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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Councillor C Atkins
Councillor J Chatterley
Councillor P Downing
Councillor D Franks
Councillor J Mingay (Chair)
Councillor M Riaz

A meeting of **Service Delivery Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR** on **Thursday, 15 September 2016** starting at **10.00 am.**

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	*To confirm the minutes of the meeting held on 16 June 2016. (Pages 1 - 6)
5.	Service Delivery Performance Monitoring Report Q1 and Programmes to Date	DCFO	* To consider a report (Pages 7 - 20)
6.	Attendance Standards	HOps	* To receive a verbal update
7.	Operational Decision Making Procedures - Exception Report	HOps	