 283 tonnes in the current year.

A Member was pleased to see the benefits of the zero carbon electricity contract, and asked if officers would be able to provide an update on the movement in energy prices since the contract was awarded. Also, how would it be decided to award contracts in future should a zero carbon contract not be the lowest cost option.

The Director of Finance and Assets advised that the current contract was only for one year due to the extreme volatility in

prices last year. The good news was that prices had started to reduce since February. Officers would continue monitoring this to agree a one, two or possibly three year contract. In terms of zero carbon emissions, officers look for the best financial value, but also had an environmental responsibility and would take the decision along with the Lead Member for Finance and Assets, Information Security and IT.

A Member was pleased to note that the Authority was looking at solar panels for the fire station in Marlow. However, there was a story in the local press recently regarding alleged wildlife destruction at the station. Could this be explained and what was being done by way of a response.

The Director of Finance and Assets advised Members that there was a proposed road scheme which would use some of the station's land to expand the roadway to improve roundabout access. Whilst the scheme was on going, the land was not maintained, as there would be diggers driven over it etc., so it had become overgrown. The road scheme eventually did not proceed, so as part of the contract, the land was reinstated to the condition it was before. There was a group in Marlow, called Wild Marlow who observed this had happened and wrote to the local press about the destruction of this habitat, which was valuable to local wildlife. Plans were now in place to rectify this, and reinstate some of the land for wildlife, which would be very low cost and reduce the amount of maintenance. Wild Marlow would provide volunteers.

The Chairman was impressed with the work on the zero carbon electricity contract and felt it would be good for the Authority to promote this and the environmental and climate action plan update. A draft communication to be given to the Chairman and Vice Chairman to approve before publication.

Director of Finance & Assets

The Chairman asked if the business case for Unit 7, setting out the options for exiting the building, could be presented to the Executive Committee in September.

Director of Finance & Assets

RESOLVED –

That the Committee note the report.

EX09 FINANCIAL STRATEGY UPDATE (NO 2)

The Director of Finance and Assets advised Members that the original strategy was approved in November 2020, and this was the second update on progress. The financial position had improved significantly since the last update, primarily due to additional flexibility on council tax. Also, the Authority continued to push

DRAFT

hard on efficiency, and the HMICFRS data showed the cost per firefighter per person in Buckinghamshire was just over £20, compared to the national average of just over £25. The Authority's own KPI data showed that total net expenditure was also significantly below the national average. The Service was very efficient in terms of what it delivered for the money it had.

The Director of Finance and Assets advised Members that with regard to the debt position, steps had been taken to improve this even further. One of the loans had been repaid early and the change in interest rates over the past year, had meant that rather than paying a premium to repay it early, the Authority actually got a discount. Other loans were being kept under review.

The Director of Finance and Assets advised Members that the updated action plan, showed the majority of actions were green or complete. A lot of 2022/23 actions were to be carried forward to this year, as there was flexibility in the plan. The Reserves Strategy had been updated and it was proposed to rename some reserves to more accurately describe their purpose, plus reallocating some reserves no longer required for the original purpose. Taking some of the reserves no longer required, there would be approximately £3m available to invest in transforming the service in line with the upcoming CRMP.

The Chairman advised Members that with regard to precept flexibility, the Authority sought the benefit of precept flexibility, and would continue to push for flexibility, but that was different to exercising that flexibility when it comes to a decision, as pressures on council taxpayers had been significant over the past twelve months. It was important that as well as seeking flexibility, the Authority continued to drive on efficiencies. The next phase on seeking efficiencies would be much harder, and the Chairman felt it would be worth considering whether to seek external support to challenge the budget process.

The Director of Finance and Assets advised Members that in terms of precept flexibility, the Authority should only be asking for what it needed. Last year if the Authority had not taken it, the service would have been in a bad financial position. There was a budget setting challenge process to go through, and expenditure would be challenged to ensure the Authority was spending what it needed to spend and investing where it needed to invest, and the budget would be set accordingly. In terms of efficiencies and getting external support, or potential challenge, this would be investigated. In terms of governance, the self-assessment was more around the Service than skills.

DRAFT

The Chairman asked about the governance section where it referred to the financial expertise of the governing body and asked when the CIPFA self-assessment was undertaken and felt it would be helpful if Members did a self-assessment.

A Member asked when the Masterclasses would be available to Members and why was there a significant delay in receiving the final audit opinion from the external auditor. Also, the only red status was the HMICFRS 'efficiency and effectiveness' still rated as 'requires improvement' in the most recent report, what actions were in place to address it.

The Director of Finance and Assets advised that with regard to HMICFRS, this was based on the last report. As Members would be aware, HMICFRS had completed their latest inspection of the Service, but the report had not yet been received. Until the latest report was received, it was too early to sign it off. The issue around the audit had primarily been around valuations, and the way it was presented in the balance sheet but would have no impact on the accounts themselves.

The Director of Finance and Assets would circulate the Masterclasses to Members, as well as looking at potential self-assessments.

Director of Finance & Assets

RESOLVED –

1. That the Committee note the report.

2. That the following changes to usable reserves (detailed on pages 21 to 25 of Appendix 1) be made retrospectively with effect from 31 March 2023 be approved:

a) That the Apprentice Reserve be renamed Workforce Planning Reserve.

b) That the Future Funding Reserve be renamed Transformation Reserve.

c) That the Continuing Projects Reserve be closed and the balance of £80k transferred to the Transformation Reserve.

d) That the COVID-19 Reserve be closed and the balance of £594k transferred to the Transformation Reserve.

EX10 UPDATE FLEET AND PROPERTY STRATEGIES TO 2025

The Director of Finance and Assets advised Members that these were both interim updates to align with the current Public Safety Plan. Both were to be revised for 2025 onwards to align with the Community Risk Management Plan. The original Fleet Strategy was approved in November 2017 and the substantive updates were

DRAFT

noted in the Executive Summary. There was an updated action plan, and all previous actions had been completed or were business as usual. There was one new action, and that was to pilot the use of smaller response vehicles following the Summer pressures recommendations.

The Director of Finance and Assets advised Members that the Property Strategy was originally approved in May 2018, and the substantive updates were noted in the Executive Summary.

The Director of Finance and Assets advised Members there were a couple of typographical issues with the published version. These would be rectified for the final version. The Action Plan had 12 actions, which were either complete, ongoing, still to do or had been removed. The most significant update was to reflect the last five year condition survey which was completed last year and was the road map for all property work over the next few years. It was pleasing to note the continued improvement in work required each survey. In 2013, the value of work outstanding was £4.4m, 2017 £2.4m and 2022 had reduced to £1.6m, showing the value of continued improvement.

Director of Finance & Assets

A Member asked about the disposal of red fleet, three appliances had recently been sold at auction in Doncaster, did officers investigate other methods of disposal of appliances.

The Director of Finance and Assets advised that various methods had been tried in the past, the appliances were assumed to have no value in the budget, so anything achieved was a bonus.

The Chairman asked if officers could speak to Councillor Hall regarding his knowledge and expertise in this area.

Director of Finance & Assets

The Chairman asked about the £25k set aside for specific EDI improvements, and asked if this budget was sufficient.

The Deputy Director of Finance and Assets advised that the £25k set aside was more around basic modifications at stations, for example, if someone wanted to create a quiet room and wanted some furniture. There was a separate piece of work the Property Manager was undertaking, looking at standardisation at each Station, what was needed, what was feasible, carrying out a GAP analysis of how it would be undertaken.

The Director of Finance and Assets advised Members that when any work was carried out on stations now, the equality diversity and inclusion implications would be considered.

DRAFT

Following feedback from Members regarding the formatting of the draft Property Strategy, the Director of Finance and Assets amended his recommendation as follows:

That, subject to the amendments raised in respect of sections 17 and 19 of the Property Strategy, the updated fleet and property strategies to 2025 be approved.

RESOLVED –

That, subject to the amendments raised in respect of sections 17 and 19 of the Property Strategy, the updated fleet and property strategies to 2025 be approved.

EX11 EXCLUSION OF PUBLIC AND PRESS

RESOLVED –

It was moved and resolved that the public and press representatives be removed from the meeting by virtue of Paragraph 1 of Part 1 of Schedule 12a of the Local Government Act 1972, as the report contains information relating to any individual; and Paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972, as the report 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.

(All officers left the meeting with the exception of the Democratic Services Officer).

EX12 SENIOR MANAGEMENT TEAM SUCCESSION PLAN

RESOLVED –

The Committee considered the report and appendices, details of which were noted in the confidential/exempt minutes.

EX13 EXEMPT MINUTES

RESOLVED –

That the Exempt Minutes of the Executive Committee meeting held on Wednesday 15 March 2023, be approved, and signed by the Chairman as a correct record.

EX14 DATE OF NEXT MEETING

The Committee noted that the next Executive Committee meeting would be held on Wednesday 13 September 2023 at 10am.

THE CHAIRMAN CLOSED THE MEETING AT 11.40AM

DRAFT

DRAFT

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 13 September 2023

Report title: 2025-30 CRMP Listening and Engagement Consultation Outcomes

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

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

Author and contact: Stuart Gowanlock, Corporate Planning Manager
sgowanlock@bucksfire.gov.uk

Action: Decision

Recommendations: That the report be submitted to 11 October 2023 Fire Authority meeting for information and noting.

Executive summary:

At the Fire Authority meeting on 7 December 2022, Members approved the outline process and timetable for production of the successor plan to the 2020 – 2025 Public Safety Plan, to be known as the '2025 – 2030 Community Risk Management Plan' (CRMP).

As part of the development process for the new CRMP, officers commissioned Opinion Research Services (ORS), an independent social research practice, to carry out an initial consultation with a broadly representative / diverse sample of the public domiciled within the areas served by the Authority.

This early consultation work was designed to help inform the development of the 2025 – 30 CRMP by exploring the participants':

- general awareness of / perceptions of risk and understanding of the Fire and Rescue Service and the issues facing it (without being given any significant background information);
- views and expectations after being more acquainted with the issues and challenges facing the Authority / Service and some potential ways that it could respond to these.

In total, 40 people participated across five focus groups (three of which were held virtually and two at physical locations in Aylesbury and Milton Keynes). ORS used a deliberative approach that enabled participants to reflect in depth about the issues facing the Authority / Service. Also, participants were able to do this without the constraint of worrying about any imminent changes to local Fire and Rescue service provision.

The outcomes of the consultation are contained in the appended ORS report. Because recruitment to the focus groups was inclusive and the participants diverse, ORS advise that the outcomes of the consultation are broadly indicative of how informed public opinion as a whole would incline in similar discussions.

Next Steps

Preparation of the 2025 – 30 CRMP is currently underway with a view to officers presenting a draft for Members to approve for a formal 12 week public consultation at the 14 February 2024 Fire Authority meeting. Further stakeholder consultations are planned throughout the CRMP development process in line with National Framework, CRMP Fire Standard and Communication and Engagement Fire Standard requirements.

Also, it should be possible to re-convene the five focus groups reported on in the attached report, once Members have approved the draft 2025-30 CRMP for consultation, which means that it will receive scrutiny from a more informed perspective than would be possible with fresh groups of people drawn from the wider public. This will help the Authority to demonstrate that it has met the requirements of: the National Framework; CRMP and Communication and Engagement Fire Standards; and, the underlying Gunning Principles for active and informed participation in consultations.

Financial implications: The costs associated with this, and any further consultations associated with the preparation of the 2025 – 30 CRMP, will be met from within existing Service Budget provisions.

Risk management: A detailed risk assessment was carried out with ORS at the project planning stage with a risk log established within the Project Initiation Document (PID) & appropriate measures identified to control the identified risks. The key corporate risks arising out of the research process include:

- That the range of views expressed are not typical of the public as a whole;
- That the research is poorly executed and fails to meet the specified requirements.

Both of these risks could impair the decision making process in relation to the development of the CRMP were they to crystallise.

As a university spin out company, ORS seeks to guarantee academic standards for all applied social research. ORS is a Market Research Society Company Partner and are fully compliant with the MRS Code of Conduct. All of ORS' research activities and systems are fully certified to ISO 27001:2013, ISO 9001:2015 and ISO 20252:2019.

The scope of the ISO certification covers the entirety of their research business from client management and identification of client needs through to frontline data collection, analysis and report writing.

ORS fieldwork procedures are fully IQCS certified, and all field and telephone interviewers are fully trained to IQCS standards.

Legal implications: The approach complies with National Framework requirements by ensuring that consultation is undertaken at appropriate points in the CRMP development process. The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the community risk management planning process.

Privacy and security implications:

ORS' Information Security Policy requires that personal data is only sent from ORS using secure media. Checks are made to ensure that identifying information is removed prior to dispatch of data to clients.

Duty to collaborate:

The National Framework requires every fire and rescue authority to produce its own CRMP. However, officers share thinking on approaches to CRMP development and consultation practices with other fire and rescue services, in particular our Thames Valley partners.

Health and safety implications:

No direct implications arising from this initial consultation work.

Environmental implications:

No direct implications arising from this initial consultation work.

Equality, diversity, and inclusion implications:

The participant selection process was designed to ensure that a broadly representative / diverse sample of the public was consulted. Details of the participants' demographic profile are set out at paragraph 2.9 on page 11 of the appended report.

Consultation and communication:

The consultation themes were approved by the Senior Management Team on 2 May 2023 and also shared with the Lead Member for Service Delivery, Protection and Collaboration.

The Consultation findings will be shared with Service staff as well as Authority Members.

Background papers:

https://bucksfire.gov.uk/documents/2022/11/item-10-fire-authority-meeting-7-december-2022-2025-2030-service-planning.pdf/

Appendix	Title	Protective Marking
1	Community Risk Management Plan (CRMP) 2025-2030: Public Engagement Report of findings	None

This page is intentionally left blank

Buckinghamshire Fire & Rescue Service

Community Risk Management Plan (CRMP) 2025-2030: Public Engagement

Report of findings

July 2023

Buckinghamshire Fire & Rescue Service

Community Risk Management Plan (CRMP) 2025 – 2030: Public Engagement

Opinion Research Services

The Strand · Swansea · SA1 1AF
01792 535300 | www.ors.org.uk | info@ors.org.uk

As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This version of the report will be deemed to have been accepted by the client if ORS has not been informed of any amendments within a reasonable period of time (1 month)

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008.

© Copyright July 2023

Contents

1. Key Findings 6
Key engagement findings 6
Overview of the engagement 6
Awareness and perceptions 6
Current and future challenges 8
BFRS's Vision 9
A name change? 9
Information provision 9
2. The Engagement Process 10
Overview of the engagement 10
Background to the engagement 10
The commission 10
Deliberative engagement 10
The report 12
3. Focus Group Findings 13
Detailed engagement findings 13
Introduction 13
Main findings 13
Awareness and perceptions 13
Current and future challenges 21

The ORS Project Team

Project design, management and reporting

Kelly Lock

Focus group facilitators

Kelly Lock

Bryony Wilson

Fieldwork management

Acumen Field

Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Buckinghamshire Fire and Rescue Service (BFRS) on the five engagement focus groups reported here. The diverse participants engaged with the issues and discussed their ideas readily, so we trust that this report of findings will help to inform service planning.

We thank BFRS for commissioning the project as part of its on-going regular programme of public engagement and consultation about its risk management planning. We particularly thank the senior officers and staff who attended the sessions to listen to the public's views and answer questions. Such meetings benefit considerably from the readiness to answer participants' questions fully and frankly, as in this case.

At all stages of the project, ORS' status as an independent organisation engaging with the public as objectively as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about BFRS's future service planning.

1. Key Findings

Key engagement findings

Overview of the engagement

1.1 Below are the key findings from a series of five focus groups (convened and facilitated by Opinion Research Services) with 40 members of the public from across Buckinghamshire and Milton Keynes. The focus groups were designed to help Buckinghamshire Fire and Rescue Service (BFRS) develop its Community Risk Management Plan (CRMP) for 2025 – 2030. BFRS's key priority was that this would be a 'listening and engagement' process at a very early stage in the organisation's thinking – to understand public opinions and to 'test' some very general ideas and principles.

Awareness and perceptions

Perception of risk

1.2 Participants were initially asked for their thoughts on the biggest issues and risks facing them and their communities. The key concerns raised across the groups were the cost-of-living crisis and a lack of affordable housing; climate change; crime and anti-social behaviour; access to public services like healthcare; and the potential consequences of national and global political uncertainty and division.

1.3 Few people spontaneously raised fire risk as a concern, though it was widely discussed in the context of increasing wildfires and the risks posed by 'cheap imports'. In relation to the latter, when informed about the increasing prevalence of e-bike and e-scooter fires and asked to consider other emerging risks facing fire and rescue services, it was agreed that anything containing a lithium-ion battery could pose a risk, though vapes and electric cars were most mentioned. It was widely recognised, however, that it is not necessarily the batteries that are the issue, but the preponderance of devices using counterfeit or cheap imports that have not undergone the relevant safety checks.

Infrastructure changes

1.4 There was generally good awareness of major infrastructure developments such as HS2, which is clearly still contentious in some areas of Buckinghamshire. Residents remain concerned about the disruption and a loss of countryside and wildlife habitat for what they see as little benefit, and about the impact of such large-scale construction on Buckinghamshire's roads.

1.5 Participants in all groups commented on 'excessive' housing development across the county currently, as well as the apparent lack of corresponding infrastructure development in the form of roads and transport, schools, healthcare etc. In the context of BFRS, a particular issue raised was that of inconsiderate parking on new developments, and the impact of this on emergency service access and response times.

Awareness of BFRS

1.6 Participants were asked how much they knew about BFRS and what it does. Knowledge was mixed, but people were typically aware that the Service attends a range of incidents in addition to fires - as well as undertaking preventative and educational outreach work, inspecting and advising commercial premises, fire investigation, offering national resilience for civil emergencies, and assisting other emergency services.

1.7 When asked whether they knew where their nearest fire station is and how it is crewed, most participants were aware of the former, but not of the latter.

1.8 There was very little awareness of BFRS's response times. In terms of expectation, most of those living in urban areas said they would expect a response in under ten minutes, whereas those in more rural areas were aware that they would likely wait longer. Indeed, there was general recognition that response times would be influenced by several factors like location and time of day.

1.9 It should be noted that people's general unawareness of crewing systems can lead to unrealistic expectations of response times. For example, some of those living close to an on-call station assumed that they would receive a response in around five minutes, not knowing that on-call firefighters are not on station and must travel there before attending an incident. Moreover, in most groups there was a perception that incidents are triaged or 'graded' by fire control according to severity.

1.10 When asked if they knew how BFRS is funded and how much they pay towards it, most participants were aware that the two main sources of income are council tax and central Government funding. However, few knew how much the Service costs to run, or how much they pay for it via council tax. When informed that the 2023/24 Band D charge is £77.16, this was universally considered to be value for money.

Perceptions of BFRS

1.11 When asked for their general impressions of BFRS and the fire and rescue service nationally, participants were typically positive, though few had specific experience of the Service to influence this view. In the absence of direct contact, people were asked why they felt so well-disposed toward BFRS. The comments made suggest a positive view of those who work in the emergency services more generally, though the 'danger' aspect of firefighting was thought to command particular respect.

1.12 Following the general conversation around perceptions, participants were asked about their awareness of recent negative media coverage of bullying, harassment, and discrimination (including racism and misogyny) within fire and rescue services. None were aware of the reports and articles shown, which many attributed to them being overshadowed by constant articles about police misconduct.

1.13 When asked whether these stories might influence their perceptions of the fire and rescue service, opinions were mixed. Some felt that they are clearly damaging to the service's reputation, and that more needs to be done to address the underlying reasons for unacceptable behaviour. For example, a few female participants felt that a degree of misogyny is bound to arise within male-dominated professions like fire and rescue, and within the 'groups' that tend to form in large, homogeneous organisations.

1.14 Others, however, seemed to misunderstand the 'institutional' aspect of some of the reviews and allegations mentioned, describing those being complained against as a few *"bad apples"*. One possible explanation for this is the perception that is instilled in people from a very early age of firefighters as 'heroes.' It was said to be much more difficult to accept poor behaviour among those we have put on a pedestal, meaning negative reports of fire and rescue service cultures can be more readily dismissed.

1.15 In terms of what might be done to address issues of concern, some participants suggested more thorough recruitment processes using psychometric testing and examinations of social media to determine a person's values for example. And despite some participants' dismissal of such behaviour as 'banter', many others recognised the need to take a zero-tolerance approach to any form of discrimination (either in person or within WhatsApp groups).

Current and future challenges

Workforce diversity

1.16 Participants were informed that BFRS was inspected by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in 2021, who identified that it, *'Hasn't made enough progress since the last inspection to improve equality, diversity and inclusion'*. When asked whether this is important, opinion was mixed.

1.17 Several participants made comments like, 'What does skin colour or gender matter for putting out a fire?', highlighting that operational response continues to dominate people's thought processes when considering the role of the fire and rescue service. This suggests that better explanations are needed as to why diversifying the workforce is important, not least in improving the effectiveness of prevention and education work within certain communities.

1.18 It was recognised that several factors may have influenced the lack of diversity within BFRS, not least the long-term recruitment freeze, and the fact that many staff are 'long-termers'. Taken together, these two issues were thought to contribute to BFRS's workforce not keeping pace with societal changes.

1.19 In terms of what more BFRS could do to encourage a more representative workforce, visits to schools, colleges and local cultural events were suggested, to explain that fire and rescue services can offer a variety of different roles, not just firefighting. Indeed, it was suggested that the Service follow the Army's lead in developing a campaign that highlights the various careers it can offer.

1.20 This is especially important considering the issues raised by a couple of participants in Milton Keynes, who said that they and others from Black and Asian backgrounds would typically not consider operational firefighting for cultural reasons. They were of the view that while attracting Black and Asian recruits will continue to be challenging, highlighting the non-operational roles available would help.

1.21 On a related note, it was said that the fire and rescue service is simply not seen as a desirable career option within some cultures, nor is it yet considered a viable one by many females. Regarding the gender issue, one female participant working in the technology industry said she was recruited into tech via a targeted campaign and suggested that BFRS look at what is being done elsewhere to recruit women into traditionally male-dominated industries.

1.22 Finally, and crucially, addressing any issues with racism and misogyny was considered essential if fire and rescue services are to stand any chance of diversifying their workforces. However, there is something of a 'catch-22' situation in that there is a reluctance among minority ethnic groups to join the Service for fear of experiencing racism within a largely White workforce; but only by diversifying that workforce will it be viewed as a more inclusive environment that can nurture and develop role models for future recruits.

The future of the on-call service

1.23 Participants were informed that the traditional on-call model used in rural areas is increasingly difficult to maintain due to a decline in occupations from which on-call staff were traditionally recruited; fewer working age people being available during the day in villages and small towns; and changing lifestyles. To address this, BFRS has developed a series of four options, with participants asked for their views on whether the Service should consider their inclusion in its forthcoming CRMP.

1.24 The first two options are 1) instead of on-call staff being attached to a specific local fire engine, consolidate them into a larger pool to improve the overall number of engines available for 'resilience' and/or provide relief crews for extended or multiple incidents; and 2) replace 'difficult to crew' on-call fire engines in

more remote rural locations with smaller four-wheel drive vehicles for first response to, for example, outdoor fires. These options were most favoured.

1.25 There was less but still some support for Option 3 (re-locate 'difficult to crew' on-call appliances to urban areas where they would be held in reserve for 'resilience'), and mixed views on Option 4 (rebalance resources in favour of more wholetime and/or day crew provision). Some felt the latter should be considered even if it would mean a smaller fleet overall, whereas others rejected it due to cost.

Automatic Fire Alarms (AFAs)

1.26 HMICFRS has suggested (in its 2021 inspection of BFRS), that the Service should review its response to AFAs, which it currently responds to as an emergency 'on blue lights'. In light of this, the Service has developed a series of five options, which participants were asked to comment on.

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

1.28 If the Service does wish to make changes, although there was some support for Option 1 (only attend an AFA if an actual fire is reported or the owner/occupiers of the building cannot be contacted), Option 2 (attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported, or the owner/occupier of the building cannot be contacted) was most favoured. Options 3 (attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported) and 4 (respond to AFAs at normal road speed [i.e., on 'non-blue lights']) received least support.

BFRS's Vision

1.29 BFRS' Vision is 'To make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel'. The vast majority of participants agreed that it is still appropriate.

A name change?

1.30 As Milton Keynes has achieved city status, participants were asked whether Buckinghamshire FRS should change its name to, say, Buckinghamshire and Milton Keynes FRS. While some agreed that doing so would demonstrate inclusivity, more were opposed to a name change on the grounds of cost.

Information provision

1.31 Finally, participants were asked what information about or from BFRS would most interest them. The most common preferences were for live incident updates, safety advice, job opportunities, and performance statistics.

2. The Engagement Process

Overview of the engagement

Background to the engagement

2.1 'Community Risk Management Planning' is the development of a balanced approach by Fire and Rescue Services to reducing risk within the community. This is achieved by combining Prevention, Protection and Emergency Response, on a risk-assessed basis, in order to improve community safety and create a safer working environment for firefighters.

2.2 Buckinghamshire Fire and Rescue Service (BFRS) is beginning to develop its Community Risk Management Plan (CRMP) for 2025 – 2030 and is seeking input from a range of stakeholders, including members of the public, on how it might provide fire and rescue services during this period. The purpose of the focus groups reported here was to allow BFRS to engage with, and listen to, members of the public about some important issues - so that participants would become more informed about the Service and its current and future challenges; but also so that discussions around people's perceptions of risk and ideas about their fire and rescue service could inform its planning for the future.

2.3 BFRS's key priority was that this would be a 'listening and engagement' process at a very early stage in the organisation's thinking – to understand public opinions and to 'test' some very general ideas and principles. This very early-stage consultation programme conforms to the Gunning Principles, which require, above all, that engagement and consultation should be at a 'formative stage', before authorities make decisions.

The commission

2.4 Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed to convene, facilitate and report five focus groups with members of the public: two face-to-face (in Aylesbury and Milton Keynes); and three online (covering the North, East/West and South of the county). Pre-consultation listening and engagement and formal consultation meetings have been undertaken with residents across Buckinghamshire on a regular cycle; and in this context ORS has facilitated similar focus groups for the Service for many years.

Deliberative engagement

Focus groups

2.5 The focus group meetings reported here used a 'deliberative' approach that encouraged members of the public to reflect in depth about the discussion issues while both receiving and questioning extensive background information. The fact that the groups were part of an 'early stage engagement' rather than 'formal consultation' process was stressed: participants were told they would be discussing some generic issues and 'testing' BFRS's ideas for how it might provide services over the lifetime of its next CRMP, rather than discussing any firm proposals.

2.6 The meetings lasted for around two hours and in total there were 40 diverse participants. The dates of the meetings and attendance levels by members of the public at each focus group are as shown in the table below.

FOCUS GROUP	DATE	NUMBER OF ATTENDEES
Buckinghamshire South (online)	**12th June 2023**	**8**
Milton Keynes (face-to-face)	**13th June 2023**	**10**
Buckinghamshire Central (face-to-face)	**14th June 2023**	**7**
Buckinghamshire North (online)	**21st June 2023**	**8**
Buckinghamshire East/West (online)	**21st June 2023**	**7**

2.7 The attendance target for each of the focus groups was 8 people – so the total of 40 participants was on-target.

2.8 Participants were recruited by Acumen Field, a specialist recruitment agency, who initially sent out a screening questionnaire as an online survey to a database of contacts and, more widely, on social media platforms. They then collated the responses to establish a pool of potential recruits, which was 'sifted' to establish a contact list. People were then contacted by telephone, asked to complete a more detailed screening questionnaire and either recruited or not to match the required quotas. Those recruited were sent all the necessary details in a confirmation email and telephoned a day or two before the events to confirm their attendance.

2.9 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors. The recruitment process was monitored to ensure social diversity in terms of a wide range of criteria including, for example: gender; age; working status; and disability/limiting long-term illness (LLTI). Overall, as demonstrated in the table below, participants represented a broad cross-section of residents – and as standard good practice, people were recompensed for their time and efforts in and taking part.

GENDER	AGE	LIMITING ILLNESS OR DISABILITY	ETHNIC GROUP
Male: 18 Female: 22	16 - 24: 4 25 - 39: 14 40 – 54: 12 55+: 10	8	White British: 27 Asian/Asian British: 6 Black/Black British: 3 White Irish: 2 White European: 2

2.10 Although, like all other forms of qualitative engagement, deliberative focus groups cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse members of the public the opportunity to participate actively. Because the meetings were inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

The agenda

2.11 ORS worked in collaboration with BFRS to agree a suitable agenda and informative stimulus material for the meeting, which covered all of the following topics:

Sources of worry and concern;

People's perceptions of risk and how they manage it;

Fire and other risks in Buckinghamshire and Milton Keynes;

BFRS' new and emerging risks;

People's awareness and perceptions of BFRS and the fire and rescue service nationally;

BFRS' staffing and resources, activity, response times, and funding – and whether the Service represents value for money; and

The issues and challenges facing BFRS and possible strategies to meet them.

2.12 Participants were encouraged to ask questions throughout, and the meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

The report

2.13 This report reviews the sentiments and judgements of respondents and participants on how BFRS might deliver its services in future. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse any opinions but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

3. Focus Group Findings

Detailed engagement findings

Introduction

3.1 This chapter reports the views from five deliberative focus groups with members of the public across Buckinghamshire and Milton Keynes, which were independently facilitated by ORS. The meeting format followed a pre-determined topic guide which allowed space for a general discussion of the key questions under consideration. A series of information slides were shared at set points during the sessions, which ensured that participants had sufficient background information to actively deliberate on the issues.

3.2 This is not a verbatim transcript of the five sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions - and as the focus groups did not differ materially in their views, this report combines the findings from all the meetings in a single account.

3.3 The report of findings is in two main sections – the first deals with people's perceptions of risk as well as their general awareness and understanding of the FRS (without being given any significant background information), while the second deals with their judgements and expectations after being more informed and asked some challenging questions about policy. Both parts of the report are, of course, relevant to a fuller understanding of public views. It should also be borne in mind that these participants' views were not influenced by any imminent local decisions: they had the luxury of thinking about important public policy issues without the constraint of worrying about changes in their immediate local services.

Main findings

Awareness and perceptions

Perception of risk

3.4 As an introductory exercise, participants were asked for their thoughts on the biggest issues and risks facing them and their communities; whether they worry about these issues and risks; and if they do, what (if anything) they do to mitigate against them.

3.5 The key concerns raised across the groups related to financial uncertainty, with people mainly worrying about the cost-of-living crisis and a lack of affordable housing, especially for young people.

> *"The cost-of-living crisis … People having to prioritise food over heating or vice versa. There are a lot of old people in my area, and I worry about their health especially" (Buckinghamshire South)*

> *"Cost-of-living but more about house prices. They are increasing so much. If I want to move out, I would have to start saving now" (Aylesbury)*

3.6 The other main concern highlighted in all groups was climate change and, in the context of the discussion, the implications of this for the fire and rescue service in the form of more frequent and severe wildfires. Worry about the environment was particularly acute among parents, who said that they often worry about the world in which their children and grandchildren will be living in. Some of the many typical comments can be seen overleaf.

"The environment, the planet, and fires … it's a big concern for me that humankind is not taking it seriously enough. We need to start dealing with it" (Aylesbury)

"Climate change is a concern for me. I think we've all seen more extreme weather. Yesterday we had blazing sun then five minutes later we had the most amazing storm with hailstones ... That obviously impacts the fire and rescue services. Last year we saw the wildfires where houses were burning down, for the first time in the UK I can remember. That seems to be an increasing threat to our society and a risk" (Buckinghamshire South)

"I think the biggest risk is climate change, particularly if you're thinking of 2025-30 … Last year we already saw temperatures of over 40 degrees and spontaneous fires breaking out ... In terms of flooding, we've had thunderstorms over the last week. I have a sewage tank and that was the first time the tank was full … in more than 20 years" (Buckinghamshire East/West)

3.7 It should be noted, though, that concern about environmental issues is not a day-to-day concern for most. That is, rather than actively worrying about it, participants described more of an awareness of it as a significant global issue that must be tackled. In fact, only one person said they were taking steps above and beyond the day-to-day (i.e., recycling) to try and mitigate against the risks.

"We're taking active steps to rewild the garden, installing a heat pump, solar panels, looking into installing batteries and making changes to the way we spend money on goods and services, trying to make sure were not contributing to the problem" (Buckinghamshire East/West)

3.8 The impact of crime and antisocial behaviour was raised in each group: participants highlighted incidents like drug dealing, theft and burglary, and arson in their local areas. Many felt that such activity is on the rise, heightening their worry about it; worry that was again particularly acute for those with children (teenagers wanting more independence especially).

"… You're seeing safe areas starting to change. I've got a young son … It's on top of me as he starts to get older and wants more independence" (Buckinghamshire East/West)

"The thing I think about the most is crime and safety in the area we live in. It's a nice area but it's changed over the years. I worry about my two teenagers and their safety. You hear a lot of things going on … Things have changed recently" (Buckinghamshire South)

3.9 Coupled with this was an alleged drop in levels of respect for the authorities (and indeed fellow citizens) over recent years. It was said that this "*brings standards down, and when standard start to drop, it's very hard to pick them up again. It's a slippery slope."* (Buckinghamshire South)

3.10 The potential consequences of current political uncertainty and division (nationally and globally) was a concern for some, as was the impact of public spending reductions on access to public services like healthcare.

"I do worry about the uncertainty and instability in the political landscape … and what that could lead to. There's so much division; where does it end? In civil unrest?" (Milton Keynes)

"I worry about it the government's reluctance to invest in our services across all public sectors. That's what worries me most. We're slowly privatising services" (Buckinghamshire East/West)

3.11 Of particular worry was the lack of support for mental health and wellbeing issues, which were thought to have been exacerbated among adults and especially children by the Covid-19 pandemic and associated lockdowns.

3.12 Few participants spontaneously raised fire risk as a concern, though one Milton Keynes participant is a fire warden at work and so has a heightened sense of awareness of the need to take precautions in the form of smoke alarms and escape routes; another felt that having small children is another reason why a fear of fire may be more acute; and another couple said it is something people only really think about as a result of personal experience.

"… I have put a washing basket with clothes in it on a hot electric hob and just left it and then the whole house was in smoke … Once you make a mistake you are thinking about it but prior to it you are not aware of the situation …" (Milton Keynes)

"I've never actually personally been affected and needed … the fire service. Until it happens to me, I don't think I'll be scared because I feel like I'm in good hands…" (Buckinghamshire South)

3.13 Fire risk was, however, widely discussed within the context of the focus group - with participants raising issues around wildfires; the dangers of 'cheap imports' (reported in more detail below); and intensified feelings of risk following high-profile tragedies like Grenfell. Similarly, terror attacks are typically a significant worry in the immediate aftermath of an incident, as underlined by the fact that the Aylesbury and Milton Keynes focus groups happened at the time of the attacks in Nottingham City, meaning these were raised at both sessions.

"You look at the news and you just don't know who you might come across … It frightens the life out of me" (Aylesbury)

3.14 This highlights that what a person worries about is ultimately influenced not only by their personal circumstances, but also what happens to be in the public eye (and thus consciousness) at any given time.

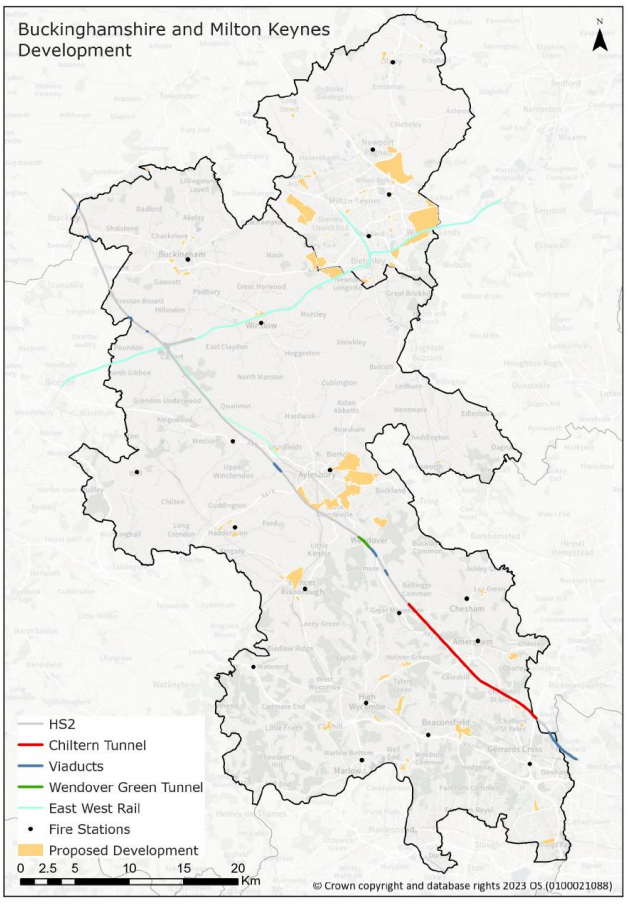
Infrastructure changes

3.15 There was generally good awareness of major infrastructure developments such as HS2, which is clearly still contentious in some areas of Buckinghamshire. Residents remain concerned about the disruption and a loss of countryside and wildlife habitat for what they see as little benefit.

"… It's just not fair that it's tearing up all of our countryside and it's not even stopping here; it's not going to benefit us in any way, and we've got to go through all these problems" (Buckinghamshire North)

3.16 Moreover, a few participants complained about the impact of developments like HS2 on Buckinghamshire's roads, which were considered worse than those in many other parts of the country as a result.

"Two of the biggest infrastructure projects in the country are just down the road and the state of the roads is horrendous … I drive 50 to 60,000 miles a year … and the roads locally are significantly worse than roads around other parts of the country …" (Buckinghamshire North)



3.17 Participants in all groups commented on what they saw as the excessive amount of housing development across the county currently. Indeed, while there were concerns about affordable housing shortages (as reported above), the impact of addressing these via significant housing growth was a worry - particularly in relation to an apparent lack of corresponding infrastructure development in the form of roads and transport, schools, healthcare etc.

"There is lots of building work ... It has many areas of impact with traffic infrastructure, places at schools and a whole manner of different things" (Aylesbury)

"There's so much development and no infrastructure alongside it, like doctors, schools, hospitals, dentists" (Buckinghamshire North)

3.18 It should be noted, though, that a few people said they would feel more well-disposed toward new developments if they were to offer affordable options, allowing local people (young people especially) the opportunity to start laying down their roots in Buckinghamshire.

"… If the developments were affordable housing, particularly for professionals like me, I'd be easy about it. It frustrated me when [they] were proposed; there doesn't seem to be any affordable housing. It makes me feel transient in terms of my relationship with Buckinghamshire. I can't afford to buy a house here so I'm not investing in the whole county" (Buckinghamshire East/West)

3.19 In the context of BFRS, a particular issue raised was that of inconsiderate parking within new developments, and the impact of this on emergency service access and response times.

"Parking is an issue. You cannot get emergency vehicles down the road where I am because on a daily basis, people park on both sides of the road … When there was a garage fire it was a nightmare because you were knocking on every door trying to move people's cars and there was no hope whatsoever" (Milton Keynes)

Emerging risks

3.20 Participants were informed about the increasing prevalence of e-bike and e-scooter fires in the UK as a result of overheating lithium-ion batteries. They were then asked to discuss any other emerging risks facing fire and rescue services.

3.21 It was agreed that anything containing a lithium-ion battery could pose a risk, though vapes and electric cars were most commonly raised by participants. It was widely recognised, however, that it is not necessarily the batteries that are the issue, but the preponderance of devices using cheap and/or counterfeit parts that have not undergone the relevant safety checks.

"…I would say any product like chargers, that you can access quick and easy from online websites that cost £5 rather than £20 that people go for. That's a big risk, when you leave things plugged in and go out" (Buckinghamshire East/West)

"The amount of counterfeit parts you get coming from China on Amazon and eBay and they are not vetted. They are not compliant or tested and approved parts under regulations …" (Milton Keynes)

3.22 Another specified risk was socket overload given the number of electronic devices the typical person now owns. In particular, it was said that many young people do not recognise the dangers of this, or the risks of leaving devices on charge for very long periods.

"I have older kids and … you see their plugs and you think, 'For God's sake, these could heat up' and they are not aware of the risk … Kids now have no clue. They plug as many gadgets as possible into one single plug ... The amount of times I have to say to my daughter about her mobile, 'Stop leaving it on your bed …'" (Milton Keynes)

3.23 One Milton Keynes participant discussed the ongoing cladding risks on some high-rise buildings at this point. They were very concerned that this has not yet been properly addressed.

"Why and how is that allowed? I know it's more in big cities, but it shocked me that lessons have been acknowledged and ignored" (Milton Keynes)

Awareness of BFRS

General awareness

3.24 Following the discussions about risk, participants were asked how much they knew about BFRS and what it does. Knowledge was mixed, but people were typically aware that the Service now attends a range of incidents in addition to fires (though it should be noted that the 'rescues cats from trees' perception is still prevalent) - as well undertaking preventative and educational outreach work, inspecting and advising commercial premises, fire investigation, offering national resilience for civil emergencies, and assisting other emergency services.

"I think they do more than on the face of it. Most people would say they put out fires, but they do a lot more … there's been flooding, there's car accidents, there's cats up trees, there's safety checks in people's houses and smoke alarms and that sort of thing…" (Buckinghamshire North)

Awareness of fire station locations and crewing

3.25 When asked whether they knew where their nearest station is and how it is crewed, most participants were aware of the former, but not of the latter. Many said they had never really thought about it, and that they, *"Take it on trust that there's enough people available to deal with an emergency within a reasonable time if and when one happens"* (Buckinghamshire South).

3.26 There were certainly some misconceptions though, such as that there are always firefighters present at all fire stations, and that on-call fire stations are crewed by volunteers.

"I just assume there is always a crew there. A band of people always there in the gym. I perceive your life to be how it was on London's Burning!" (Milton Keynes)

… There is a permanent and a lot of voluntary crew … I think there are more volunteers than fulltime crew" (Milton Keynes)

3.27 It should also be noted that there was some concern at the Buckinghamshire North group about on-call firefighters having other employment, potentially affecting response times. This is, of course, the nature of the on-call service, but this misconception has the potential to affect perception.

"I live very close to a fireman … He spends most of his week [running] his own builder contractor's company. I think he gets paid for both jobs, but he spends most of his time on the other one whilst simultaneously on-call ... It just seems strange to me because there aren't many jobs in the world where you can get paid for two things by doing both at the same time…" (North Buckinghamshire)

Awareness of response times

3.28 There was very little awareness of BFRS's response times. In terms of expectation, most said they would expect a quicker response than from the police and ambulance services, given the operational pressure those two services are currently under.

"… I think you have an impression of the fire service being a quick response time compared to the ambulance service which is constantly in the news having long delays. Also, the police service because you'd imagine that they're constantly being called out" (Buckinghamshire East/West)

3.29 Most of those living in urban areas said they would expect a response in under ten minutes, whereas those in more rural areas were aware they would likely wait longer than this. Indeed, there was general recognition that response times would be influenced by several factors like location and time of day.

3.30 It should be noted, though, that people's general unawareness of crewing systems can lead to unrealistic expectations of response times. For example, some of those living close to an on-call station assumed that they would receive a response in around five minutes, not knowing that on-call firefighters are not on station and must travel there before attending an incident.

"I've got this perception that it's like a two-minute drive to the fire station from where I live, but that's me thinking they are sat there waiting for me to call. I'm not sure they're there or not, so it's giving me maybe a false sense of security" (Buckinghamshire North)

3.31 Moreover, in most groups there was a perception that incidents are triaged or 'graded' by fire control according to severity, and that a house fire would be prioritised over a lock-in for example.

"I think there are tiers depending on how the emergency is … You have to assess which is the priority. The police [and ambulance] as well; everything is graded" (Milton Keynes)

3.32 When shown the average response time figures, all participants were impressed.

"… When you showed the statistics of how well they're doing trying to get to emergencies within 10 minutes, it's really good. Police take a long time to get anywhere to be fair. Ambulances can take a while too depending on how busy it is..." (Buckinghamshire South)

Awareness of funding and costs

3.33 When asked if they knew how BFRS is funded and how much they pay towards it, most participants across all groups knew that the two main sources of income are council tax and central Government. However, few knew how much the Service costs to run, or how much they pay for it via council tax.

3.34 The Band D charge of £77.16 a year was universally considered to be value for money, though there was considerable surprise and no little consternation around the reductions in government funding that have necessitated council tax increases. In this context, one participant (who lives in a thatched property and is thus particularly aware of fire risk) was especially concerned about the impact of funding reductions on BFRS's resources, though they did also note the corresponding reduction in incidents as a result of lifestyle changes, safety improvements and education.

"… It seems to me that there are many fewer house fires than there have been in the past, and I guess that must reflect in the way that the fire services are funded. But what concerns me a little bit is that it will restrict the amount of resources they have to deal with fires when they happen, and at what point do we realise that they've gone too far and the resources aren't enough …" (Buckinghamshire North)

Perceptions of BFRS

3.35 When asked for their general impressions of BFRS, participants were typically positive, with one particularly praising the professionalism and usefulness of a Home Fire Safety Check they had received.

"… When we moved into our thatched property, we … contacted the Fire Service to ask them to come and look at our property, appraise it and give us advice … Amazing. They gave us good advice, pointed out one or two points in the house that would benefit from an additional smoke detector … They also had a look at some of the existing safety bits and bobs in our chimneys and so on. They were very preventative. We were very grateful" (Buckinghamshire North)

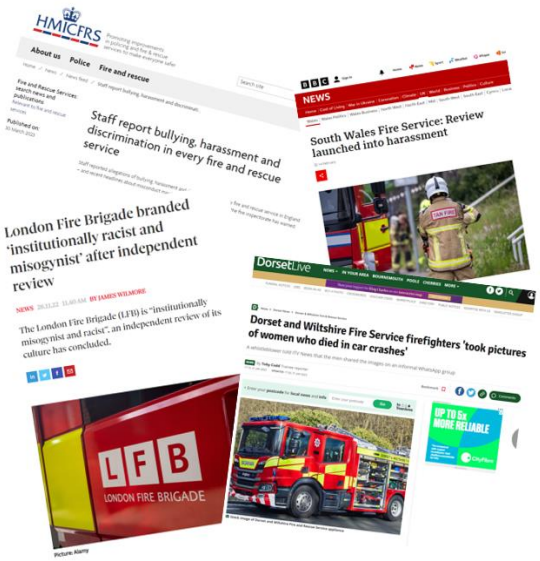
3.36 Some said they were 'neither positive or negative' having had no contact with the Service in the past or, in one participants' case, having a poor experience of waiting a significant time for an operational response.

3.37 In the absence of direct contact, people were asked why they felt so well-disposed toward BFRS and the fire and rescue service nationally. The comments made suggest a positive view of those who work in the emergency services more generally, though the 'danger' aspect of firefighting was thought to command particular respect.

"… Like the rest of the emergency services, it's a very professional service under very taxing circumstances … You can only have the utmost respect for that" (Aylesbury)

"… I work right next to Grenfell, so I was aware of all that when it was going on. For me, it's the absolute sheer bravery … The danger they face, and they put all of our lives first; that's incredible" (Buckinghamshire East/West)

3.38 Following the general conversation around perceptions, participants were asked about their awareness of recent media coverage of issues in fire and rescue services such as the report of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) alleging 'bullying, harassment, and discrimination in every fire and rescue service'; the independent review of London Fire Brigade that branded it 'institutionally racist and misogynist'; and allegations of misconduct in South Wales and Dorset and Wiltshire Fire and Rescue Services.



3.39 Very few participants across all five groups were aware of these news stories. Indeed, participants in all groups spontaneously made comments along these lines prior to be shown the articles on the right.

"I think they're amazing … There's all these horror stories at the moment about the police service and what they do to the victims, you never hear anything bad about a firefighter. I think they're there to protect us, they care, they put their life at risk… " (Buckinghamshire North)

3.40 Many attributed their lack of knowledge to these stories being overshadowed and somewhat 'drowned out' by constant articles about police misconduct. Indeed, there was some sense that, *"The media like to go, 'Who does the public like to villainise' and that's not the fire service. 'What is going to cause outrage and panic?'"* (Milton Keynes)

3.41 When asked whether these stories might influence their perceptions of the fire and rescue service, opinions were mixed. Some felt that they are clearly damaging to the Service's reputation, and that more needs to be done to address the underlying reasons for unacceptable behaviour. For example, a few female participants felt that a degree of misogyny is bound to arise within male-dominated professions like fire and rescue, and within the 'groups' that tend to form in large, homogeneous organisations.

"… Each individual may not be like that, but there is something about groups … You obviously have more men in the fire service than women, so what is it that makes it a safe space for them? I don't know the answer but … it does say 'institutionally' and groups with few women can be misogynistic ..." (Aylesbury)

3.42 Moreover, it was highlighted that fire and rescue service culture may still be being influenced (even if subconsciously) by the traditional language used to describe operational staff.

"The institutionally misogynistic part especially, growing up it was always about 'firemen' … I know they have changed the language now, but that is something inbuilt into so many different careers. It will take a long time for that to change …" (Milton Keynes)

3.43 Others, however, seemed to misunderstand the 'institutional' aspect of some of the reviews and allegations mentioned, describing those being complained against as a few *"bad apples"*, similar to those you would find in most professions.

"… It should bother me, but for some reason it doesn't. I just think it's only a couple of cases. Every company or workplace is going to have one issue or another" (Buckinghamshire North)

"… I know the one example was the Service as whole, but the others are anecdotal examples. Instead of branding the whole Service as this, they should focus more on who is doing these atrocities and make it about them as opposed to the job they do … That sounds like it's a couple of individuals rather than the Service as a whole" (Buckinghamshire East/West)

3.44 One possible explanation for this is the perception that is instilled in people from a very early age of firefighters as lifesaving 'heroes', particularly in contrast to police officers, whose role is often to enforce. It was said to be much more difficult to accept poor behaviour among those we have put on a pedestal, meaning negative reports of fire and rescue service cultures are more readily dismissed as 'just a bit of banter' or to have been wholly perpetrated by the aforementioned bad apples.

"The fire service is always under a positive light from being a child with Fireman Sam … and wanting to be a fireman when you were younger … There has never been a reason to see them in a negative way" (Milton Keynes)

"A lot of people still think of the fire service as heroes, and they are labelled like that … And these sorts of things may get brushed under the carpet because the fire service are seen as heroes. They put out fires and risk their lives to save yours, and all the police do is give you a fine or arrest your kid for whatever he has been doing. People are looking at the police as bullies, and they have this stigma attached to police, whereas firefighters are the heroes" (Aylesbury)

3.45 This is perhaps reflected in some of the comments made at the sessions, such as:

"I'm surprised to see those headlines. I'm upset to see the institutionally racist and misogynist ones and I'm not sure I quite buy it ..." (Buckinghamshire East/West)

"It's very much a man's world there … They do silly, boyish, men things; they have a bit of fun. In this world, men act like that when they're in a group with other men ... I don't think misogyny is that massive. There's not that many women in the fire service anyway. I don't think it's that much of a problem … I just think they're amazing" (Buckinghamshire North)

3.46 In terms of what might be done to address issues of concern such as those highlighted above, some participants suggested more thorough recruitment processes using psychometric testing and examinations of social media to determine a person's values for example. And despite some participants' dismissal of such behaviour as 'banter', many others recognised the need to take a zero-tolerance approach to any form of discrimination (either in person or within WhatsApp groups).

"… It's important to look at the culture … within the organisation … Where colleagues are having group chats with misogynistic or racist conversations, I think more needs to be done to stamp those attitudes out before they lead onto more serious behaviours" (Buckinghamshire East/West)

Current and future challenges

Workforce diversity

3.47 Participants were informed that BFRS was inspected by HMICFRS in 2021, who identified that, *'The Service hasn't made enough progress since the last inspection to improve equality, diversity and inclusion'*. They were shown data to highlight that the Service's current workforce is not fully representative of the working population, especially in terms of ethnicity and gender. When asked whether this is important, opinion was mixed.

3.48 Several participants made comments like, 'What does skin colour or gender matter for putting out a fire?', highlighting that operational response continues to dominate people's thought processes when considering the role of the fire and rescue service. This suggests that better explanations are needed as to why diversifying the workforce is important, not least in improving the effectiveness of prevention and education work within certain communities. As one participant said:

"Whether or not it matters is a split question. Does it matter who turns up to put the fire out? No … Does it matter that the Service is representative of the population as a whole? Yeah, of course it does. They don't have as much engagement with the general public as the police or ambulance staff, but they do still need to be trusted by all of the population" (Buckinghamshire North)

3.49 It was recognised that several factors may have influenced the lack of diversity within the Service, not least the long-term recruitment freeze, and the fact that many staff are 'long-termers'. Taken together, these two issues were thought to contribute to BFRS's workforce not keeping pace with societal changes.

"… There will be a lot of people in the service that joined 20-25 years ago. The ethnic diversity mix of the area was probably very different then … Looking at the workforce as a whole is distorted by the long servers. It will take a long while to change that …" (Buckinghamshire South)

3.50 In terms of what more BFRS could do to encourage a more representative workforce, visits to schools, colleges and local cultural events were suggested, particularly to explain that fire and rescue services can offer a variety of different roles, not just firefighting.

"It would be good to get more into schools because you have the diversity … and explain exactly what you do in the fire service, because you think 'firefighter' and that's all they do …" (Aylesbury)

3.51 Indeed, it was suggested that the fire and rescue service should follow the Army's lead in developing a campaign that highlights the various careers it can offer.

"…They have their own campaign which says, 'The Army is not just about shooting but you can do this, and there is this possibility' … Something similar to that" (Milton Keynes)

3.52 This is especially important in light of the issues raised by a couple of participants in Milton Keynes, who said that they and others from Black and Asian backgrounds would typically not consider operational firefighting for cultural reasons. They were of the view that while attracting Black and Asian recruits will continue to be a challenge, highlighting the non-operational roles available would help.

"Talking from a cultural view … Black and Asian people don't go into fires or water ... There are certain things Black people won't do, certain jobs we won't accept, and fire is one of them … It's a culture thing. It will be a long process to get Blacks and Asians to join the fire service. When I was a kid, I used to look at the fire service and police and it was never in my plans to say, 'I want to be a fireman'. It is going to be a hard task" (Milton Keynes)

"... I didn't even know there were other opportunities for minorities ... You have to make people aware of this and that it is open to all, but it will take a lot to convince us. It's not a job that appeals; we think, 'Fire is death' and nothing else" (Milton Keynes)

3.53 On a related note, it was said that the fire and rescue service is simply not seen as a desirable career option within some cultures, nor is it yet considered a viable one by many females – again in part due the gender-based attitudes instilled in people from a young age.

"Equality and reflecting the population is really important, but if you speak to families from these backgrounds, they don't want their sons and daughters to join the fire service" (Buckinghamshire East/West)

"… Even now with all the progress that has been made, girls go to parties dressed as princesses and boys go as firemen and police. It is still very much ingrained, but changing" (Milton Keynes)

3.54 The second quotation above acknowledges that attitudes around 'gender roles' are changing, but some comments made in one of the online groups suggests that there is still work to be done in relation to changing perceptions of females as operational firefighters. One participant felt that they would be more reassured if a *"fire engine of men"* were to turn up to an incident from a strength point of view, and another said that:

"It's a man's job. I know that's sexist, but it is. If a fire crew turned up for a fire and they were all women, I'd be concerned. I'd want it to be all men. They're stronger, they're not going to panic as much. You feel like you can trust men in that kind of situation. I wouldn't mind if there was a couple of them, but if it was all women, I'd be like, 'Are they going to lift things, are they going to cope?'" (Buckinghamshire North)

3.55 In relation to the gender issue, one female participant noted that they now work in the technology industry, despite never considering it as a career when growing up as it was never *"promoted or pushed"* as something for women. She was recruited via a targeted campaign and suggested that BFRS look at what is being done elsewhere to recruit women into traditionally male-dominated industries.

3.56 Finally, and crucially, addressing any issues with racism and misogyny was considered essential if fire and rescue services are to stand any chance of diversifying their workforces.

"… If the headlines say the Service is institutionally racist, you won't get many applicants from ethnic communities … It's very concerning in that way … Ethnic minorities [are] obviously noticing those headlines and thinking that's not a job for them …" (Buckinghamshire North)

"… I don't think the older generation from black minority groups trust sending kids to the fire service because they have experienced racism, and their kids have experienced racism, and sending someone to a workforce which is mainly White males …" (Aylesbury)

3.57 Furthermore, the final quote above suggests something of a 'Catch-22' situation in that there is a reluctance among minority ethnic groups to join the fire and rescue service for fear of experiencing racism within a largely White workforce; but only by diversifying that workforce will the Service be viewed as a more inclusive environment that can nurture and develop role models for future recruits.

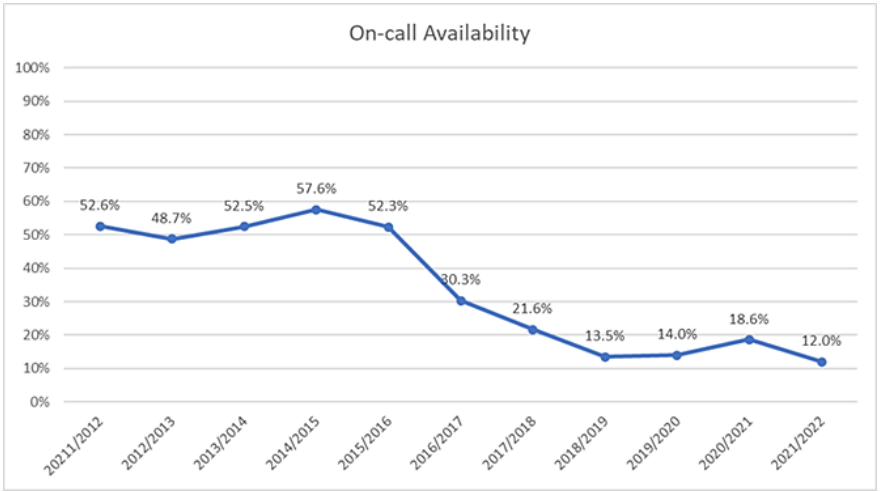
"If you are going to make a difference, you need to see people of different skin colours in those positions so that when younger kids see that, they would be a lot more comfortable to join that workforce …" (Aylesbury)

"… If a young Asian person doesn't see an Asian fireman, where is the role model? They need to be seeing themselves in the people who are doing the job in order to be engaged in it …" (Buckinghamshire North)

The future of the on-call service

3.58 Another issue raised by HMICFRS in 2021 was that *'The Service continues to see a reduction in its on-call staff and has no plans to address this trend'* and that *'The service should … make sure that all of its fire engines can be sufficiently resourced, if required'*.

3.59 Participants were informed that the traditional on-call model used in rural areas is increasingly difficult to maintain locally and nationally due to a decline in occupations from which on-call staff were traditionally recruited; fewer working age people being available during the day in villages and small towns; and changing lifestyles. This has resulted in a fall in on-call appliance availability as follows.



3.60 To address this, BFRS has developed the following series of options, with participants asked for their views on whether it should consider their inclusion in its forthcoming CRMP.

> Option 1: instead of on-call staff being attached to a specific local fire engine, consolidate them into a larger pool to improve the overall number of engines available for 'resilience' and/or provide relief crews for extended or multiple incidents;
>
> Option 2: replace 'difficult to crew' on-call fire engines in more remote rural locations with smaller four-wheel drive vehicles for first response to, for example, outdoor fires;
>
> Option 3: re-locate 'difficult to crew' on-call appliances to urban areas where they would be held in reserve for 'resilience', and where it is easier to raise on-call crews from larger day-time populations; and
>
> Option 4: rebalance resources in favour of more wholetime and/or day crew provision.

3.61 Options 1 and 2 were most preferred of the four. The first (consolidating on-call staff into a larger pool for resilience or relief) was described as sensible and suitably strategic, and less restrictive for firefighters themselves, which could aid recruitment and retention.

> *"I like the first option … having some in the restricted area so they could be your first responders as you go out and then six or seven in a wider area or radius who can get there as time goes on. It makes a lot of sense not to be, 'Right, this is our fire station, and we do this fire area' but for the whole of Bucks to work together. And you would potentially get more people involved as well, especially knowing that they don't have to stick to such a small area" (Aylesbury)*
>
> *"The first would be most appealing for staff on call, so they can go and do things with their family and not so limited" (Buckinghamshire North)*

3.62 Option 2 (replace 'difficult to crew' on-call fire engines in more remote rural locations with smaller four-wheel drive vehicles) was viewed positively on the grounds of efficiency, cost, accessibility, and reassurance.

> *"I like the idea of the four-wheel drive vehicles. They could attend those incidents in rural areas more quickly and assess the situation and call back to base for more fire engines. There would be less wasted time at false alarms as well as you wouldn't need to send as many people out at once; they could just check it out and see how it is" (Buckinghamshire South)*
>
> *"I like the first response …. That great big truck that they've got to get through the streets, that's always going to take time. At least there's the reassurance that this person's going to help you a little bit before the big boys come" (Buckinghamshire North)*

3.63 There were some questions about the capacity of a smaller vehicle, however, and what incidents it could realistically deal with.

3.64 There was less but still some support for Option 3 (re-locate 'difficult to crew' on-call appliances to urban areas where they would be held in reserve for 'resilience'), and mixed views on Option 4 (rebalance resources in favour of more wholetime and/or day crew provision). Some felt the latter should be considered even if it would likely result in a smaller fleet overall, whereas others rejected it on the grounds of cost.

3.65 There was also recognition that, *"They are not exclusive options so you can combine more than one, two or possibly three of them…"* (Aylesbury)

3.66 Overall, participants trusted senior officers to make sensible decisions in relation to fire cover, though it was said that changing or removing resource provision can be an emotive issue that would need to be properly explained.

Automatic Fire Alarms (AFAs)

3.67 The final recommendation from HMICFRS was that *'The Service should review its response to false alarms … to ensure operational resources are used effectively'*. BFRS's current policy is to attend all AFAs as emergencies (i.e., on 'blue lights'), and while less than 1% turn out to be a real incident, 40% of AFAs attended in 2022/2023 were to high-risk properties, enabling opportunity for engagement with building owners to provide advice and update building risk information.

3.68 Nonetheless, in light of HMICFRS's recommendation, the Service has developed the following options.

> Option 1: only attend an AFA if an actual fire is reported or the owner/occupiers of the building cannot be contacted;
>
> Option 2: attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported or the owner/occupier of the building cannot be contacted;
>
> Option 3: Attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported;
>
> Option 4: Respond to AFAs at normal road speed (i.e., on 'non-blue lights'); and
>
> Option 5: continue to respond to all AFAs as an emergency.

3.69 Participants were divided on whether BFRS should consider making changes to its AFA procedures. Those who felt it should continue to respond to all AFAs as an emergency considered it to risky to do otherwise, both operationally and reputationally.

> *"If you were to adopt something else and something went wrong and resulted in something unfortunate then it could damage your representation and perception with the public" (Aylesbury)*

3.70 Furthermore, it was said that *"If attending those false alarms isn't adding cost to the service, why not keep doing it, because these 1% that they are attending are really important."* (Buckinghamshire North)

3.71 If the Service does want or need to make changes, though there was some support for Option 1 (only attend an AFA if an actual fire is reported or the owner/occupiers of the building cannot be contacted), Option 2 (attend all AFAs in high-risk premises and AFAs in lower-risk premises when an actual fire is reported, or the owner/occupier of the building cannot be contacted) was most favoured as an acceptable compromise.

> *"I would say two, because if it's a high risk, definitely. Are we talking if someone sets their fire alarm off then they call and say it was an accident, then they wouldn't need to come out? That would be more favourable for me … because that's not wasting anyone's time. When they're going at a high speed to an emergency that there is no emergency, everyone's life is at risk" (Buckinghamshire East/West)*
>
> *"For me it's number 2 as you just can't take the risk with the high-risk premises … There are so many false alarms, that I would want a bit more certainty. So, contact with someone there to say, 'Look, the alarm has gone off, are you concerned that there is a genuine risk'. And if you*

can't get hold of anyone at somewhere like a chemical warehouse or somewhere, you'd have to go to that as it's such a high risk" (Buckinghamshire South)

3.72 A few participants felt they could not make a judgement without more detail. One specifically said they would like more information on the number of incidents caused at high speed, as well as how often appliances are unavailable for 'proper incidents' through being at a false alarm prior to determining the appropriateness of making changes to AFA policies.

BFRSs Vision

3.73 BFRS' Vision is 'To make Buckinghamshire and Milton Keynes the safest areas in England in which to live, work and travel'. An overwhelming majority of participants agreed that it is still appropriate.

A name change?

3.74 In light of the fact that Milton Keynes has achieved city status, participants were asked whether Buckinghamshire FRS should change its name to, say, Buckinghamshire and Milton Keynes FRS. While some agreed that doing so would demonstrate inclusivity, more were opposed to a name change on the grounds of cost.

"What's the point in changing it? [Milton Keynes] is still in Bucks and it would cost a lot of money to rebrand it" (Aylesbury)

"I think it is a waste. You see this in the NHS all the time where they have to work out how far down this blue line has to be … Why? Stop being a wally! New uniform and you have to get it embroidered … no!" (Milton Keynes)

Information provision

3.75 Finally, participants were asked what information about or from BFRS would most interest them. The most common preferences were for live incident updates, safety advice, job opportunities, and performance statistics.

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 13 September 23

Report title: Performance Management – Q1 2023/24

Lead Member: Councillor Simon Rouse

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

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

Action: Noting

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

1. It is recommended that the Performance Management – Q1 2023/24 be noted

---

Executive summary:

This report details the suite of 69 performance measures split across 4 quadrants:

1) Public Impact
2) Response
3) Great Place to Work
4) Public Value

The report has been updated for 2023/24 with the following changes:

- Improved layout allowing more detailed measure descriptions and increased commentary.
- new measures: PI.2.09 Prison Fires, PV.1.01 Forecast – Outturn, Website engagements, Carbon Emissions. and Printing.

This report comprises of the Service performance against these measures for Q1 2023/24, see Appendix 1, containing the following:

1) Performance Measures Overview – each quadrant on one page
2) Performance Measures Details – shows actual performance alongside relevant trend information and where needed commentary.

At the end of Q1, 55 measures reported with a Blue, Green, Amber or Red status, ten are for information, two are awaiting information and two are for data capture.

BRAG	Number		Total	%
	Target	Monitor		
B	8	1	9	14
G	23	3	26	40
A	14	4	18	28
R	10	2	12	18

Financial implications: A detailed understanding of the Service's performance allows informed decision making in relation to future resource allocation. The balance of measures also allows an understanding of the Service's financial performance and enables a view to be formed of its overall value for money compared with others.

Risk management: Performance and risk information is designed and presented to assist the Authority in the strategic decision-making through understanding the communities we serve and associated risk profiles. Performance management information is a major contributor to service improvement and to the effective prioritisation of resources.

Legal implications: There are no legal implications arising directly from this report.

Privacy and security implications: There are no Privacy and Security implications arising from this paper.

Duty to collaborate: There are no opportunities to collaborate directly from this report.

Health and safety implications: There are no specific Health, Safety and Wellbeing implications arising from this paper. Performance reports on Health, Safety and Wellbeing is subject to separate scrutiny and performance reporting.

Environmental implications: There are no environmental implications arising directly from this report. Performance measures will be developed during the year to provide reassurance that the Service is making progress against its recently approved Environment and Climate action plan.

Equality, diversity, and inclusion implications: There are no specific Equality, diversity and inclusion implications arising from this paper. Performance reports on Equality, diversity and inclusion are subject to separate performance reporting.

Consultation and communication: We aim to provide performance information incorporating stakeholder contributions. The report will be circulated throughout the

organisation for information and awareness.

Board	Date	Outcome
Performance Monitoring Board - subgroup	28 July 2023	Approved to go to SMB
Strategic Management Board	22 August 2023	Approved to go to Executive Committee

Next steps -

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

Background papers:

Fire Authority, 14 June 2023: Performance Management – Q4 2022/23

bucksfire.gov.uk/documents/2023/06/fire-authority-annual-meeting-14-june-2023-item-19-performance-management-q4-2022-23.pdf/

Executive Committee, 22 March 2023: Performance Management – Q3 2022/23

https://bucksfire.gov.uk/documents/2023/03/executive-committee-22-march-2023-item-8-performance-management-q3-2022-23.pdf/

Fire Authority, 7 December 2022: Performance Management – Q2 2022/23

https://bucksfire.gov.uk/documents/2022/11/item-14-fire-authority-meeting-7-december-2022-performance-management-q2-2022-23.pdf/

Special Meeting of the Executive Committee, 7 October 2022: Performance Management – Q1 2022/23

(Public Pack)Agenda Document for BMKFA Executive Committee, 14/09/2022 10:00 (bucksfire.gov.uk)

Overview and Audit Committee, 10 November 2021: 2020-21 Annual Performance Monitoring2020/2021 Performance Report

https://bucksfire.gov.uk/documents/2021/10/oa-item-14-17-10-21.pdf/

Appendix	Title	Protective Marking
1	BFRS Key Performance Measures - Q1 – 23-24	N/A

This page is intentionally left blank

KEY PERFORMANCE MEASURES - 2023-2024
QUARTER 1 (APR - JUN)

Introduction

This Key Performance Measures report has been designed as a rounded and balanced picture of how the Service is performing at a local level.

Due to the regular frequency of this report being produced, most indicators used within each measures represent change within the Service and does not always represent good or bad performance. For example, Accidental Dwelling Fires could increase, yet still have the fewest number within the country (relative). This level of detail will be covered in annual reports and ad-hoc reports when requested, as most national data is published annually.

It's worth noting, the report contains many types of targets and methods of comparison. Some targets are aspirational, some are there to ensure minimum standards are met and others are there to identify exceptions within trends, allowing us to identify possible needs for change/reaction.

	Monthly (in most cases)	Cumulative (in most cases)
Better than expected	B	B
As expected (within trend/target)	G	G
Worse than expected	A	A
Considerably worse than expected	R	R

For monitoring purposes	B
For monitoring purposes	G
For monitoring purposes	A
For monitoring purposes	R
No reporting for this pattern	-
Information not received	?

PUBLIC IMPACT

IN THE HOME

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.1.01	Number of Accidental Dwelling Fires (ADFs)	G	G	7
PI.1.02	Number of serious ADFs	B	G	7
PI.1.03	ADFs - Fire related fatalities	G	G	8
PI.1.04	ADFs—Fire related serious injuries	G	G	8
PI.1.05	Dwelling fires - Cause not known	B	G	9
PI.1.06	Dwelling fires - Deliberate	A	A	9
PI.1.07	False Alarms in the home	R	A	10
PI.1.08	Home Fire Safety Visits	B	G	10
PI.1.09	Home Fire Safety Visits - Vulnerable	B	B	11

IN THE WORKPLACE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.2.01	Non-domestic property fires - Accidental	B	B	12
PI.2.02	Non-domestic property fires - Deliberate	G	G	12
PI.2.03	Non-domestic property fires - Not Known	A	G	13
PI.2.04	Non-domestic property fires - Serious	R	B	13
PI.2.05	Non-domestic property fires - Fire related fatalities	G	G	14
PI.2.06	Non-domestic property fires - Fire related injuries - Serious	G	G	14
PI.2.07	Non-domestic property fires - False Alarms	G	G	15
PI.2.08	Fire Safety Audits	G	G	15
PI.2.09	Prison Fires	R	R	16

TRAVEL

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.3.01	Road Traffic collisions (RTCs) - Attended	A	A	17
PI.3.02	RTC Fatalities	G	A	17
PI.3.03	RTC Injuries - Serious	B	R	18
PI.3.04	RTC Injuries - Slight	B	G	18

COMMUNITIES

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PI.4.01	Deliberate Secondary Fires (to other's property)	R	B	19
PI.4.02	Deliberate Primary Fires (to other's property)	R	A	19

RESPONSE

INCIDENTS

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
R.1.01	Total incidents (exc co-responders)	R	G	21
R.1.02	Co-responder incidents	A	B	21
R.1.03	Effecting Entry incidents	A	R	22
R.1.04	Average attendance time to all incidents (exc co-responder)	A	A	22
R.1.05	Average attendance time to accidental dwelling fires	G	R	23

RESPONSE MODEL

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
R.2.01	Availability - Wholetime Appliances	R	R	24
R.2.02	Availability - On-call Appliances	R	R	24
R.2.03	Response Model - Wholetime Appliances	A	A	25
R.2.04	Response Model - On-call Appliances	R	R	25
R.2.05	Over The Border Mobilisations into BFRS	R	R	26
R.2.06	Over The Border Mobilisations our of BFRS	G	G	26

OPS RESILIENCE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
R.3.01	Maintenance of Competencies	B	-	27
R.3.02	Hydrant Availability	?	?	27
R.3.03	High Risk Site Information	G	G	28

A GREAT PLACE TO WORK

PEOPLE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
GP.1.01	Actual vs Establishment - Wholetime	G	G	31
GP.1.02	Actual vs Establishment - On-Call	R	R	31
GP.1.03	Actual vs Establishment - Support	A	A	32
GP.1.04	Staff Turnover	A	A	32
GP.1.05	Absence	B	B	33
GP.1.06	Welfare & Support	A	A	33
GP.1.07	Employee Engagement	-	R	34
GP.1.08	Appraisal & Objectives Completion	A	R	34
GP.1.09	Mandatory E-Learning Completed	G	G	35
GP.1.10	Grievance & Disciplines	G	G	35

HEALTH & SAFETY

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
GP.2.01	Injury Rate	G	-	36
GP.2.02	Workplace Injuries	G	G	36
GP.2.03	Near Miss Events Recorded	A	A	37
GP.2.04	Vehicle Incidents	R	R	37
GP.2.05	RIDDOR Reportable Injuries	A	A	38
GP.2.06	Attacks on members of staff	A	A	38
GP.2.07	Equipment damage	A	A	39

PUBLIC VALUE

FINANCE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.1.01	Forecast - Outturn	A	-	41
PV.1.02	Bank Cost	A	A	41
PV.1.03	Fraud	-	G	42

COMPLIANCE

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.2.01	Data Breaches	-	G	43
PV.2.02	FOIs responded to within timescales	G	-	43

ENGAGEMENT

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.3.01	Compliments & Complaints	-	A	44
PV.3.02	Social Media Engagements	B	B	44
PV.3.03	Website Engagements	B	G	45

ICT

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.4.01	Service Desk Response	G	G	46
PV.4.02	Network Uptime	?	?	46

PROJECTS

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.5.01	Internal Audits	-	A	47
PV.5.02	Projects	-	B	47

ENVIRONMENT

Ref	Description	Monthly (in most cases)	Cumulative (in most cases)	Page
PV.6.01	Carbon Emissions	-	-	48
PV.6.02	Printing	-	-	48

PUBLIC IMPACT

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	23	26	23	19	22	24	24	24	27	25	24	19
	2023/2024	**28**	**25**	**23**									
	Status	**R**	**G**	**G**									
Cumulative	Prev 5 year	23	49	72	91	112	136	161	184	212	237	261	280
	2023/2024	**28**	**53**	**76**									
	Status	**R**	**G**	**G**									

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

What is good
Less is better

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

Number of dwelling fires where the cause of the fire was recorded as accidental. Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/ hostels and residential institutions.

The number of accidental dwelling fires were comparable with recent years.

PI.1.02 - Number of Serious ADFs

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	8.2	7	7.8	6.8	6.6	7.8	7.8	8	8.4	8.2	7	8.6
	2023/2024	**11**	**6**	**5**									
	Status	**R**	**G**	**B**									
Cumulative	Prev 5 year	8.2	15.2	23	29.8	36.4	44.2	52	60	68.4	76.6	83.6	92.2
	2023/2024	**11**	**17**	**22**									
	Status	**R**	**G**	**G**									

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

What is good
Less is better

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

Number of accidental dwelling fires where the fire spread from the item that had first ignited. Fire spread is in relation to heat or flame damage. This does not include smoke damage.

The number of serious accidental dwelling fires were comparable with recent years.

PI.1.03 - ADF Fire-Related Fatalities

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.4	0	0.2	0	0.4	0	0	0.2	0	0.2
2023/2024	**0**	**0**	**0**									
Status	**G**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.4	0.4	0.6	0.6	1	1	1	1.2	1.2	1.4
2023/2024	**0**	**0**	**0**									
Status	**G**	**G**	**G**									

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

What is good
Less is better

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

Number of fire related fatalities recorded at accidental dwelling fires.
In general, 'fire-related deaths' are those that would not have otherwise occurred had there not been a fire.

PI.1.04 - ADF Fire Related Serious Injuries

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.2	0.4	0.6	0	0	0	0.6	0.8	0	0.4
2023/2024	**1**	**0**	**0**									
Status	**A**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	0	0	0.2	0.6	1.2	1.2	1.2	1.2	1.8	2.6	2.6	3
2023/2024	**1**	**1**	**1**									
Status	**G**	**G**	**G**									

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

What is good
Less is better

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

Number of fire related serious injuries recorded at accidental dwelling fires.
In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient.

One serious injury was recorded at an accidental dwelling fire during Q1.
This incident was related to a kitchen fire as a consequence of unattended cooking.

PI.1.05 - Dwelling Fires - Cause Not Known

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.8	1.6	1.6	0.8	0.6	2.4	1.4	1	1	1.2	0.6	2
	2023/2024	**1**	**1**	**0**									
	Status	**G**	**G**	**B**									
Cumulative	Prev 5 year	1.8	3.4	5	5.8	6.4	8.8	10.2	11.2	12.2	13.4	14	16
	2023/2024	**1**	**2**	**2**									
	Status	**G**	**G**	**G**									

B	< 1 per month
G	1-2 per month
A	> 2 per month
R	> 3 per month

What is good
Less is better

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

Number of dwelling fire incidents attended where the cause of the fire was recorded as 'Not Known'.
Not known is recorded when there is general uncertainty about the cause or motivation of the fire. 'Not Known' should only be used if absolute necessary.

BFRS now forms part of the Thames Valley Fire Investigation Team. This team delivers additional training (including forensic training) to Junior Officers (level 1 fire investigators). Crews also have access to support from Level 2 Fire Investigators should they need it during an incident.
This additional training and access to support should help reduce the number of not known causes reported at fires.

PI.1.06 - Deliberate Dwelling Fires

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.2	1.4	1.4	2.6	2.8	0.4	2.8	2	1	1.2	1.8	0.6
	2023/2024	**2**	**6**	**4**									
	Status	**G**	**R**	**A**									
Cumulative	Prev 5 year	1.2	2.6	4	6.6	9.4	9.8	12.6	14.6	15.6	16.8	18.6	19.2
	2023/2024	**2**	**8**	**12**									
	Status	**G**	**A**	**A**									

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

What is good
Less is better

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

Number of dwelling fires where the fire was started deliberately by someone other than the owner/occupant.
This includes derelict properties - derelict are buildings which are unfit for further use.

Of the 12 deliberate fires recorded at dwellings, six involved derelict properties. Three of the derelict building were located in or near to High Wycombe and two were in or near to Gerrards Cross.
The remaining six all saw limited damage to the buildings. A breakdown of the incidents is recorded below:
Two incidents were in relation to mental health
Two incidents were in relation to fire spread from outside the property (one car and one pile of rubbish).
One incident was in relation to rubbish burning in an unoccupied building.
One incident was in a communal bin cupboard.

PI.1.07 - False Alarms in the Home

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	91	103	95	116	122	114	120	100	100	89	85	81
2023/2024	**95**	**100**	**115**									
Status	G	G	R									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	91	193	289	405	527	641	761	861	961	1050	1135	1216
2023/2024	**95**	**195**	**310**									
Status	G	G	A									

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

What is good
Monitor

Ref	PI.1.07
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of incidents attended in dwellings that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder.

Most of the incidents above are in relation to fire related incidents i.e. smoke detectors, smell of smoke etc.
The increase in numbers is to be expected. National guidance is still: "In the event of a fire, get out, stay out and call 999". With the number of homes in the county continuing to increase, the number of smoke detectors in homes is increasing due to initiatives such as Home Fire Safety Visit, and the 'Smoke and Carmon Monoxide Alarm Regulations 2022' coming into force.

PI.1.08 - Home Fire Safety Visits

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	400	400	400	400	400	400	400	400	400	400	400	400
2023/2024	**341**	**340**	**456**									
Status	R	R	B									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	350	700	1050	1450	1850	2250	2650	3100	3550	4000	4450	4900
2023/2024	**341**	**681**	**1137**									
Status	R	R	G									

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

What is good
More is better

Ref	PI.1.08
Owner	Prevention
Comparison	Against Target
Source	BFRS PRMS

Number of Home Fire Safety Visits (HFSVs) completed monthly by operational crews and the Community Safety delivery team. This includes targeted addresses, referrals, post incidents and hot-strikes.

Following a 6 month review, revisions to the approach to targeting addresses were made which prompted increased visit completions in June.

The monthly targets have been increased to align to the MTFP as part of the overall drive to improve performance to be in line with the national average.

PI.1.09 - Home Fire Safety Visits - Vulnerable

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
2023/2024	**90%**	**99%**	**93%**									
Status	**B**	**B**	**B**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
2023/2024	**90%**	**95%**	**93%**									
Status	**B**	**B**	**B**									

B	> 80%
G	> 70%
A	> 59%
R	< 60%

What is good
Higher is better

Ref	PI.1.09
Owner	Prevention
Comparison	Against Target
Source	BFRS PRMS

Number of Home Fire Safety Visits (HFSVs) completed successfully, where at least one vulnerable person was resident. Vulnerability to fire fatality or fire injury is defined in the prevention strategy but includes; age 65 or over, frailty (mobility), disability, dementia, medical equipment use, alcohol or substance use. These align to the categories identified for Home Office reporting.

Our focus on targeting the vulnerable remains as our visits increase.

PI.2.01 - Non-domestic Property Fires - Accidental

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	10	12.8	11.2	13.2	9	9.4	12.2	10.2	9	11.6	8	9.8
	2023/2024	**14**	**8**	**8**									
	Status	**R**	**B**	**B**									
Cumulative	Prev 5 year	10	22.8	34	47.2	56.2	65.6	77.8	88	97	108.6	116.6	126.4
	2023/2024	**14**	**22**	**30**									
	Status	**R**	**G**	**B**									

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

What is good
Less is better

Ref	PI.2.01
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as accidental.
This excludes derelict properties (unless four or more pumps were needed) and Prisons.

The number of incidents attended were comparable with recent years.

PI.2.02 - Non-domestic Property Fires - Deliberate

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	11.8	14.6	12.8	16.2	11.8	11.4	14.6	10.8	11.2	13.6	9.8	13
	2023/2024	**16**	**9**	**12**									
	Status	**R**	**B**	**G**									
Cumulative	Prev 5 year	11.8	26.4	39.2	55.4	67.2	78.6	93.2	104	115.2	128.8	138.6	151.6
	2023/2024	**16**	**25**	**37**									
	Status	**R**	**G**	**G**									

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

What is good
Less is better

Ref	PI.2.02
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as deliberate (where the fire was started deliberately by someone other than the owner/occupant).
This excludes derelict properties (unless four or more pumps were needed) and Prisons.

The number of incidents attended were comparable with recent years.

PI.2.03 - Non-domestic Property Fires - Not Known

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.8	1.8	1.6	3	2.8	2	2.4	0.6	2.2	2	1.8	3.2
	2023/2024	**2**	**1**	**4**									
	Status	**G**	**B**	**A**									
Cumulative	Prev 5 year	1.8	3.6	5.2	8.2	11	13	15.4	16	18.2	20.2	22	25.2
	2023/2024	**2**	**3**	**7**									
	Status	**G**	**B**	**G**									

B	< 2 per month
G	2-3 per month
A	> 3 per month
R	> 4 per month

What is good
Less is better

Ref	PI.2.03
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the cause was recorded as 'Not Known' This excludes derelict properties (unless four or more pumps were needed) and Prisons.
Not known is recorded when there is general uncertainty about the cause or motivation of the fire. 'Not Known' should only be used if absolute necessary.

BFRS now forms part of the Thames Valley Fire Investigation Team. This team delivers additional training (including forensic training) to Junior Officers (level 1 fire investigators). Crews also have access to support from Level 2 Fire Investigators should they need it during an incident.
This additional training and access to support should help reduce the number of not known causes reported at fires.

PI.2.04 - Non-domestic Property Fires - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	8.4	7.6	7.4	11.4	6.8	6.4	5.2	5.6	5.8	4.8	6.2	7.2
	2023/2024	**7**	**3**	**9**									
	Status	**B**	**B**	**R**									
Cumulative	Prev 5 year	8.4	16	23.4	34.8	41.6	48	53.2	58.8	64.6	69.4	75.6	82.8
	2023/2024	**7**	**10**	**19**									
	Status	**B**	**B**	**B**									

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

What is good
Less is better

Ref	PI.2.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of fires in non-domestic properties where the fire spread from the item that first ignited. This excludes derelict properties (unless four or more pumps were needed) and Prisons.
Fire spread is in relation to heat or flame damage. This does not include smoke damage.

The number of incidents attended were comparable with recent years.

PI.2.05 - Non-domestic Property Fires - Fire Related Fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	0
	2023/2024	**0**	**0**	**0**									
	Status	**G**	**G**	**G**									
Cumulative	Prev 5 year	0	0	0	0	0	0	0	0	0	0	0	0
	2023/2024	**0**	**0**	**0**									
	Status	**G**	**G**	**G**									

B	
G	0 per year
A	
R	> 0 per year

What is good
Less is better

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

Number of fire related fatalities recorded at non-domestic property fires.
In general, 'fire-related deaths' are those that would not have otherwise occurred had there not been a fire.
These numbers exclude incidents in Prisons.

PI.2.06 - Non-domestic Property Fires - Fire Related Injuries - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	0	0.2	0	0.2	0	0	0	0	0	0	0	0
	2023/2024	**1**	**0**	**0**									
	Status	**A**	**G**	**G**									
Cumulative	Prev 5 year	0	0.2	0.2	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
	2023/2024	**1**	**1**	**1**									
	Status	**G**	**G**	**G**									

B	
G	< 2 per year
A	> 1 per year
R	> 2 per year

What is good
Less is better

Ref	PI.2.06
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Number of serious fire related injuries recorded at non-domestic property fires.
In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient.
These numbers exclude incidents in Prisons.

****

PI.2.07 - Non-domestic Property False Alarms

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	112	125	120	143	136	151	157	142	144	134	116	118
2023/2024	**119**	**114**	**130**									
Status	**G**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	112	237	357	500	636	787	944	1086	1230	1364	1480	1598
2023/2024	**119**	**233**	**363**									
Status	**G**	**G**	**G**									

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

What is good
Less is better

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

Number of incidents attended in non-domestic properties that were recorded as a False Alarm. These could have been fire related or a special service i.e. flooding. However, this does not include where we attended as a co-responder. These numbers do not include incidents in Prisons.

BFRS continues to monitor and manage 'repeat offender (where we attend a false alarm at the same property on more than one occasion within a year). BFRS has dedicated resource that works with local business to reduce their false alarms.

Crews also use the opportunity while at sites to engage with the occupiers to identify and address any risk to the public and crews. It also provides our crews with familiarisation for certain sites within their local station grounds.

PI.2.08 - Fire Safety Audits

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	20	20	20	20	20	20	20	20	20	20	20	20
2023/2024	**33**	**15**	**28**									
Status	**B**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	20	40	60	80	100	120	140	160	180	200	220	240
2023/2024	**33**	**48**	**76**									
Status	**B**	**G**	**G**									

B	> 29 Per month
G	> 19 Per month
A	< 20 Per month
R	< 11 Per month

What is good
More is better

Ref	PI.2.08
Owner	Protection
Comparison	Target
Source	PRMS

Number of Fire Safety Audits Completed.
A fire safety audit is an examination of the premises and relevant documents to ascertain how the premises are being managed with regards to fire safety. Occupants will need to demonstrate to our officers that they have met the duties required by the Fire Safety Order.

Fire Safety Audit numbers are inline with Service targets.

PI.2.09 - Prison Fires

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	4	5	3	9	10	1	1	10	6	6	9	4
2023/2024	**3**	**6**	**10**									
Status	**B**	**A**	**R**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	4	9	12	21	31	32	33	43	49	55	64	68
2023/2024	**3**	**9**	**19**									
Status	**B**	**G**	**R**									

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

What is good
Less is better

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

Number of fires attended in prisons.
All causes i.e. accidental/deliberate were included within these figures.
All damage levels are included within these figures.

Most of the above incidents were recorded at the same location. Collaboration between the Service and staff at the prison continues. An action plan has been developed to help reduce the number of incidents and to prepare and protect staff (including BFRS). Actions include: Station familiarisation visits and drills, and changes to products used within the prison.

PI.3.01 - Number of RTCs attended

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	35	39.2	46	45	44.8	48.4	50.2	56.2	48.6	49.8	38.8	35.6
	2023/2024	**38**	**51**	**51**									
	Status	**G**	**R**	**A**									
Cumulative	Prev 5 year	35	74	120	165	210	258	309	365	413	463	502	538
	2023/2024	**38**	**89**	**140**									
	Status	**G**	**R**	**A**									

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

What is good
Less is better

Ref	PI.3.01
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of Road Traffic Collisions (RTCs) attended. This includes all RTCs, from those where an extrication was performed to those where BFRS only provided support with scene safety.

The increase in RTC attendance saw a significant rise in a number of station grounds, notably Aylesbury which recorded 21 RTCs, compared with a previous 5 year average of 11.8. Great Missenden, Marlow, Brill and Buckingham also saw a notable percentage increase in RTCs, however, the actual numbers were low i.e. Great Missenden saw the highest increase (percentage wise): six incidents compared with the usual 1.8.
As you would expect, a significantly proportion of the incidents recorded were during rush hours.

PI.3.02 - RTCs - Fatalities

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	1.2	1	1.2	0.2	2.6	0.6	0.6	0.6	0.6	1.2	0.6	0.4
	2023/2024	**3**	**2**	**1**									
	Status	**R**	**A**	**G**									
Cumulative	Prev 5 year	1	2	3	4	6	7	7	8	9	10	10	11
	2023/2024	**3**	**5**	**6**									
	Status	**R**	**R**	**A**									

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

What is good
Less is better

Ref	PI.3.02
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of fatalities recorded at RTCs.
It is worth noting that these numbers only reflect where BFRS were requested and attended. It does not represent all RTC related fatalities within Buckinghamshire & Milton Keynes.

All six recorded fatalities were recorded at individual incidents.
Apart from three of the six incidents occurring on a Sunday (not the same Sunday), there was no obvious pattern across the RTCs where a fatality was recorded.
Incidents included, a single incident on a motorway, a tree falling onto a car, car vs HGV and car vs motorbike.

PI.3.03 - RTC Injuries - Serious

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	5.8	8.2	10.6	5.8	8.2	5.2	6.6	8.4	4.2	8.2	6	5.4
	2023/2024	**6**	**17**	**8**									
	Status	**G**	**R**	**B**									
Cumulative	Prev 5 year	6	14	25	30	39	44	50	59	63	71	77	83
	2023/2024	**6**	**23**	**31**									
	Status	**G**	**R**	**R**									

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

What is good
Less is better

Ref	PI.3.03
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of serious injuries recorded at RTCs.
In general, 'serious injury' can be defined as: at least an overnight stay in hospital as an in-patient.
It is worth noting that these numbers only reflect where BFRS were requested and attended.

The 31 serious injuries were recorded across 26 incidents. As with RTC fatalities, Sundays accounted for most of the incidents, 35% (9 of the 26 incidents) or 39% of injuries (12 of the 31).
71% of the recorded injuries were in relation to the driver (22 of the 31).
84% of the recorded injuries were in relation to males (26 of the 31).
There was not a specific age group which saw a majority of the injuries recorded.
High Wycombe recorded less incidents than usual, also recorded the highest number of serious injuries: six across five incidents.

PI.3.04 - RTCs Injuries - Slight

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	14.2	18.2	20.2	19.2	19.4	20.6	19.6	22.2	17	22.4	19.4	13.4
	2023/2024	**13**	**25**	**16**									
	Status	**G**	**R**	**B**									
Cumulative	Prev 5 year	14	32	53	72	91	112	131	154	171	193	212	226
	2023/2024	**13**	**38**	**54**									
	Status	**G**	**A**	**G**									

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

What is good
Less is better

Ref	PI.3.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of slight injuries recorded at RTCs in BFRS grounds.
In general, 'slight injury' can be defined as: at attending hospital as an outpatient.
It is worth noting that these numbers only reflect where BFRS were requested and attended.

PI.4.01 - Deliberate Secondary Fires (to other's property)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	41	37.6	38.8	56.6	57	40.8	22	19.2	13.2	13.6	19	22.4
	2023/2024	**18**	**35**	**51**									
	Status	**B**	**G**	**R**									
Cumulative	Prev 5 year	41	79	117	174	231	272	294	313	326	340	359	381
	2023/2024	**18**	**53**	**104**									
	Status	**B**	**B**	**B**									

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

What is good
Less is better

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

Number of secondary fires that were deliberately started by somebody that wasn't the owner. Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended.

PI.4.02 - Deliberate Primary Fires (to other's property)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	14.2	15.4	17.4	23.4	21.8	16.4	14.6	12.8	10.6	11.8	10.4	13.4
	2023/2024	**13**	**15**	**24**									
	Status	**G**	**G**	**R**									
Cumulative	Prev 5 year	14	30	47	70	92	109	123	136	147	158	169	182
	2023/2024	13	28	52									
	Status	**G**	**G**	**A**									

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

What is good
Less is better

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

Number of primary fires that were deliberately started by somebody that wasn't the owner. Primary fires are potentially more serious fires that harm people or cause damage to property.

RESPONSE

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

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	573	602	604	742	710	638	599	568	566	528	490	503
	2023/2024	**526**	**592**	**667**									
	Status	**B**	**G**	**R**									
Cumulative	Prev 5 year	573	1175	1779	2521	3231	3869	4468	5036	5602	6129	6619	7122
	2023/2024	**526**	**1118**	**1785**									
	Status	**B**	**B**	**G**									

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

What is good
Monitor

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

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

Incident numbers are inline with previous years.

R.1.02 - Co-Responder Incidents

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	54	52	55	66	66	67	57	65	76	60	57	58
	2023/2024	**29**	**50**	**58**									
	Status	**B**	**B**	**A**									
Cumulative	Prev 5 year	54	105	160	226	292	360	417	482	558	618	675	733
	2023/2024	**29**	**79**	**137**									
	Status	**B**	**B**	**B**									

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

What is good
Monitor

Ref	R.1.02
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of co-responder incidents attended within Buckinghamshire and Milton Keynes

R.1.03 - Effecting Entry Incidents

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	18.8	19.4	15	15.4	18.4	17	17.8	19.8	24	18.2	24.8	20.8
2023/2024	**27**	**28**	**18**									
Status	**R**	**R**	**A**									
Cumulative												
Prev 5 year	19	38	53	69	87	104	122	142	166	184	209	229
2023/2024	**27**	**55**	**73**									
Status	**R**	**R**	**R**									

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

What is good
Monitor

Owner	R.1.03
Lead Member	Response
Comparison	Previous five year average
Source	BFRS IRS

Total number of incidents where BFRS were requested to support South Central Ambulance Service in gaining access to a property or room for a medical emergency.

The number of request received to support South Central Ambulance with effecting entry incidents continue to increase.

R.1.04 - Average Attendance Time to all Incidents (exc Co-Res)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 5 year	08:22	08:25	09:08	08:51	08:54	08:42	08:43	08:42	08:38	08:25	08:17	08:29
2023/2024	**08:48**	**08:41**	**09:24**									
Status	**A**	**A**	**A**									
Cumulative												
Prev 5 year	08:22	08:24	08:39	08:42	08:45	08:44	08:44	08:44	08:43	08:42	08:40	08:39
2023/2024	**08:48**	**08:44**	**08:59**									
Status	**A**	**A**	**A**									

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

What is good
Less is better

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

The average attendance time to all incidents (excluding co-responding incidents).
The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.

The average attendance time to incidents increased in Q1 2023/2024 when compared with the previous five years. We predict this will improve as appliance availability improves, however, further investigation is being carried out to better understand the cause of this increase. Areas such as simultaneous demand, incident location, time of incident and speeds travelled will all be analysed.

R.1.05 - Average Attendance Time to ADFs

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	07:42	07:30	07:54	08:22	08:12	08:24	08:20	08:27	07:26	08:26	07:44	08:07
2023/2024	**08:38**	**08:26**	**08:03**									
Status	**R**	**R**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	07:42	07:35	07:41	07:50	07:54	07:59	08:02	08:05	08:00	08:03	08:01	08:02
2023/2024	**08:38**	**08:32**	**08:24**									
Status	**R**	**R**	**R**									

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

What is good
Less is better

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

The average attendance time to Accidental Dwelling Fires.
The average time is the minutes and seconds elapsed from the time the first appliance was assigned to the incident, to the arrival of the first appliance at the incident.

As with the attendance time to all incidents, the average attendance time to accidental dwelling fires incidents increased in Q1 2023/2024 when compared with the previous five years.
This will also form part of the investigation being carried out to better understand the cause of this increase.

R.2.01 - Availability - Wholetime

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
2023/2024	**92%**	**91%**	**88%**									
Status	**R**	**R**	**R**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
2023/2024	**92%**	**91%**	**90%**									
Status	**R**	**R**	**R**									

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

What is good
Higher is better

Ref	R.2.01
Owner	Response
Comparison	Target
Source	TVFC Vision

The availability of BFRS pumps to respond to incidents. This measure reflects when pumps are “on the run”. With this in mind, should an appliance be at an incident, it would still be recorded as being available.
Reasons for an appliance being “off the run” include, crew/skill deficient, vehicle defects and decontamination.

A range of initiatives have been agreed by SMB to improve the resilience of frontline resources. This includes temporarily raising the number of Level One Incident Commanders qualified to be in charge of fire appliances, and trialling new ways of staffing on-call appliances.
Growth bids are also being submitted to Members to permanently increase the number of supervisory managers, as well as increasing the establishment of driving instructors and frontline operational training staff.

R.2.02 - Availability On-Call

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
2023/2024	**9.7%**	**7.1%**	**7.6%**									
Status	**R**	**R**	**R**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
2023/2024	**9.7%**	**8.4%**	**8.1%**									
Status	**R**	**R**	**R**									

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

What is good
Higher is better

Ref	R.2.02
Owner	Response
Comparison	Target
Source	TVFC Vision

The availability of BFRS pumps to respond to incidents. This measure reflects when pumps are “on the run”. With this in mind, should an appliance be at an incident, it would still be recorded as being available.
Reasons for an appliance being “off the run” include, crew deficient, vehicle defects and decontamination.

Traditional on-call recruitment continues to be a challenge, and it is hoped that the trials scheduled for Q3 and Q4 this year will identify new ways of improving the overall resilience of the Service in the longer term.

R.2.03 - Wholetime - Response Model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2023/2024	**10.8**	**10.7**	**10.5**									
	Status	**A**	**A**	**A**									
Night	Target	12	12	12	12	12	12	12	12	12	12	12	12
	2023/2024	**11.4**	**11.3**	**10.9**									
	Status	**G**	**G**	**A**									

B	
G	> 11
A	> 10
R	< 10

What is good
Higher is better

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

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

A range of initiatives have been agreed by SMB to improve the resilience of frontline resources. This includes temporarily raising the number of Level One Incident Commanders qualified to be in charge of fire appliances, and trialling new ways of staffing on-call appliances.
Growth bids are also being submitted to Members to permanently increase the number of supervisory managers, as well as increasing the establishment of driving instructors and frontline operational training staff.

R.2.04 - On-Call - Response Model

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Day	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	3
	2023/2024	**0.7**	**0.5**	**0.6**									
	Status	**R**	**R**	**R**									
Night	Prev 5 year	3	3	3	3	3	3	3	3	3	3	3	3
	2023/2024	**1.1**	**0.7**	**1.0**									
	Status	**R**	**R**	**R**									

B	> 5
G	> 3
A	< 3
R	< 2

What is good
Higher is better

Ref	R.2.04
Owner	Response
Comparison	Previous five year average
Source	BFRS IRS

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

Traditional on-call recruitment continues to be a challenge, and it is hoped that the trials scheduled for Q3 and Q4 this year will identify new ways of improving the overall resilience of the Service in the longer term.

R.2.05 - OTB Mobilisations into BFRS Grounds

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	118	132	134	226	189	144	143	125	131	110	94	103
2023/2024	**166**	**137**	**206**									
Status	**R**	**G**	**R**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	118	251	384	610	799	943	1086	1212	1342	1453	1547	1649
2023/2024	**166**	**303**	**509**									
Status	**R**	**R**	**R**									

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

What is good
Less is better

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

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

The number of times Thames Valley Fire Control requested an appliance from “over the border” (OTB) increased during Q1 when compared with the previous five year average.
A report has been produced for the Service so that it better understands the cause and effect relating to OTB mobilisations.
These mobilisations will also form part of the resource review which is being processed as part of the 2025-2030 CRMP.
The Service also produces a monthly performance report identifying the utilisation of appliances in relation to OTB.
BFRS pays its neighbouring services on a quarterly basis based on utilisation of their resource. However, the calculation of cost is different for each service.

R.2.06 - OTB Mobilisations out of BFRS Grounds

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	45	50	47	69	65	42	51	33	50	39	31	33
2023/2024	**41**	**49**	**43**									
Status	**G**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	51	109	157	254	331	368	420	449	488	525	559	602
2023/2024	**41**	**90**	**133**									
Status	**G**	**G**	**G**									

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

What is good
Within range is better

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

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

As detailed in R.2.05, OTB mobilisations will form part of the resource review which is being processed as part of the 2025-2030 CRMP.
The utilisation of these mobilisations are monitored on a monthly basis.

R.3.01 - Maintenance of Competencies

	Quarter 1	May	June	Jul
Target	24%	48%	72%	96%
2023/2024	**38%**			
Status	**B**			

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

What is good
Higher is better

Ref	R3.01
Owner	Response
Comparison	Target
Source	BFRS IRS

Maintenance of competencies completed by wholetime firefighters and junior officers.

R.3.02 - Hydrant Availability

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	500	500	500	500	500	500	500	500	500	500	500	500
2023/2024												
Status												

Cumulative

Target	500	1000	1500	2000	2500	3000	3500	4000	4500	5000	5500	6000
2023/2024												
Status												

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

What is good
Higher is better

Ref	R.3.02
Owner	Water Officer
Comparison	Target
Source	Hydra

The number of Hydrants serviced each month.
Our water officers maintain hydrants located in Buckinghamshire and Milton Keynes to ensure crews have appropriate access to water when responding to an emergency.
The target ensures that all hydrants are serviced within a two year period.

R.3.03 - High Risk Site Information

Level 4

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
2023/2024	**81%**	**89%**	**89%**									
Status	**A**	**G**	**G**									

Level 3

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
2023/2024	**73%**	**73%**	**74%**									
Status	**G**	**G**	**G**									

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

What is good
Higher is better

Ref	R.3.03
Owner	
Comparison	Target
Source	BFRS SSRI

Site Specific Risk Information (SSRI) for high-risk sites is updated in accordance with the current risk review process.
The level of detail obtained is relevant to the level of risk at each site.
Site visits to maintain records and training is dependent on both crew and business cooperation and availability.

Performance reports and station performance dashboards help provide crews with their performance and upcoming demand.

A GREAT PLACE TO WORK

GP.1.01 - Actual vs Establishment - Wholetime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly Target	300	300	300	300	300	300	300	300	300	300	300	300
2023/2024	**288**	**288**	**285**									
Status	G	G	G									
YTD Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2023/2024	**96%**	**96%**	**96%**									
Status	G	G	G									

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

What is good
Higher is better

Ref	GP.1.01
Owner	HR
Comparison	Target
Source	iTrent

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

We continue to work on a plan to reach 300, which should be achieved by September 2023.
The workforce planning group continue to review staff numbers and skills across the service.

GP.1.02 - Actual vs Establishment - On-Call

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly Target	96	96	96	96	96	96	96	96	96	96	96	96
2023/2024	**65.8**	**65.4**	**61.4**									
Status	R	R	R									
YTD Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2023/2024	**68.5%**	**68.3%**	**66.9%**									
Status	R	R	R									

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

What is good
Higher is better

Ref	GP.1.02
Owner	HR
Comparison	Target
Source	iTrent

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

Recruitment for On-Call firefighters continues for key on-call stations. This is supported by initiatives such as localised recruitments campaigns, have a go days and awareness evenings.
The structure and demand of the On-Call system will feature heavily within the new Community Risk Management Plan, where extensive modelling will identify future action plans.

GP.1.03 - Actual vs Establishment - Support

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	133	133	133	133	133	133	133	133	133	133	133	133
2023/2024	**126**	**126**	**125**									
Status	**A**	**A**	**A**									

YTD

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2023/2024	**94.7%**	**94.7%**	**94.5%**									
Status	**A**	**A**	**A**									

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

What is good
Higher is better

Ref	GP.1.03
Owner	HR
Comparison	Target
Source	iTrent

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

The progress of all support vacancies are reviewed at the workforce planning group.
During May and June, 12 support roles were filled. Some of the remaining vacancies are covered by Agency staff, or are a result of an internal move or promotion, which then generated another vacancy.

GP.1.04 - Staff Turnover

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
2023/2024	**0.6%**	**3%**	**1.5%**									
Status	**G**	**R**	**A**									

YTD

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%	< 1%
2023/2024	**0.6%**	**1.8%**	**1.7%**									
Status	**G**	**A**	**A**									

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

What is good
Less is better

Ref	GP.1.04
Owner	HR
Comparison	Target
Source	iTrent

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

Staff that left the Service during Q1 can be broken down by the following:

Groups: 30% of leavers were wholetime firefighters (across all ranks), 39% were support staff and 30% were On-Call.
Reason: 78% of leavers resigned, 17% retired and 4% were listed as other.

The Service regularly reviews and reports on its leavers to better understand the reason for turnover and improve it's retention of staff.

GP.1.05 - Absence

Wholetime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	226	226	226	226	226	226	226	226	226	226	226	226
2023/2024	**75.5**	**147**	**147.5**									
Status	**B**	**B**	**B**									

Support

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	103	103	103	103	103	103	103	103	103	103	103	103
2023/2024	**81.2**	**81.4**	**71**									
Status	**B**	**B**	**B**									

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

What is good
Less is better

Ref	GP.1.05
Owner	HR
Comparison	Target
Source	iTrent

The number of working days (shifts) lost per month due to sickness. This covers short and long term sickness.
The target within the measure is based on the sector average in 2019/2020, as detailed within the National Fire and Rescue Service Sickness Absence Report. The 2019/2020 report was used as not to reflect the impact of Covid 19.

GP.1.06 - Welfare & Support

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	13.7	19.7	14.3	7.3	18.0	51.7	31.7	27.7	18.7	21.0	13.3	8.7
2023/2024	**11**	**23**	**42**									
Status	**G**	**G**	**A**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	13.7	33.3	47.7	55.0	73.0	124.7	156.3	184.0	202.7	223.7	237.0	245.7
2023/2024	**11**	**34**	**76**									
Status	**G**	**G**	**A**									

B	
G	Within 50%
A	> 50% difference
R	

What is good
Monitor

Ref	GP.1.06
Owner	HR
Comparison	Previous three years
Source	Health Assured

The number of times our Employee Assistance Programme (EAP) has been contacted via phone or online.

GP.1.07 - Employment Engagement

%

	2017	2020	2022	
Target	65%	65%	65%	65%
Actual	**21%**	**32%**	**24%**	
Status	**R**	**R**	**R**	

B	> 65%
G	55-65%
A	45-55%
R	< 45%

What is good
Higher is better

Ref	GP.1.07
Owner	HR
Comparison	Target
Source	Supplier of Staff Survey

Most Effective employees are both highly engaged and enabled.

Commentary: Our last employee engagement % was taken from the staff survey in Jan 2022. Budget has been signed off to complete annual staff surveys going forward from Jan 2024.

We continue to look at ways to engage with staff, inc recently holding our revamped People Awards where we recognised each other and the great work we do.

GP.1.08 - Appraisal & Objectives Completion

Appraisals / Objectives

	Q1	Q2	Q3	Q4
Target	75%	95%	95%	95%
2023/2024	**58%**			
Status	**A**			
Target	75%	95%	95%	95%
2023/2024	**47%**			
Status	**R**			

B	>95%
G	Within 10%
A	< 10% of target
R	< 20% of target

What is good
Higher is better

Ref	GP.1.08
Owner	Learning & Development
Comparison	Target
Source	iTrent

The percentage of all staff that have received their 2022/2023 end of year review and their 2023/2024 objectives.

Throughout this year, face to face and virtual training sessions were held for Managers to attend to learn more about the appraisal process. These sessions encouraged discussion around the barriers to appraisal completion and gave guidance on how to carry out effective appraisals and talked about how Managers can facilitate an appraisal discussion. Further training sessions like this will be rolled out again throughout Q2 to support Managers as they approach the half-year appraisal deadline.
Since April 2023 when the end of year submissions for 2022/23 and objective setting for 2023/24 became due, we have created a template for regular reporting to Managers. This was finalised in May and a reminder was sent to Managers on 13 June 2023 to prompt them to complete their overdue appraisals. A further prompt will be sent to Managers again throughout August. Prompts always result in an increased return of overdue performance and development packs showing the importance of regular chasers / follow ups from Organisational Development (OD).

GP.1.09 - Mandatory E-Learning Completed

Wholetime / Support

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	10%	20%	30%	40%	50%	60%	70%	80%	90%			
2023/2024	**16%**	**29%**	**33%**									
Status	G	G	G									
Prev 5 year	10%	20%	30%	40%	50%	60%	70%	80%	90%			
2023/2024	**12%**	**23%**	**30%**									
Status	G	G	G									

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

What is good
Higher is better

Ref	GP.1.09
Owner	Learning & Development
Comparison	Target
Source	BFRS IRS

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

Completion rate is inline with expectation. However, managers are being provided with local completion rates to encourage better completion rates in Q2.

GP.1.10 - Grievance & Disciplines

Grievances / Disciplines

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	0	1	0	3	1	4	3	0	1	1	0	0
2023/2024	**0**	**0**	**0**									
Status	G	G	G									
2022/2023	0	0	0	0	0	0	0	0	4	4	1	1
2023/2024	**1**	**2**	**1**									
Status	G	A	G									

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

What is good
Monitor

Ref	GP.1.10
Owner	HR
Comparison	Target
Source	HR

The number of new grievances and disciplines recorded each month.
Figures include both informal and formal grievances. Where an informal grievance is escalated to being a formal grievance, this will be counted twice.

GP.2.01 - Injury Rate

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	19.0	15.6	22.6	25.8
2023/2024	**18.67**			
Status	**G**			

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

What is good
Less is better

Ref	GP.2.01
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

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

Injury rates are inline with usual outcomes, both local and national.

GP.2.02 - Workplace injuries

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	9.0	7.3	10.7	12.3
2023/2024	**9**			
Status	**G**			

Cumulative

	Q1	Q2	Q3	Q4
Prev 3 year	9.0	16.3	27.0	39.3
2023/2024	**9**			
Status	**G**			

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

What is good
Less is better

Ref	GP.2.02
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

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

As like the Injury rates, workplace injuries are inline with usual outcomes, both local and national.

GP.2.03 - Near Miss Events Recorded

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	12.3	9.7	7.3	9.3
2023/2024	**13**			
Status	**A**			

Cumulative

	Q1	Q2	Q3	Q4
Prev 3 year	12.3	22.0	29.3	38.7
2023/2024	**13**			
Status	**A**			

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

What is good
Monitor

Ref	GP.2.03
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of near miss events recorded across the Service.
A near miss is where a safety event (an accident or incident) occurs, but no personal injury, damage or financial loss results.

As a Service we encourage near miss reporting. All reported near misses are investigated according to it's severity and provide us with evidence and actions to help prevent accidents and Injuries.
Of the 13 recorded near misses, 11 were classed as minor or moderate. The two remaining were RIDDOR reported.

GP.2.04 - Vehicle Incidents

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	9.7	8.3	10.0	12.3
2023/2024	**20**			
Status	**R**			

Cumulative

	Q1	Q2	Q3	Q4
Prev 3 year	9.7	18.0	28.0	40.3
2023/2024	**20**			
Status	**R**			

B	< 7 per qtr
G	< 13 per qtr
A	> 12 per qtr
R	> 15 per qtr

What is good
Less is better

Ref	GP.2.04
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of reported vehicle incidents involving BFRS vehicles. These numbers include third party liability and all levels of damage.

Of the 20 vehicle incidents six were operational, 12 were during routine activity and two were during training.
17 of the reported incidents were classed as minor and three were reported as moderate. Of the three moderate, two were deemed to be due to third party fault.

GP.2.05 - RIDDOR reportable Injuries

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	2.0	0.7	1.0	3.7
2023/2024	**3**			
Status	**A**			

Cumulative

Prev 3 year	2.0	2.7	3.7	7.3
2023/2024	**3**			
Status	**A**			

B	
G	< 1 per qtr
A	=> 1 per qtr
R	=> 3 per qtr

What is good
Less is better

Ref	GP.2.05
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of staff who suffered RIDDOR reportable injuries at work.
RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable injuries are generally considered to be serious injuries to staff and visitors. The definition of RIDDOR injuries can be found on HSE's website.

The three reported injuries were as follows:
Musculoskeletal hand injury during a drill/training.
Heat stress during training exercise.
Blistering during training exercise.

GP.2.06 - Attacks on Members of Staff

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	0.7	0.3	1.0	1.3
2023/2024	**2**			
Status	**A**			

Cumulative

Prev 3 year	0.7	1.0	2.0	3.3
2023/2024	**2**			
Status	**A**			

B	
G	< 1 per qtr
A	=> 1 per qtr
R	=> 3 per qtr

What is good
Less is better

Ref	GP.2.06
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of incidents in which there was a verbal or physical attack on a member of staff.
An incident is recorded if the attack was within the employees working hours, or during work related travel.
These figures would also include attacks on visitors while on site.

Of the two reported incidents, one was an attack on firefighters during an operational incident. The other reported incident was during a Home Fire Safety Visit which left a member of staff feeling more uncomfortable than threatened. However, BFRS' policy is to include these events within this reporting system.

GP.2.07 - Equipment Damage

Quarterly

	Q1	Q2	Q3	Q4
Prev 3 year	10.7	15.3	9.7	12.7
2023/2024	**20**			
Status	**A**			

Cumulative

	Q1	Q2	Q3	Q4
Prev 3 year	10.7	26.0	35.7	48.3
2023/2024	**20**			
Status	**A**			

B	< 5 per qtr
G	< 15 per qtr
A	> 14 per qtr
R	> 20 per qtr

What is good
Less is better

Ref	GP.2.07
Owner	Health & Safety
Comparison	Previous three year average
Source	H&S Reporting System

Number of reported incidents where an item of equipment was damaged.
This includes everything from office equipment to demountable equipment on operational appliances.
Please note, this does not include damage to vehicles or premises.

Of the 20 reported incidents of equipment damage, 17 were deemed to be minor and three moderate.
10 were recorded in April, three in May and Seven in June.
13 were recorded during operational incidents.
One of the moderate recorded incidents was in relation to breathing apparatus during training. One was in relation to the Jockey wheel on a boat trailer. The final involved gas tight suits (not during an operational incident).

PUBLIC VALUE

PV.1.01 - Forecast - Outturn (£000's)

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	36,450	36,450	36,450									
Forecast	**36,450**	**35,938**	**35,772**									
% Difference	**0**	**-1.4%**	**-1.9%**									
Status	B	A	A									

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

What is good
Closer to Target

Ref	PV.1.01
Owner	Finance
Comparison	Target
Source	BFRS IRS

The financial measure compares the approved revenue budget (target) against the forecast revenue outturn position (forecast). Negative % difference indicates an underspend whereas positive % difference indicating an overspend.

While the current forecast is showing an underspend of nearly 2%, 1% of this is made up of additional interest return on investments projected and extra funding not anticipated. Without taking these two factors into consideration the performance measure would be within 1% of the target. In terms of utilising the underspend during Q1 and Q2 two in-year budget process, which contains a total of 21 growth bids were submitted for officer approval. It is anticipated this will see a reduction in the underspend to in line with the target.

PV.1.02 - Bank Shift Cost (£)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	105K	95K	99K	104K	114K	114K	130K	120K	101K	59K	77K	82K
2023/2024	**105k**	**101k**										
Status	**A**	**A**										

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 3 year	105K	200K	299K	403K	517K	631K	761K	881K	982K	1041K	1118K	1200K
2023/2024	**105k**	**206k**										
Status	**A**	**A**										

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

What is good
Less is better

Ref	PV.1.02
Owner	Response
Comparison	Previous three year average
Source	BFRS Accounts

The total cost of Bank shifts. Bank shifts are paid to cover shortfall in operational staff or skills at wholetime and day crewed stations.

BFRS is still aiming to reduce its banks shift payments. During the first quarter bank payments were used to ensure those with the needed skills were in place.
It is also worth noting that the figures used are actual and do not take into consideration the following;
- pay-rises over the four year period
- increased payments for certain bank shifts
- a change in demand on bank i.e. drivers and officers in charge, instead of firefighters.

PV.1.03 - Fraud

Annual

	17/18	18/19	19/20	20/21	21/22	22/23
Target	0	0	0	0	0	0
2023/2024	**0**	**0**	**0**	**0**	**0**	**0**
Status	**G**	**G**	**G**	**G**	**G**	**G**

B	
G	0
A	
R	> 0

What is good
Less is better

Ref	PV.1.03
Owner	Finance
Comparison	Target
Source	BFRS Accounts

The number of confirmed cases of fraud.

PV.2.01 - Reportable Data Breaches

Annual

	17/18	18/19	19/20	20/21	21/22	22/23	23/24
Target	0	0	0	0	0	0	0
2023/2024	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Status	**G**	**G**	**G**	**G**	**G**	**G**	**G**

B	
G	0
A	
R	> 0

What is good
Less is better

Ref	PV.1.03
Owner	Legal & Governance
Comparison	Target
Source	

A data breach means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data. A reportable data breach is one that triggers a requirement for notification to the Information Commissioner's Office (ICO) where a breach is likely to result in a significant risk to an individual to whom the data relates.

PV.2.02 - FOIs Responded to Within Timescales

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	-	-	-	-	-	-	-	-	-	-	-	-
No of FOIs	**9**	**6**	**7**									
	-	-	-	-	-	-	-	-	-	-	-	-
Target	0	0	0	0	0	0	0	0	0	0	0	0
Not in time-scales	**1**	**2**	**0**									
Status	**A**	**R**	**G**									

B	
G	0
A	1
R	> 1

What is good
Lower is better

Ref	PV.2.02
Owner	Legal & Governance
Comparison	Target
Source	Legal & Governance

The number of Freedom of Information (FOI) requests responded to within the statutory timescales.
The FOI Act requires that a response to an FOI request be provided within 20 working days from receipt.

PV.3.01 - Compliments and Complaints

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Compliments		-	-	-	-	-	-	-	-	-	-	-	-
	2023/2024	**0**	**1**	**1**									
	Status	-	-	-	-	-	-	-	-	-	-	-	-
Complaints		-	-	-	-	-	-	-	-	-	-	-	-
	2023/2024	**1**	**2**	**2**									
	Status	**G**	**A**	**A**									

B	0
G	1
A	> 1
R	> 2

What is good
Monitor

Ref	PV.3.01
Owner	Legal & Governance
Comparison	Monitor
Source	

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

The two compliments received in Q1 were in relation to Community Engagement, and an incident we attended.
The five complaints were all in relation to different subjects:
Driving
Attendance time
Damage to property
Incident Handling
Community Engagement

PV.3.02 - Social Media - Engagement (000's)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	2022/2023	23.5	3.1	3.6	39.1	12.3	4.7	2.9	3.7	11.7	10.5	15.0	34.8
	2023/2024	**14.1**	**13.1**	**19.6**									
	Status	**R**	**B**	**B**									
Cumulative	2022/2023	25.5	26.7	30.3	69.4	81.7	86.3	89.2	92.9	104.6	115.1	130.2	165.0
	2023/2024	**14.1**	**27.2**	**46.8**									
	Status	**R**	**G**	**B**									

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

What is good
Higher is better

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

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

PV.3.03 - Website Visits (000's)

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	13.7	12.5	15.7									
2023/2024	**13.2**	**13.4**	**17.6**									
Status	**G**	**G**	**B**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Prev 5 year	13.7	26.1	41.9									
2023/2024	**13.2**	**26.5**	**44.2**									
Status	**G**	**G**	**G**									

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

What is good
Monitor

Ref	PV.3.03
Owner	MarComms
Comparison	Monitor
Source	Google Analytics

Our website is our biggest public communication and engagement channel. Website traffic is monitored for user analyse. Currently, we monitor this superficially due to capacity and conflicting priorities. However it enables us to react, when required, yielding valuable insights to help identify audience, improve the customer experience and website performance.

The number of visits to the BFRS website were comparable with recent years.

PV.4.01 - Service Desk Response

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
2023/2024	**97.2%**	**97.6%**	**98%**									
Status	**G**	**G**	**G**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
2023/2024	**97.2%**	**97.4%**	**97.6%**									
Status	**G**	**G**	**G**									

B	> 99%
G	> 95%
A	> 90%
R	< 90%

What is good
Higher is better

Ref	PV.4.01
Owner	ICT
Comparison	Target
Source	Vivantio

The percentage of ICT Helpdesk tickets responded to within Service Level Agreement. These tickets include items such as account unlocks, password resets, CCTV retrieval and accommodating the business needs in relation to starters, leavers and transfers. The ICT team can expect to receive up to 1000 tickets per month.

Service desk responses continue to fall inline with it's Service Level Agreement.

PV.4.02 - Network Uptime

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	?	?	?									
2023/2024	**?**	**?**	**?**									
Status	**?**	**?**	**?**									

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Target	?	?	?									
2023/2024	**?**	**?**	**?**									
Status	**?**	**?**	**?**									

B	
G	
A	
R	

What is good
Higher is better

Ref	PV.4.02
Owner	ICT
Comparison	Target
Source	Buckinghamshire Council

Network uptime is a measure of how well the computer network—whether a local area network (LAN) or a wide-area network (WAN)—can respond to the connectivity and performance demands placed on it.
This information is monitored and manged by Buckinghamshire Council

BFRS are waiting on Buckinghamshire Council to provide SLAs and performance reporting.

PV.5.01 - Internal Audits

Number / Percentage

	Feb-21	Jun-21	Oct-21	Feb-22	Jun-22	Sep-22	Feb-23	Jun-23				
	-	-	-	-	-	-	-	-	-	-	-	-
2023/2024	**19**	**23**	**22**	**21**	**22**	**29**	**12**	**13**				
Status	-	-	-	-	-	-	-	-	-	-	-	-
Target	10%	10%	10%	10%	10%	10%	10%	10%				
2023/2024	**14%**	**7%**	**29%**	**19%**	**22%**	**30%**	**13%**	**14%**				
Status	**A**	**G**	**R**	**A**	**R**	**R**	**A**	**A**				

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

What is good
Less is better

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

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

Commentary: Internal audit actions are presented to members via the Overview and Audit Committee.

Action: Review all outstanding audit actions with owners and confirm completion timescales with PMO by End of Q2

PV.5.02 - Projects

In Progress / Off Track

	Q1	Q2	Q3	Q4
	-	-	-	-
2023/2024	**15**			
	-	-	-	-
Target	<3	<3	<3	<3
2023/2024	**0**			
Status	**B**			

B	0 off track
G	< 3 off track
A	< 5 off track 10%
R	> 4 off track

What is good
Less is better

Ref	PV.5.02
Owner	PMO
Comparison	Target
Source	PMO

The number of projects the service has in progress, and the number of those deemed to be 'at project status red' (off track - not recoverable).
This excludes projects in relation to property.

Commentary: We continue to track projects with monthly updates to the Business Transformation board.
Tracking projects centrally allows us to review any capacity issues due to competing priorities

Action: To ensure progress is made on all PMO audit actions and complete those due or overdue by End of Q2

PV.6.01 - Carbon Emissions—Tonnes of CO2

?

	2022/2023	2023/2024	2024/2025	2025/2026
Target	-	-	-	-
Tonnes	**978**			
Status	**?**			

B	
G	
A	
R	

What is good
Less is better

Ref	PV.6.01
Owner	Finance & Property
Comparison	Target
Source	

Scope 1 and 2 carbon emissions (comprising gas, electricity and diesel).
This will be an annual measure due to the seasonal nature of consumption, and even then a particularly mild or cold winter or high or low number of incidents could have a large impact on the figures.

PV.6.02 - Printing

Monthly

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	-	-	-	-	-	-	-	-	-	29.4k	45.3k	41.8k
2023/2024	**32.8k**	**42.8k**	**41.8k**									
Status	-	-	-	-	-	-	-	-	-			

Cumulative

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022/2023	-	-	-	-	-	-	-	-	-	-	-	-
2023/2024	**33k**	**75k**	**117k**									
Status	-	-	-	-	-	-	-	-	-			

B	< 10%
G	< 5%
A	> 0%
R	> 5%

What is good
Less is better

Ref	PV.6.02
Owner	Finance
Comparison	Previous year
Source	ICT & 3rd Party Printers

The number of printed sheets of paper (sides), per month, both internally and by 3rd party suppliers.
Historical information for this measure was not available. With this in mind, most of 2023/2024 will be used to collect benchmark information for 2024/2025.

100

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee – 13 September 2023

Report title: Unit 7 Exit Programme

Lead Member: Councillor Matthew Walsh

Report sponsor: Mark Hemming, Director Finance and Assets

Author and contact: Marie Crothers, Programme Manager, mcrothers@bucksfire.gov.uk

Action: Decision

Recommendations:

That the Committee approve to serve notice to allow the exit of Unit 7 on 30 September 2024, and undertake the necessary enabling works as detailed in the Appendices.

Executive summary:

This paper is being presented to seek approval to exit from the building to the rear of the Headquarters building on Stocklake, Aylesbury and to undertake the enabling works required to facilitate this exit. Commonly known as 'Unit 7', this building is located on Garside Way and is the only building currently leased by the Service. There is, therefore, an opportunity to make savings through the release of this building from the property portfolio.

As a result of recent discussions with the landlord of the building, it has now been agreed that providing at least 9 months' notice is given at the end of any calendar month, the Service can leave Unit 7 in any month after that.

The Service has received notification that the national Urban Search and Rescue (USAR) capability is under review and the grant funding currently received to pay for the function will cease in March 2025, therefore alternate arrangements for accommodating the USAR functionality will need to be considered.

This programme has been exploring the different options available to the Service to exit Unit 7 and find locations for all departments currently located within and generate savings whilst doing so.

Financial implications:

Indicative one-off costs of £369k have been identified to cover all elements of the Programme based on industry standards, expert input, and professional judgement.

A provisional sum of £500k for enabling works had already been included in the capital programme for 2023-24.

Costs identified are largely implementation at this stage and a minimal ongoing cost of £5k per year has been identified.

Dilapidation costs have been estimated at circa £232k (plus professional fees). This cost has not been included in the one-off costs noted above as they are already accounted for in the approved capital programme.

The current annual running costs for the Unit 7 building are circa £178k and these could be released from September 2024 (less the £5k ongoing costs noted above).

The payback period on the one-off costs is just over two years excluding dilapidation costs, or under three and a half years if dilapidation costs are included.

Risk management:

A risks and issues register is being developed and will be informed by the degradation work. Key risks for this programme will be resource and supplier availability, cost, timescale available to exit Unit 7, and the people impact.

The Programme will run in accordance with the agreed internal project management processes, with regular updates to the Business Transformation Board (BTB), Strategic Management Board (SMB), and the Executive Committee. It is proposed that the work necessary to successfully deliver the Programme would be complete by 30 September 2024.

Legal implications:

In March 2017, this lease for Unit 7 was re-negotiated to provide the Fire Authority with more flexible exit options following the opening of the blue light hub. For a relatively minor increase in the annual rent, the Authority was able to agree new break clauses at the end of December 2019, 2020, and 2021.

The original lease break clause at the end of 2022 also remained, with the full-term expiring 24 December 2027. A further deed of variation was subsequently signed adding break clauses at the end of 2023, 2024, 2025 and 2026 (with no increase in annual rent). Since then, further discussion has resulted in an agreement that providing at least 9 months' notice is given, the Service can leave Unit 7 in any month after that.

Privacy and security implications:

No privacy and security implications have been identified at this stage.

Duty to collaborate:

The programme will impact the BFRS estate and personnel only, therefore is not considered to be suitable for inclusion within the collaboration agenda. There has been dialogue with representatives of Buckinghamshire Council regarding the adoption of hybrid working following the Covid-19 pandemic with the sharing of examples of good practice, however, this could not extend to the possibility of exploring shared sites with them as they too have been streamlining their estate

requirements. The Service will continue to investigate utilising our own sites by sharing with other emergency services along the lines of the arrangements at Newport Pagnell and Princes Risborough.

Health and safety implications:

As some of the proposals involve changes to the current estate, there are health and safety considerations. Early discussions have taken place with the incoming Health and Safety Manager, and they have been identified as a key stakeholder within the Programme Team to ensure compliance with legislative and health and safety requirements.

Environmental implications:

Unit 7 is forecast to utilise approximately 112,000 KWh of electricity during 2023-24, which on a standard electricity contract would equate to 24 tonnes of CO2. Although the latter figure is currently reduced to zero by virtue of the Service's contract for 100% renewable electricity, the reduction in energy consumption will certainly have a positive environmental impact.

Equality, diversity, and inclusion implications:

The Programme supports the Equality, Diversity, and Inclusion Objectives under the heading:

Facilities and Welfare Provision - Focus on ensuring our current employees have the correct workplace arrangements they need to carry out their role effectively.

- *Continue to engage with employees to identify needs regarding uniform, facilities, and welfare provisions.*
- *Design and adapt our buildings, as we continue our capital development programme.*

A comprehensive stakeholder and communications plan will be developed as part of the Programme process to enable us to identify any specific needs that will need to be addressed. A full Equality Impact Assessment has been completed and can be seen at Appendix 3.

Consultation and communication:

All department heads within the Unit 7 and HQ buildings have been consulted with to ascertain their current ways of working, any current issues they may have and their future requirements for any potential change to their working environment. This has resulted in a great deal of information being collated in the form of a Statement of Business Requirements and used to inform the work of a space planning consultant to advise on maximising the use of the facilities available to us.

A Programme Mandate has been approved at earlier BTB and SMB meetings where comments were again captured and used to inform the Business Case.

Formal consultation will take place where necessary.

Staff engagement will take place throughout the Programme and updates will be provided as part of the regular reporting mechanisms identified earlier in this paper.

Background papers:

Buckinghamshire and Milton Keynes Fire Authority – Property Strategy 2018-2025

Appendix	Title	Protective Marking
1	Project Business Case - Unit 7 Programme	None
2	High Level Delivery Timeline	None
3	Equality Impact Assessment	None

Appendix 1

Service Document Standard Form:

Project Management Process

BUSINESS CASE

PROJECT: Unit 7 Programme

DATE: 30 August 2023

AUTHOR: Marie Crothers – Programme Manager

SPONSOR: Mark Hemming - Director of Finance & Assets

DOCUMENT CONTROL & APPROVAL RECORD

Version	Date:	Approval:	Notes
Version 1.0	*August 2021*		*First draft*
Version 1.1	*January 2023*		*Second draft*
Version 1.2	*January 2023*		*Third draft*
Version 1.3	*April 2023*		*Fourth draft*
Version 2	*24 August 2023*		*Fifth draft*
Version 3	*30 August 2023*		*Final*

1. Project Context

a. Background

Previously, a mandate was approved at the Business Transformation Board (BTB) to begin the 'Unit 7' Programme. This Programme was established to assess the options for the Service regarding the future use of Unit 7, 8 Garside Way, to the rear of the headquarters site in Stocklake, Aylesbury and to deal with any resulting issues that may arise. As part of the continued recovery from the Covid-19 pandemic, the Service has successfully adopted a hybrid office/home working approach for staff and the Unit 7 Programme takes the outcomes of this into account when considering the options available. The plan was to exit Unit 7 as soon as it is practicable to do so, this was likely to be after full occupation of the new Blue Light Hub in Milton Keynes which has now been completed.

The existing Headquarters building was commissioned in 2005 and apart from an air handling refresh programme in 2017, there has been little other investment since. Whilst delivering the efficiencies in releasing Unit 7, we will take the opportunity to accommodate all functions previously situated within Unit 7 in a way that remains cost effective and efficient and adheres to legal obligations such as HSE requirements, whilst still being able to accommodate all functions in some way. We will also take the opportunity to pull forward a significant piece of infrastructure work which was due to take place in forthcoming years. This is the replacement and refresh of the network cabling arrangements for this site, the cost of which has been factored into this programme.

In April 2023, the Service received notification from the Home Office that the outcomes of the proposed restructure of the national USAR function had been deferred until April 2025 and that the USAR grant would remain unchanged for the financial years of 2023-24 and 2024-25. Therefore, the impact on this project is that an alternative location for the USAR function within the Service must be found.

A revised project mandate was presented to and approved by the Business Transformation Board in December 2022.

The mandate stated:

'As the Service moved through the various stages of the Covid-19 pandemic where different ways of working were adopted including working from home and other alternative locations utilising new technology such as Microsoft 365 and Teams and adjusting managerial expectations, these have been adopted as long-term solutions.

The programme will explore options available to the Service to exit Unit 7 and find locations for all departments currently located within and generate savings whilst doing so.

This programme will impact the BFRS estate and personnel only, therefore is not considered to be suitable for inclusion within the collaboration agenda. There may be an impact on other groups depending on other sites utilised.'

Following approval at BTB, work was completed to define the Programme elements and delivery leads:

b. Business Need

The key drivers for this work relate to the corporate risk relating to finances and the requirement to make efficiencies as set out in the Efficiency and Productivity Plan. There is, therefore, an opportunity to make savings through releasing this building.

Unit 7 is currently leased to the Service and houses several different functions - office accommodation, Stores, USAR, a large meeting room and additional parking and storage. In March 2017, this lease was re-negotiated to provide the Fire Authority with

more flexible exit options following the opening of the blue light hub. For a relatively small increase in the annual rent, the Authority was able to agree new break clauses at the end of December 2019, 2020, and 2021. The original lease break clause at the end of 2022 also remained, with the full-term expiring 24 December 2027. A further deed of variation was subsequently signed adding break clauses at the end of 2023, 2024, 2025 and 2026 (with no increase in annual rent). Since then, further discussion has resulted in an agreement that providing at least 9 months' notice is given, the Service can leave Unit 7 in any month after that.

The Service has received notification that the national Urban Search and Rescue (USAR) capability is under review and the grant funding currently received to pay for the function will cease in March 2025, therefore alternate arrangements for accommodating the USAR functionality will need to be considered.

This programme will explore the different options available to the Service to exit Unit 7 and find locations for all departments currently located within and generate savings whilst doing so. It also provides the opportunity to explore the possibility of making better use of the 'owned' assets of the Service.

The programme will impact the BFRS estate and personnel only, therefore is not considered to be suitable for inclusion within the collaboration agenda. There may be an impact on other groups dependent on whether other sites are utilised.

2. Strategic Case

This Business Case aligns with the corporate objectives of the organisation in that it links to *Strategic Enabler 3: Assets and Equipment: to provide high-quality, cost-effective assets and equipment with sufficient flexibility to adapt to changing requirements - SE3.8: Review of estate requirements to accommodate improved flexible/hybrid working, potential rationalisation of estate and new strategic facilities as required.*

Whilst the potential financial savings are a key aspect in the delivery of this programme, the work will also look at the timescales of delivery and seek to identify the most appropriate times to progress each identified element.

3. Financial Case

The current lease costs for the Unit 7 site are shown below:

Rent:	
Rent	£80,000
Service Charges	£2,860
Insurance	£3,638
Utilities:	
Electricity	£29,500
Gas	£0
Water	£850
Other Charges:	
Rates	£58,061
PPM	£2,000
Insurance (FRIC)	£435
Reactive maintenance	£4,000
Annual Charge:	**£177,348**

Initial costs:

The table below indicates the range of costs against each element of the programme however, it should be noted that these are indicative at this stage and are based on professional judgement (rather than formal quotations or tenders). They require further work and are largely implementation as minimal ongoing costs have been identified at this stage.

ELEMENT	IMPLEMENTATION	ONGOING
LOGISTICS HUB	**74,300**	
USAR	**111,500**	
HQ WORKS AND FIT OUT	**72,000**	
ICT INFRASTRUCTURE	**50,000**	
MEETING ARRANGEMENTS	-	**5,000**
OPTIONS TOTALS	**307,800**	**5,000**
Contingency @10%	30,780	
Professional fees@10%	30,780	
NET TOTAL	**369,360**	**5,000**

The costs allocated to the Headquarters site will cover the work to refresh the data provision, minor alterations to relocate personnel and additional storage requirements to support flexible and hybrid working.

Full degradation reports for the Unit 7 building were commissioned in 2021. The dilapidation report was £232k plus a 10% allowance for professional fees. This cost has not been included in the table above as they are already accounted for in the Property Capital Workstreams.

Options Appraisal

a. List of Options

Several options for each element of the programme were identified before settling on the recommended options listed below, together with identified benefits and disbenefits:

UNIT 7		
	BENEFITS	**DISBENEFITS**
Option 1: Do not serve notice - continue as-is	• Work to exit Unit 7 is deferred until a later date • Projects already committed to can be delivered. People element of the programme can continue in full without the complications of exiting the building concurrently	• Proposed lease savings not met in the early stages of the programme • Rent amount may increase as we lose control with any new contract post-2027
Option 2: Notice served – and exit date agreed *Preferred option*	• Proposed lease savings achieved. • Alternative locations for some of the functions can be delivered in full and will not have to be revisited. • Will allow for final clarity around the USAR function to be achieved	• Costs to 'make good' the building required as it will be reverted to its original condition. • Resources to deliver the programme restricted due to other organisational portfolio pressures • One-off costs of modifications to other buildings required.

		• Loss of 20 parking spaces for staff and visitors
ALTERNATIVE LOCATIONS		
USAR		
	BENEFITS	**DISBENEFITS**
Recommendation: Relocate all 4 prime movers and modules and all associated equipment to alternate location – Aylesbury fire station.	• USAR functions remain available to the Thames Valley region and its neighbours. • Enhanced USAR skill sets remain within BFRS. • USAR equipment remains located close to USAR trained personnel	• Costs of modification to Aylesbury fire station • Modifications may become obsolete if USAR funding ceases after March 2025 and function is reduced or discontinued.
LOGISTICS HUB		
	BENEFITS	**DISBENEFITS**
Recommendation: Move to shared location of Workshops and ground floor of Headquarters building.	• Lease costs savings achieved. • Logistics function re-located to existing BFRS site. • Consultation period for Stores personnel not required as they remain on the HQ site • Deliveries can continue to be managed from the HQ site • Opportunity for a more effective and efficient way of working to be adopted by the new Logistics Hub	• Some building re-modelling and costs required to Ground Floor SHQ and Workshops site to accommodate Stores function (to convert the mezzanine area and access) • Potential H&S issues regarding the permanent location of stores equipment on the mezzanine floor will have to be overcome. • A traffic management plan will need to be established to manage

		the deliveries to the main building and workshops yard • Reduction in office space in Headquarters
PEOPLE		
	BENEFITS	**DISBENEFITS**
Recommendation: Use this opportunity to review all team/directorate locations within BHQ	• People element of the programme can continue in full. • Potential benefits of changes to ways of working within the HQ building are realised and provides the opportunity to look at how we can incorporate the diverse needs of our staff within the cost parameter available.	• Resources to deliver the programme restricted due to other organisational portfolio pressures. • May not be able to accommodate all teams comfortably into the SHQ footprint. •

b. Strategic & Operational Risks and Issues

A risks and issues register is being developed based on the decision made but will need to be informed by the degradation work. As identified within the constraints section, key risks will be resource and supplier availability, cost, and timescale available to exit Unit 7 and people impact.

As part of the continued recovery from the Covid-19 pandemic, the Service has successfully adopted a hybrid office/home working approach for staff. This should lead to a requirement for reduced desk space around the property estate as a whole. If this is not monitored, and desk space continues to grow despite hybrid working arrangements, the potential to make savings may not be realised.

c. Constraints

The key constraints identified at this stage are time and cost.

To be successful, the programme will also need input from a number of departments and will need to be aligned with other project requirements and departmental workplans so resource capacity will also need to be considered and other work programme may need to be paused.

d. Dependencies and opportunities for future development

The programme will have to work closely with several other workstreams in order to be successful:

- it will interface with the 'Review of estate requirements to accommodate improved flexible working and potential rationalisation of estate.' detailed within the Corporate Plan. As outlined earlier in this document, this work cannot be completed without taking this work into account.
- the work to deliver the Service roadmap to recover from the Covid-19 pandemic has resulted in a longer-term adoption of a 'hybrid' way of working with changes to the ways and locations from where the organisation works. This new way of working is being considered as part of this programme.

e. Timescales

The lease for Unit 7 is due to expire on 25 December 2027, with an annual break clause of December each year. A deed of variation was subsequently signed adding break clauses at the end of 2023, 2024, 2025 and 2026 (with no increase in annual rent). Since then, further discussion has resulted in an agreement that providing 9 months' rolling notice is given, we can leave in any month after that.

It should be noted that if the option to exit the lease is delayed for any reason, then the tasks can be shifted in the same timescales to the following year. The timescales have incorporated the governance meeting schedule for the year.

f. Cost Estimates

As can be seen in section 3 above, the expected costs are based on estimates and may vary once quotes or tender responses are received. The figures quoted have been sourced from recognised industry e.g., BCIS (British Chartered Institute of Surveyors) and RICS (Royal Institute of Chartered Surveyors).

…

UNIT 7 PROGRAMME - HIGH LEVEL TIMELINE

GOVERNANCE

Programme research and planning complete *August 2023* → Paper & Business Case presented to SMB *22/08/23* → Amendments made *22-24/08/23* → Comms message to Service *22-24/08/23* → Paper & Business Case presented to Exec Committee *13/09/23* → All other programme documentation completed → Procurement activities drafted *Sept-Dec 2023* → Procurement activities undertaken *Sept–Dec 2023*

JANUARY – MARCH 2024 | **APRIL 2024**

LOGISTICS HUB

Current stores location prepared for re-location → Works completed → Prep to re-locate equipment & personnel → **Logistics Hub Go-Live *May 2024***

JANUARY - JULY 2024

HQ BUILDING

HQ building cleared and personnel re-located → Works completed → Prep work to move personnel back in → **HQ building Go-Live *July 2024***

APRIL - JULY 2024

USAR

Current USAR location prepared for re-location → Works completed → Prep to re-locate equipment & vehicles → **USAR vehicles move to AYL fire station *August 2024***

OTHER EQUIPMENT IN UNIT 7 BAY AREA

Additional equipment identified → Alternate storage locations identified → Any alternative work processes developed → **Equipment relocated *August 2024***

UNIT 7 BUILDING

Notification given to Landlord of intended exit ***No later than Dec 2023*** → Dilapidation costs agreed → All Service equipment removed from building → **Unit 7 building returned to Landlord *September 2024***

This page is intentionally left blank

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

Appendix 3

1: Overview information	
Name of activity / change / policy / procedure/project:	Unit 7 Exit programme
Directorate/department:	Property
Name(s) of person(s) completing the assessment	Marie Crothers – Programme Manager
Date of commencement of assessment:	17 January 2023 – revised 30 August 2023

2: What is the aim and purpose of the activity / change / policy / procedure / project you are assessing?
A programme has been established to assess the options available to the Service regarding the future use of Unit 7, Garside Way, to the rear of the headquarters site in Stocklake, Aylesbury. The Authority had made a commitment to exit Unit 7 as soon as it is practicable to do so, this was likely to be after full occupation of the new Blue Light Hub in Milton Keynes which has now been completed. Withdrawal from the use of Unit 7 will result in lease cost savings to the Authority. The programme will also consider the long-term need for the number and size of work stations required across the Headquarters site in Aylesbury, to assist flexible ways of working and will explore the different options available to the Service to exit Unit 7 and find locations for all departments currently located within and generate savings whilst doing so. It is in line with the Corporate Plan in that it links to Assets and Equipment (SE3.8): *Review of estate requirements to accommodate improved flexible working and potential rationalisation of estate.*

3: Who will be affected by the activity / change / policy / procedure / project, and how? Consider members of the public, employees, partner organisations etc.
The Programme mandate, approved at BTB, stated: *'This programme will impact the BFRS estate and personnel only, therefore is not considered to be suitable for inclusion within the collaboration agenda. There may be an impact on other groups depending on other sites utilised.'* The exit of Unit 7 will affect all those staff members who are located within that building as their primary location, as alternate locations will need to be found for each function. The impact is likely to be Service wide as almost all personnel have some interaction with the Stores function and/or will use the meeting facilities within the building at some point. Key stakeholders identified at this stage are as follows: Anyone currently based in Unit 7: • Central Admin team • Central Protection team • Central Prevention team • Property team • Stores • USAR personnel who use the allocated vehicles and kit • All people who use the meeting room facilities in Unit 7 including Authority Members • Everyone who liaises with Stores and • All personnel currently located within the Headquarters site as space is created to absorb the Unit 7 functions. • Personnel stationed at Aylesbury fire station

All personnel involved with delivering the programme:

- Programme Manager
- Property Manager and department members

Nominated members from the following teams:

- Finance
- Human Resources
- Marketing and Communications
- Procurement
- ICT
- SMT / SMB
- ED&I Group members
- Representative Bodies

4: What information is already available that tells you what impact the activity / change / policy / procedure / project has/will have on people? *(please reference)* Consider quantitative and qualitative data, consultation, research, complaints etc. What does this information tell you?

All department heads within the Unit 7 and HQ buildings have been consulted with to ascertain their current ways of working, any current issues they may have and their future requirements for any potential change to their working environment. This has resulted in a great deal of information being collated in the form of a Statement of Business Requirements and used to inform the work to maximise the use of the facilities available to us. This information will provide statistical data for a later iteration of this document.

The Programme is also considering the information available from recent Culture Survey results. It will attempt to incorporate those findings into any proposal adopted for a new layout where possible but will but subject to the financial constraints of the programme.

A Programme Mandate has been approved at earlier BTB and SMB meetings where comments were again captured and used to inform the Business Case.

5: Does the activity/change / policy/procedure/project have the potential to impact differently on individuals in different groups? Complete the table below by ✓ the likely impact.

Assessment of impact on groups in **bold** is a legal requirement. Assessment of impacts on groups in *italics* is not a legal requirement, however it will help to ensure that your activity does not have unintended consequences.

Protected characteristic	Positive	Negative	Neutral	Rationale for decision *(use action plan in section 14 for negative impacts)*
Individuals of different ages			✓	The proposed change of location is unlikely to impact individuals of different ages.
Disabled individuals	✓			Unit 7 can be limited for some people who live with a disability. This programme will take this into account when considering any proposed location with regard to lifts / door openings / desk positions and space available / requirements for specialist equipment such as rising desks or specialist ICT equipment.
Individuals transitioning from one gender to another			✓	The proposed change of location is unlikely to impact any members of this group.

Individuals who are married or in civil partnerships			✓	The proposed change of location is unlikely to impact individuals who are married or in civil partnerships.
Pregnancy, maternity and new parents	✓			Unit 7 facilities can be limited for people who are pregnant and who are new parents. The proposed new location provides a facility for this as there is already a room set aside for private activity such as prayers, welfare etc.
Individuals of different race			✓	The proposed change of location is unlikely to impact individuals of a different race.
Individuals of different religions or beliefs	✓			Unit 7 facilities can be limited for people of different faiths and beliefs The proposed new location provides a facility for this as there is already a room set aside for private activity such as prayers, welfare etc.
Individual's gender identity			✓	The proposed change of location is unlikely to impact any individuals gender identity.
Individual's sexual orientation			✓	The proposed change of location is unlikely to impact any individuals sexual orientation.

Individuals living in different family circumstances			✓	The proposed exit from Unit 7 is unlikely to impact individuals living in different family circumstance as their current location in Aylesbury is unlikely to be changed. Current working arrangements such as flexible working, hybrid working and personal arrangements to manage care responsibilities will remain unchanged as the base location of the HQ site will be the same.
Individuals in different social circumstances			✓	The proposed exit from Unit 7 is unlikely to impact individuals living in different social circumstance as their current location in Aylesbury is unlikely to be changed. Current working arrangements such as flexible working, hybrid working and personal arrangements to manage care responsibilities will remain unchanged as the base location of the HQ site will be the same. This will also mean that no additional financial burdens will be placed on these employees as they will not be required to move to alternative locations (be it due to additional travel

				costs or increased childcare / carer costs).
Employee groups currently working within Unit 7 and in the HQ building	✓			Those staff groups who currently work within Unit 7 will become more integrated with the rest of the HQ site personnel rather than working in a separate building.
Other: Members of the wider community (non FRS) who use our Unit 7 meeting spaces		✓		This use will no longer be able to be accommodated and alternative locations will need to be found.

6: What further research or consultation is needed to check the impact/potential impact of the activity/change/policy/procedure/project on different groups? If needed, how will you gather additional information and from whom?
The 'Managing Change' of the Service process will be followed in close liaison with members of the HR team where necessary. Both formal and informal consultation will be undertaken to consider the views of affected personnel. Departmental specifications has been undertaken to capture specific requirements of departments. This will be referred to throughout the project to ensure specific needs are catered to. Staff engagement will take place throughout the Programme and updates will be provided as part of the regular reporting mechanisms identified earlier in this paper.
7: Following your research, considering all the information that you now have, is there any evidence that the activity/change/policy/procedure/project is impacting/will impact differently or disproportionately on some group of people?
This will be reviewed once the Business Case for the Programme has progressed through SMB the Executive Committee and a formal decision regarding preferred options has been made.

The outcomes will also be presented to the members of the Joint Consultation Forum for their comment.
8: What amendments will you make/have been made to the activity/change/policy/procedure/project resulting from the information you have? If a negative effect has been identified, how could it/has it been lessened, does the original plan need changing?
No negative effects have been identified at this stage but this assessment will be reviewed once the Programme direction is determined and the formal consultation processes have been completed where any positive or negative feedback will be considered.
9: After these amendments (if any) have been made, is/will there still be a negative impact on any groups? **Yes** – please explain below **No** – go to section 11
This document will be reviewed at stages throughout the lifecycle of the Project, however at this stage it can be identified that the wider community groups who currently use our meeting facilities in Unit 7 will remain negatively impacted by this project as these meeting facilities will not be replaced.
10: Can continuing or implementing the proposed activity/change/policy/procedure/project, without further amendment, by justified legally? If so, how?
N/A at this stage – will be considered at a later stage of the Programme
11: How can you ensure that any positive or neutral impact is maintained?
Regular reviews of the EIA will be entered into the Programme plan at regular key intervals to ensure its currency is maintained
12: How will you monitor and review the impact of the activity/change/policy/procedure/project once it has been implemented?
A formal review will take place as part of the Programme evaluation and closedown stages. Once the Programme has been closed down, it will be the responsibility of the relevant departments to monitor their EIA arrangements at their new locations.

Service Document Standard Form:

Equality Impact Assessment (EIA)

Linked documents: Equality Impact Assessment Guidance note

13: Sign off	
Name of department head / project lead	Marie Crothers – Programme Manager
Date of EIA sign off:	
Date(s) of review of assessment:	Ongoing as the project progresses, updates to be given with each governance update report

14. Action Plan - the table below should be completed to produce an action plan for the implementation of proposals to:

- Lower negative impacts
- Ensure the negative impacts are legal under anti-discriminatory law
- Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups i.e. increase
- the positive impact

Area of impact	Changes proposed	Timescales	Resource implications	Comments

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee, 13 September 2023

Report title: Budget Monitoring Report April 2023 - July 2023

Lead Member: Councillor Matthew Walsh

Report sponsor: Mark Hemming

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

Action: Noting

Recommendations:

That the provisional outturn forecast for the Authority as of 31 July 2023 be noted.

Executive summary:

The report in Appendix A sets out the Authority's revenue and capital spending position as at 31 July 2023, together with the projected outturn position for the financial year.

The budget of £36.450m compared to the forecast outturn of £35.749m gives a forecast yearend underspend of £0.701m. Furthermore, the level of funding is showing a favourable variance of £0.024m which has resulted in an overall net underspend of £0.725m against our expenditure budget.

The underspend is predominantly due to a favourable variance being reported under employee costs due to the vacant positions. Furthermore, due to the significant increase in the Bank of England base rate since the budget was approved, the investment returns have been revised upwards and currently projecting at least £0.350m additional interest returns than originally budgeted.

As requested at the meeting of the Executive Committee on 12 July 2023, Appendix B contains details of all property works currently planned across our estate during 2023-24.

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 2022/23 to 2026/27, Fire Authority Meeting 15 February 2023. https://bucksfire.gov.uk/documents/2023/02/fire-authority-meeting-15-february-2023-item-9b-medium-term-financial-plan-2023-24-2027-28.pdf/ and https://bucksfire.gov.uk/documents/2023/02/fire-authority-meeting-item-9b-revised-appendices-1-and-2.pdf/

Appendix	Title	Protective Marking
A	Appendix A – Budget Monitoring Report April 2023 – July 2023 – Q1	None
B	Appendix B – Property Works 2023-24	None

1. Revenue Forecasts by Service Area

Table 1 shows the budget and forecast outturn for each Directorate as at the end of 2023/24 financial year. The budget of £36.450m compared to the forecast outturn of £35.749m gives a forecast yearend underspend of £0.701m. Furthermore, the level of funding is showing a favourable variance of £0.024m which has resulted in an overall net underspend of £0.725m against our expenditure budget.

Table 1

Directorate	Total Budget £	Actual Year to Date £	Forecast Outturn £	Projected Year End Variance £
Corporate Core	1,092,190	423,080	726,450	-365,740
Finance & Assets	6,766,780	3,501,121	6,723,707	-43,073
Human Resources	535,650	179,647	528,025	-7,625
Delivery, Corp. Dev. Planning	24,771,840	7,171,379	24,487,573	-284,267
Statutory Acc. & Contingency	3,283,540	58,660	3,283,540	0
Total Expenditure	**36,450,000**	**11,333,887**	**35,749,295**	**-700,705**
Total Funding	**-36,450,000**	**-15,086,115**	**-36,474,386**	**-24,386**
Net Position	**0**	**-3,752,228**	**-725,091**	**-725,091**

Protection Grant Table 2

Table 2 shows the ringfenced grants received by the Service. In previous years these had been included within Table 1, but for 2023-24 onwards are being shown in a separate table to provide additional clarity of reporting.

Protection Grant	Funding £	Actual Year to Date £	Forecast Outturn £	Residual Grant Remaining £
Protection Uplift	-430,216	24,744	185,287	-244,929
Grenfell Uplift	-23,023	0	23,023	0
Total	**-453,239**	**24,744**	**208,310**	**-244,929**
Net Position	**-453,239**	**-428,495**	**-244,929**	**-244,929**

Variance by Directorate

Corporate Core £0.366 under – The underspend mainly relates to higher-than-expected investment income as a direct result of the Bank of England base rate increasing significantly over the past year. It is expected, if the base rate continues to rise, this will result in additional returns that will be reflected in future forecasts.

Finance & Assets £0.043 under – The underspend mainly relates to employees not being on top of their pay scales. The utilities have been fixed for 12 months and will cover the period April 2023 to March 2024 which provides a level of certainty in terms of costs in this volatile market.

Delivery, Corporate Development & Planning £0.284m under – The overall underspend for the directorate is primarily due to operational establishment being less than budgeted as seen in table 3. Thirteen recruits in Cohort 7 who started their apprenticeship in October 2022 completed their training and were welcomed into the service at the end of May 2023. Cohort 8 including five recruits started their training in January 2023 and Cohort 9 including sixteen recruits started their training in March 2023. In addition to this, there are several recruitment and engagement initiatives being carried out throughout the year to engage with underrepresented groups and promote the Fire Service. As the service has identified underspends in year, we have taken a proactive approach in re-aligning some of the underspend by giving budget holders the opportunity to submit in-year one-off growth bids to utilise the underspend. Included within this forecast is the expenditure relating to the one-off bids which were approved in May (see Table 3 for details). Based on the current underspends and additional interest being received from investment activities, another opportunity will be given to budget holders to submit one-off bids in August.

Funding - The level of funding exceeded the budget by £0.024m. We are seeing additional funding of £0.009m relating to services grant and £0.115m relating to precept and NNDR as these figures were revised and increased by Buckinghamshire Council after the Fire Authority had set the annual budget. This will be offset by a reduction in our S31 grants which have been reconciled as part of their latest National Non-Domestic Rates collections and has resulted in a net deficit of £0.100m.

Protection Grant

The Protection grant is being reported separately as this is ring-fenced grant for specific purposes which is only approved and allocated in year. Therefore, it makes it difficult to include in the base budget as this grant information is not available until closer to when the funding allocations will be distributed. The grant is predominantly for the Fire Service to increase their protection capability and delivery, aligning with locally agreed integrated risk management plans and risk-based inspection programmes. The funding is made of carried forward funding and we anticipate additional funding to be received in September 2023 and March 2024.

2. Direct Employee Variances

Table 3 shows the breakdown of all the favourable (-) and adverse (+) variances for each sub-heading within the direct employees subjective as at the 31 July 2023:

Subjective	Salary (Including Training costs)	Allowances	NI	Pension	Total
	£	£	£	£	£
Wholetime	-226,856	15,575	115,931	-270,645	-365,995
On-Call	154,287	-286,725	29,671	-68,853	-171,620
Support	-116,356	0	-11,677	-57,344	-185,377
Technicians	16,136	0	3,199	3,897	23,232
Sessional	-620	7,090	405	-274	6,601
Agency	36,353	0	0	0	36,353
Grand Total	**-137,056**	**-264,060**	**137,529**	**-393,219**	**-656,806**

Wholetime – Due to leavers and retirees, it is expected that we will be working below establishment levels with the workforce reaching full establishment by September 2023 as illustrated in section 4.

On Call – Underspends predominantly seen within allowances which is based on activity/training in year.

Support Staff – This relates to vacant in year support roles which will be recruited to throughout the year.

Agency Staff – Agency staff have been used to partly cover interim vacancies within support staff roles and this partially offsets the underspend on support staff.

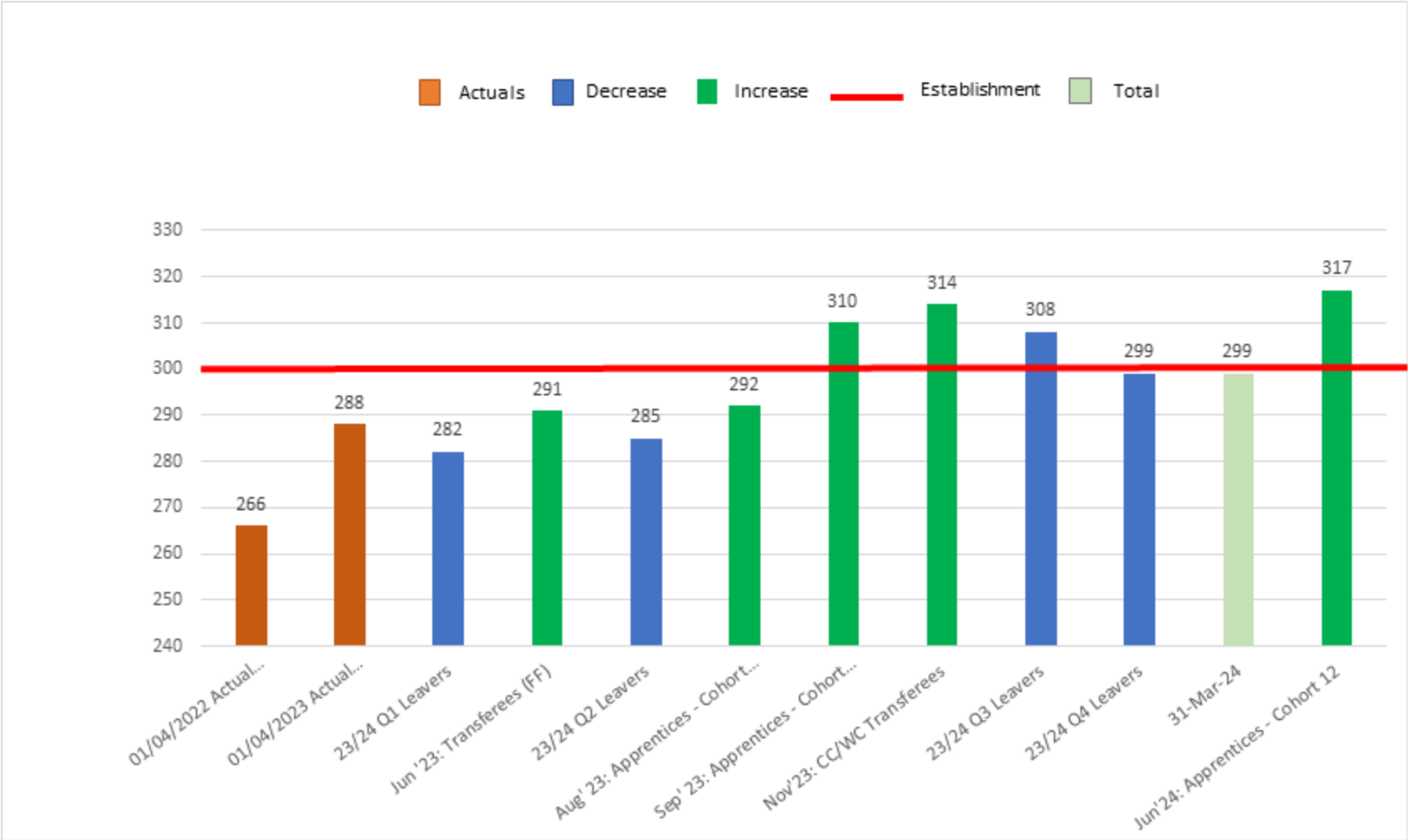
3. In Year Growth Bids

Table 4 shows the total bids approved in May 2023 which total £0.225m and are for one-off projects only. As noted earlier in the report these are included within the forecast expenditure in Table 1 under Delivery, Corporate Development & Planning.

Project	Total Bid £	Q1 Update
Installation of a brake roll tester	36,500	Order has been placed with anticipated delivery and installation due by the end of Q2.
Airwave Device Refresh	12,100	Devices to be procured in the year.
Airwave Contract	70,000	This budget relates to the significant increase in contract cost which will be paid through the year.
Resource to support the delivery of BFRS' Staff Development Pathway project	53,500	Individual commenced role in July.
White Ribbon Accreditation	2,000	Application in progress to achieve White Ribbon accreditation.
Marketing and Communications equipment	5,100	50% of the spend has been spent or committed on Marketing equipment, predominantly camera equipment.
Prevention Events equipment	5,750	Orders to be placed.
NILO Ballistic PPE	8,000	Orders to be placed.
Operational Support Unit Refresh	32,000	Orders to be placed.
Total	**224,950**	

4. Wholetime Establishment Roadmap

The following graph illustrates the wholetime operational establishment as at 1 April 2022 through to 30 April 2024 taking into consideration projected retirees, leavers, transfers and recruitment of apprentices.



5. Funding

Table 5 details the budget and forecast outturn for each category of funding.

Funding	Total Budget £	Actual Year to Date £	Projected Forecast	Projected Year End Variance £
Government Funding	-3,861,790	-2,574,485	-3,861,790	0
Specific Grants	-1,188,000	-802,408	-1,197,000	-9,000
NNDR	-7,174,055	-2,741,348	-7,111,251	62,804
Top-up Grant	-1,510,155	-543,653	-1,510,155	0
Precept	-25,194,000	-8,424,221	-25,272,190	-78,190
Transfer to Reserves	2,478,000	0	2,478,000	0
Grand Total	**-36,450,000**	**-15,086,115**	**-36,474,386**	**-24,386**

The level of funding forecast is exceeding the budget by £0.024m. We are seeing additional funding of £0.009m relating to services grant. We are also forecasting an additional £0.115m relating to precept and business rates as these figures were revised and increased by Buckinghamshire Council after the Fire Authority had set the annual budget. Furthermore, following reconciliations of business rates grants by central government, they have revised the funding allocation and identified a deficit of £0.100m which will be deducted from our NNDR funding.

6. Capital Monitoring

Capital Forecast

The capital programme for 2023/24 is £3.337m, including £1.100m from 2022/23 carry forward capital projects.

Project Name	Original Budget 2023/24 £	Carry Forwards 2022/23 £	Revised Budget 2023/24 £	Actuals Year to Date £	Slippage £	Provisional Outturn £	Projected Year End Variance £
Property	1,139,000	249,000	1,388,000	192,212	128,240	1,259,760	0
Total Property Portfolio	**1,139,000**	**249,000**	**1,388,000**	**192,212**	**128,240**	**1,259,760**	**0**
Hydraulic Equipment	65,000	18,915	83,915	0	0	83,915	0
Operational Equipment	90,000	0	90,000	26,080	0	90,000	0
Operational Red Fleet Vehicles	750,000	560,148	1,310,148	269,436	0	1,383,151	73,003
Operational White Fleet Vehicles	37,000	0	37,000	0	0	37,000	0
BA and Associated Equipment	0	65,460	65,460	2,249	0	65,460	0
Fireground Radios	0	115,000	115,000	0	0	115,000	0
Total Fire Appliances & Equipment	**942,000**	**759,523**	**1,701,523**	**297,765**	**0**	**1,774,526**	**73,003**
ICT	156,000	91,656	247,656	24,895	0	247,656	0
Total Support	**156,000**	**91,656**	**247,656**	**24,895**	**0**	**247,656**	**0**
Grand Total	**2,237,000**	**1,100,179**	**3,337,179**	**514,873**	**128,240**	**3,281,942**	**73,003**

Capital Funding

The capital programme will be funded as follows:

Funding	Balance at 1 April 2023 £000	Estimated Transfers (in) £000	Estimates Transfers Out £000	Estimate Balance at 31 March 2024 £000
Revenue Contribution to Capital	-3,359	-1,870	3,282	-1,947
Other Capital Contributions	0	-3,891	0	-3,891
Total Capital Funding	**-3,359**	**-5,761**	**3,282**	**-5,838**

Property Portfolio

Property has a capital budget of £1.388m for 2023/24, which includes carry forward budget from 2022/23 of £0.249m. The capital funds will be utilised to carry out planned capital projects as agreed at Business Transformation Board. This includes capital works across several sites following a conditions survey carried out during 2022/23. Furthermore, a business case will be presented in September setting out the plan to exit Unit 7 and relocation of the services provided from this site. The carry forward budget of £0.249m relates to planned capital investments that will now be completed during 2023/24. This includes investment in upgrade to reception main entrance door and capital works at Aylesbury, Broughton, Buckingham, Gerrards Cross, Haddenham, Marlow, Olney and West Ashland, which started in 2022/23 and will be complete in 2023/24. Works on drill towers will be delayed due to the focus being the departure and relocation of the Unit 7 site and capital works on other stations. This has resulted in a slippage identified of £0.128m. A further breakdown of property works has been provided in Appendix B, as requested by Members at the meeting of the Executive Committee on 12 July 2023.

Fire Appliances & Equipment

Fire Appliances & Equipment has a capital budget of £1.702m for 2023/24, which includes carry forward budget from 2022/23 of £0.760m. The capital funds will be utilised to purchase red fleet appliances and to purchase operational equipment for these appliances in line with the fleet strategy. This will also include the purchase of a white fleet vehicle. The carry forward budget of £0.760m relates to delays in the delivery of the two fire appliances and equipment which were due to be delivered in 2022/23, additional equipment for BA and purchase of fire ground radios. There has been an identified price increase in the fire appliances build costs from the manufacturer, and an increase to the cost of equipment resulting in a projected overspend of £73k.

Support

ICT has a capital budget of £0.248m for 2023/24, which includes carry forward budget from 2022/23 of £0.92m. This budget will be utilised for the purchase of ICT hardware equipment, as per the ICT replacement strategy along with replacement of On-Call MDTs, purchase of servers and replacement of station end turnout system. The carry forward budget of £0.91m relates to an agreed change to the ICT capital spend plan, which includes the carried forward capital works of station end turnout system upgrade from 2022/23 into 2023/24.

7. Reserves

The table below shows the provisional movement in reserves during 2023/24.

Reserves	Balance at Start of year £000	Projected Movement £000	Balance at End of Year £000
General Fund	-1,625	0	-1,625
Earmarked Reserves (Revenue)*	-1,937	-2,530	-4,467
Earmarked Reserves (Capital)	-3,359	-2,479	-5,838
Total Reserves	**-6,921**	**-5,009**	**-11,930**

***** This figure includes £0.669m, which represents this Authority's share of the joint control room renewals fund (which is held by Oxfordshire).

This page is intentionally left blank

Appendix B

Progress:

- Completed
- On track
- Delayed
- Not started / on hold

Property Capital Progress Report 2023/24

Ref	Station / Department	Capital works to be completed	Complete	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	Jul	Aug	Update
P.0.1	**Carried forward Capital works from 2022/23**																				
0.1.2	Buckingham	Various works on breathing apparatus room. Including installing new front & rear doors, plus Windows	**Yes**																		Complete
0.1.6	Aylesbury	Refurb old drill tower, with option to be installed at another station																			Exploring installation at Princess Risborough with Supplier
1.2.2a	High Wycombe	Various works including: Redecoration, fitting and replacement of flooring in multiple areas and blinds	**Yes**																		Complete
E1.10	Aylesbury	Installation of motorised front door at Brigade HQ	**Yes**																		Complete
E1.16	West Ashland	Installation of external stair case (from first to second floor)	**Yes**																		Complete
PF.03	Broughton	Various works from 2022-23 Condition Survey. Including: Install new road surface adequate for HGVs in car park, repair brick boundary wall, replace dehumidifier/heater in line with replacement schedule.																			Not started - To be completed later in 2023/24
PF.04	Buckingham	Various works from 2022-23 Condition Survey. Replace Ideal concord gas fired boiler in line with replacement schedule.																			Going out to market for quotations looking at various options (Ground source, Air source heating etc) which will provide value for money with a view to award a contract in Q3.
PF.05	Gerrards Cross	Various works from 2022-23 Condition Survey. Including: Road resurfacing, replace flat roofing in line with life cycle and upgrade rainwater pipes	**Yes**																		Complete
PF.07	Marlow	Steel column and exposed roof frame: Requires redecoration.																			On Hold - non essential works
PF.08	Olney	Various works from 2022-23 Condition Survey. Including Brickwork repairs / replacement	**Yes**																		Complete
P 1.1	**Implement Priority Capital Repair- Works Drill Towers**																				
1.1.1	High Wycombe	Drill tower works																			- 2022/23 - Went out for tender for all drill towers but received zero responses. - 2022/23 - Agreed with operational managers to repair prioritised drill towers based on operational need. - 2023/24 - Remainder of drill towers on hold pending further work linked to relocation of Aylesbury's old drill tower
1.1.2	Gerrards Cross	Drill tower works																			
1.1.3	Beaconsfield	Drill tower works																			
1.1.4	Broughton	Drill tower works	Yes																		
1.1.5	Buckingham	Drill tower works	Yes																		
1.1.6	Newport Pagnell	Drill tower works	Yes																		
1.1.7	Princess Risborough	Drill tower works																			
1.1.8	Haddenham	Drill tower works																			
1.1.10	Stokenchurch	Drill tower works																			
1.1.14a	Brill	Drill tower works																			
1.1.14b	Great Missenden	Drill tower works																			
1.1.14c	Amersham	Drill tower works																			
1.1.14d	Olney	Drill tower works																			
1.1.14e	Winslow	Drill tower works																			
U7	**Unit 7 Departure (Dilapidations) and Facilities Relocation**																				
U7.1.01	Unit 7	Unit 7 Departure Costs (Dilapidations)																			Work in progress
U7.2.01	Unit 7	Unit 7 Facilities Relocation Costs																			Work in progress
W	**Implementation of MTFP capital works**																				
W.1.0	Aylesbury	Various works from 2022-23 Condition Survey. Including: Internal upgrades to flooring, ceiling, walls and windows																			
W.2.0	Beaconsfield	Various works from 2022-23 Condition Survey. Including: resurfacing of drill yard and car park, and internal ground works																			
W.3.0	Buckingham	Various works from 2022-23 Condition Survey. Including: resurfacing of front yard and internal ground works & door replacements																			All yard work completed, other works still in progress
W.4.0	Marlow	Various works from 2022-23 Condition Survey. Including: Roof upgrades and internal flooring replacement																			
OW	**Other Workstreams**																				
OW.1.0	Winslow	Window replacement	Yes																		Completed
OW.2.0	Gerrards Cross	Kitchen replacement	Yes																		Completed
OW.3.0	Workshops	Replacement of Bay Lighting	Yes																		Completed
OW.4.0	Aylesbury	Fuel Tank repairs and upgrades	Yes																		Completed

This page is intentionally left blank

Buckinghamshire & Milton Keynes Fire Authority

Meeting and date: Executive Committee – 13 September 2023

Report title: Workforce Resourcing and Development Update

Lead Member: Councillor Gary Hall, Lead Member - People, Equality and Diversity and Assurance

Report sponsor: Mick Osborne – Deputy Chief Fire Officer

Author and contact: Anna Collett – Organisational Development Manager

Action: Noting

Recommendations: That the progress detailed in the Workforce Resourcing and Development Update be noted.

Executive summary:

A key aim of Buckinghamshire & Milton Keynes Fire Authority's (BMKFA) workforce resourcing and development strategy is to ensure that plans are in place to deliver sustainable, fit for purpose, effective leadership and development and that workforce capacity and capabilities are available to deliver the Public Safety Plan, Authority's vision and corporate priorities. These plans also consider the required ongoing and increasing flexibility to accommodate fast paced external workforce change drivers, outcomes from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports on Culture, BMKFA's Inspection and what the Authority's own staff are saying they need to perform their roles effectively and efficiently.

These aims are achieved through regular systematic and rigorous strategic workforce and succession planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges. Outcomes from these processes are subsequently translated into timely interventions and development programmes to ensure the Authority continues to meet workforce capacity requirements and build resilience. In addition, it provides opportunity to refresh the workforce through the identification of people; internal and where required external to fill identified key positions.

This report provides an update on the Authority's progress in relation to workforce resourcing and development, ensuring the right people in the right roles, with the right skills, knowledge and behaviours. It offers reassurance to the Executive Committee that the necessary safeguards and contingency plans are in place to future proof the Authority, mitigate risk and optimise opportunities during a period

of significant change and increasing demands; all to continually provide the best service possible to our communities.

- Appendix A details the range of new ways of working being implemented to enhance operational resilience and improve staff training, learning and development.

Financial implications:

Any cost implications will be managed within existing Directorate budgets and the planned spend on Training is agreed by SMB and The Training Strategy Group.

Any additional spend will be considered as part of the Authority's Medium Term Financial Planning (MTFP) process.

Every opportunity is being explored with regards to utilising part of any identified underspend to invest in staff development.

Risk management:

Staff Availability is an identified corporate risk which is reviewed regularly by SMT and the Overview and Audit Committee. The interventions and new ways of working detailed in Appendix A contribute to mitigating this risk.

Legal implications:

Legal inputs are sought and provided as and when required in respect of all the strands contained within Appendix A.

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:

The Authority's approach to workforce development supports and endorses the delivery of the Equality and Diversity Objectives 2020-2025.

The interventions detailed within this report supports the delivery of the People Strategy and four of the pillars contained within it; Equality, Diversity & Inclusion, Organisational Development & Resourcing, Training, Learning & Development and Employee Engagement.

An Equalities Impact Assessment is reviewed/completed when there is any change to process or procedures.

The Authority's Apprenticeship Programme has had a positive impact on, reducing the average age of our workforce, the investment in the local community via the postcode criteria in place during recruitment and increasing the diversity of employees.

Consultation and communication:

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 – July 2023 – Senior Management Team Succession Plan

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	Workforce Resourcing and Development Update	OFFICIAL

Workforce Resourcing & Development Update

The Authority continues to implement a range of new ways of working, to enhance operational resilience and improve staff training, learning and development.

These measures aim to; increase appliance availability, help navigate workforce planning challenges and futureproof the Service whilst minimising the potential impact on the workforce.

All of these developments promote staff retention, increase levels of engagement, and improves communication. Resulting in a confident workforce that feels valued and invested in.

It ensures the Authority has the right people, with the right skills, knowledge, and experience, in the right roles, to deliver its service to the Community.

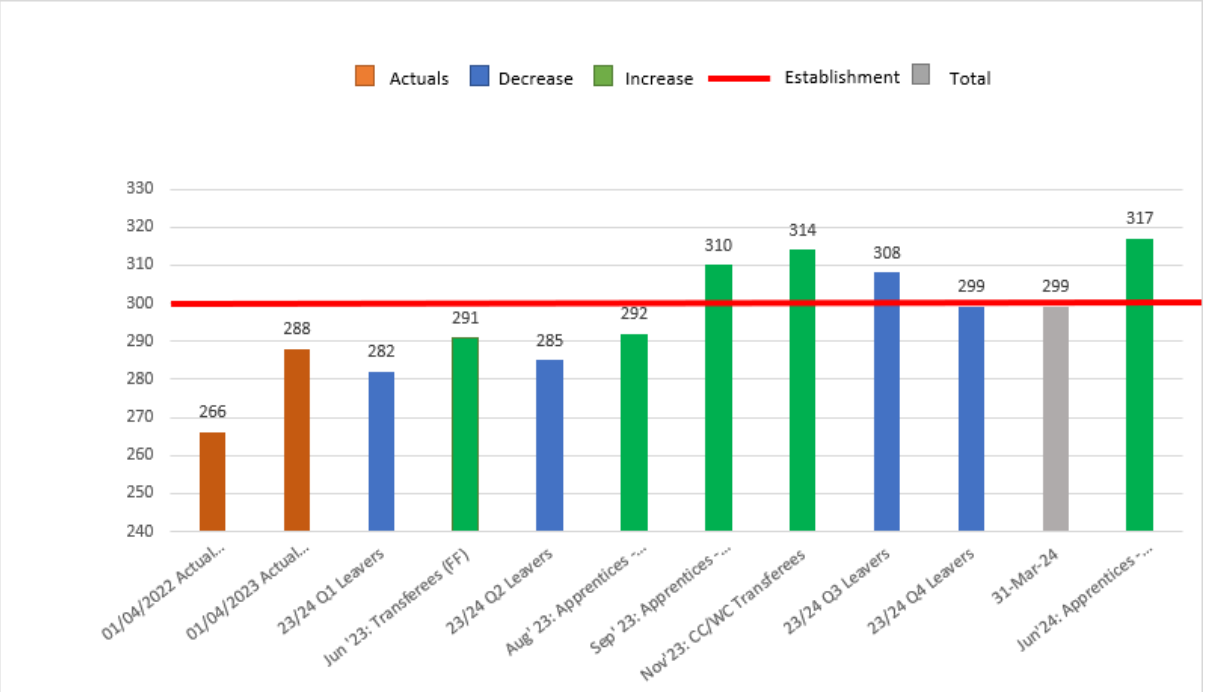
These are the Authority's strategic workforce and succession planning processes, which incorporate current Public Safety Plan requirements and horizon scanning of likely future external and internal challenges.

Workforce Planning:

The workforce planning group meets regularly to review current recruitment activity and forecast the impact current recruitment campaigns may have against the budgeted establishment and determine the future priorities.

Outcomes from this are translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements and build resilience. Details of these interventions are included within the recruitment and development centre/selection process sections of this report. These areas provide an opportunity to refresh the workforce through the identification of people; internally and where required externally to fill identified key positions.

Figure 1: Current forecasting for operational recruitment against the budgeted establishment.



The next steps are to develop more complex scenarios which will produce a similar forward-looking graph however breaking this down by each rank within the operational establishment and layering on top expected retirements and assess the impacts of internal promotional processes based on trends from previous success rates. The evidence-based modelling will enable the Authority to plan future recruitment intakes with an informed and pro-active approach.

Operational Establishment:

The Authority is trialling new ways of working relating to its operational establishment for this financial year – 2023/24. It is reviewing the balance of roles to determine where changes can be made which will improve immediate operational capability and provide additional career pathway opportunities.

These aim to increase supervisory management capacity across the Service to assist operational resourcing, station management duties and developing new staff.

Recruitment:

The Authority has been pro-active in its approach to recruitment and working hard to deliver the increase in establishment to 300 operational roles.

It has been a blended approach to the campaigns consisting of; firefighter apprentices, external and internal firefighter transferees and external and internal supervisory manager transferees.

Social media has been integral in these campaigns reaching a wider audience and the investment in the Marketing and Communications team and the tools they have available to develop content have proven invaluable.

The Authority strives to attract a diverse pool of candidates when recruiting to vacancies, with increased attendance at many opens days and careers events at varied locations across the County and are always looking to adapt ways of recruiting which include working with the local Mosques and hopefully the Sikh Temples in the near future.

Paid social media advertising has been trialled across Facebook, LinkedIn and Instagram to bolster recruitment marketing. Resulting in the recruitment adverts reaching over 400,000 people and generating over 8,000 advert link clicks. (*data all recruitment campaigns from 1 April 2023 - 11 Aug 2023). This would not have been achieved without the introduction of a Digital Marketing Apprentice injecting much needed additional resource to the Marketing and Communications team.

Apprenticeships:

Following the update presented to members at the Fire Authority in February 2023, the success of the Authority's apprenticeship programme continues to grow.

The apprenticeship programmes offered by the Authority demonstrate the level of investment in new and existing staff across the service which enables succession planning, resilience, and future proofing.

The Authority is now demonstrating further efficiencies through the use of apprenticeships. Due to being effective in fully utilising the levy, the Authority is now benefiting from co-funding arrangements with the department of education, where they fund 95% of the apprenticeship cost and the authority funds the other 5%.

This has developed further as the Organisational Development department have identified further funding opportunities. The Authority has secured a transfer of levy arrangement with Santander – one of Milton Keynes largest employers - to fund the enrolment of two members of staff on to the Cranfield Level 7 apprenticeship and Santander will transfer the full levy cost to fund this. Discussions are being had with Santander to see if the potential is there to expand this arrangement with other apprenticeship enrolments, particularly focusing on Firefighter apprentices and a potential sponsorship scheme. It is hoped this will lead to future partnerships with other levy gifters.

Assessment, Development and Selection Processes:

The Authority's workforce development programme, continues to ensure replenished development pools at each level, resulting in staff with the required skills to fulfil the roles when needed.

An in-year review was undertaken on the Authority's Operational Promotional Procedure to recognise feedback from staff in relation to processes contained within it. In response to this, temporary amendments to the Institution of Fire Engineers (IFE) requirements were implemented to enable a wider pool of applicants through the promotional process, this had a positive impact, and resulted in an increase in the number of applications.

Promotional processes have been held at all levels in the last 12 months, including for the first time at Strategic Manager level. This development centre formed part of the Authority's succession plans by identifying future strategic managers and then

providing a personal development plan preparing them for the roles when they become available.

The promotional processes were opened up to include external applicants and it was positive to see an increase in the number of external applications received, one of which resulted in the appointment of the new Area Commander.

The Authority is fully committed to Equality and Diversity, standing for inclusion, diversity and respect, recognising equality and fairness is fundamental to everything, making it crucial to tailor any development processes to cater for a vastly neurodiverse workforce. Thus, embracing the Authority's objective to embed Equality and Diversity into everything it does internally and externally, encouraging development throughout a variety of levels.

Upon review of the core components of the development and selection process, changes have been made to interview stage. Prior to the interview, candidates will be given preparation time with the interview questions, this is not a trick it enables candidates to consider their responses and set them up for success. Candidates are encouraged to use this time wisely to think of relevant examples they can use to demonstrate their ability and knowledge. They are able to make notes, which they can bring into the interview.

It is important to consider if candidates would like to request arrangements that will assist them in making applications for and attending processes, therefore always ensuring that if there are any adaptations or adjustments that can be made to assist them during the process, then it is a priority to do so. Any requests for reasonable adjustments received are treated with the utmost confidence.

<u>360 Feedback:</u>

The Authority has launched its new 360 Feedback process. This is currently being trialled within the senior management team and will later be rolled out to middle/dept managers.

360 feedback is an important development tool for leaders. It can highlight areas of strength which may not be recognised as well as areas for development.

The 360 Feedback has been created with bespoke competencies mapped to the NFCC Leadership Framework which sets out and defines the leadership behaviours needed at every level in the Fire and Rescue Service. The Framework focusses on

four key areas: Personal Impact, Outstanding Leadership, Organisational Effectiveness and Service Delivery.

Following feedback and evaluation of the trial, the 360 Feedback tool will be built into staff development processes.

National Fire Chiefs Council (NFCC) Supervisory Leadership Development Programme:

Following the launch of the NFCC's Supervisory Leadership Development Plan staff are being offered the opportunity to enrol on the programme as a trial. This is open to ALL staff (operational and support) who are aspiring or existing supervisory leaders.

The supervisory leadership development programme (SLDP), is a self-directed development programme, designed exclusively and collaboratively between the NFCC and CMI (Chartered Management Institute). It offers supervisory leaders across the fire and rescue service, a wealth of support for their day-to-day leadership and management activities along with access to learning materials to support any identified development areas.

The programme has been designed exclusively to develop knowledge, skills, and behaviours for every existing, new, and aspiring supervisory leader across all areas of the UK fire and rescue service, regardless of role, contract type or location.

The whole programme has been developed around the NFCC Leadership Framework, which clearly defines the leadership behaviours required at each level of leadership within the UK fire and rescue service.

Feedback will be sought from those undertaking the programme, to identify where this may sit in the future, as part of the BFRS Staff Development Pathway project.

NFCC are currently in the process of developing the Middle Leadership (MLP) Programme which is due to launch in 2024. Expressions of interest have already been received for this and it will also be rolled out to staff.

Training Needs Analysis:

The Training Needs Analysis (TNA) process assesses the need for staff training at least annually. This TNA is translated into prioritised learning programmes, submitted by department managers, approved by the Training Strategy Group and scrutinised to ensure alignment with business priorities, business continuity succession plans and approved budgets.

In April 2023, the Training Strategy Group met to review the proposal for allocating funding against the 2023/24 TNA and were able to approve £227,800.00 of investment into staff training.

Figure 2.

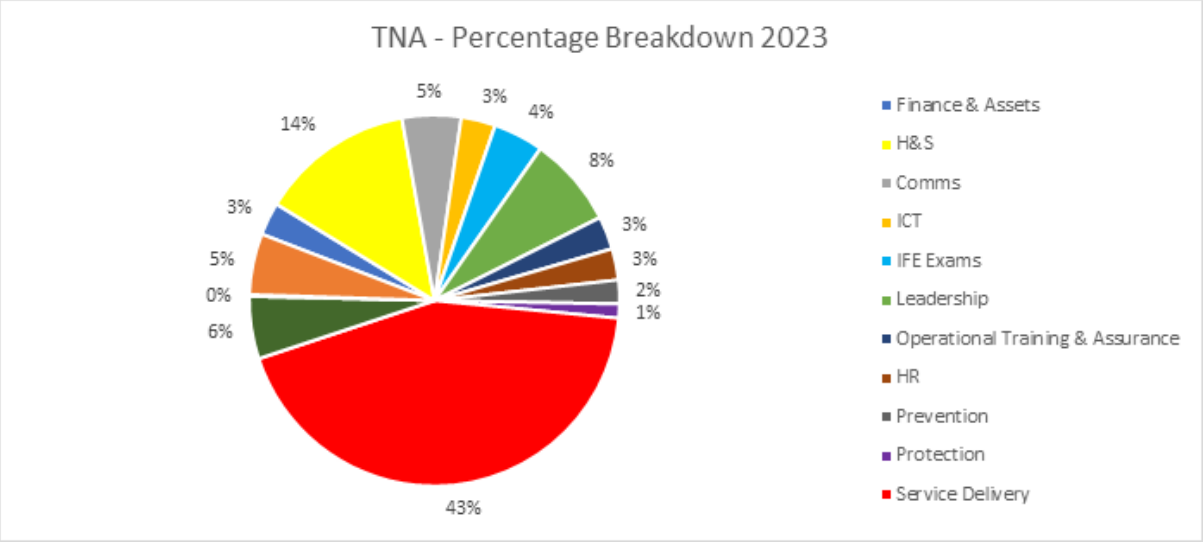


Figure 2 demonstrates the investment in training across the Service, with a priority being Service Delivery (operational training) to enhance operational resourcing and resilience.

Figure 3.

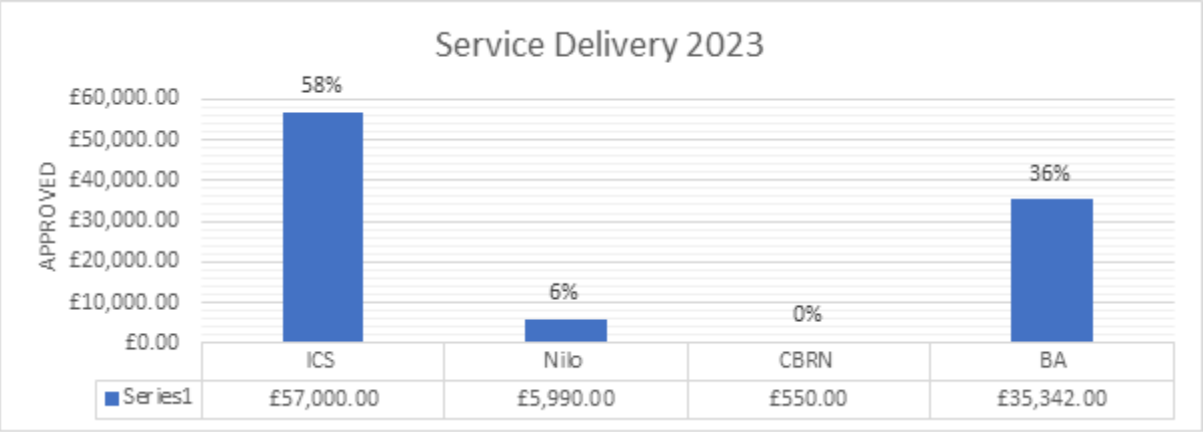


Figure 3 breaks down the investment into Service Delivery further, with priority training areas being Incident Command (ICS) and Breathing Apparatus (BA).

In addition to the above, work is ongoing seeking collaborative opportunities with neighbouring Services to train staff on incident command as well as scoping options to bring this training in house.

A review has been undertaken of the process to identify and prioritise staff to attend driver training. The revised process is working well and those on the waiting list for training have all been allocated courses. An external training provider has been secured if needed to increase training capacity, alongside the submission of a growth bid as part of the Medium Term Financial Plan for 2024/25 to increase the number of driver instructors within the Service.

BFRS Staff Development Pathway Project:

The BFRS Staff Development Pathway Project is being designed to align to the National Chief Councils (NFCC's) Core Learning pathway and NFCC Leadership Framework,.

The pathway will provide clarity to staff looking to develop themselves either within their existing role, or with aspiration for the next level role - within BFRS or another organisation.

It will also incorporate the two recently launched professional fire standards relating to Leadership and people: Leading the service and leading and developing people. These standards have been developed to support services in strengthening professionalism & leadership at all levels of their organisation, encouraging more positive working environments for the benefit of their people and the community they serve.

The pathway will improve the effectiveness and efficiency of existing managers as well as provide development opportunities and pathways for future managers and leaders of the organisation.

The objectives/benefits of the Staff Development Pathway are:

- Improved capacity, capability and resilience of managers and therefore, the organisation,
- Improved effectiveness of existing managers, directly impacting on improved organisational performance,
- Improve engagement levels of staff, providing a clear, transparent and consistent development pathway,
- Contributes to improved retention of staff,
- Staff feel supported in their development and have confidence in the training, learning and development provided for career progression,
- Increase attraction and engagement from staff with career development.

The project mandate was approved at the Business Transformation Board in March 2023 and an additional role – Watch Commander Organisational Development – approved as part of the In-Year Bid process to provide the resource to lead and develop the pathway and provide coaching and mentoring to staff.

It is anticipated the project will take 18 months to complete and then will become business as usual and become the foundation for the Authority's staff development processes.

This page is intentionally left blank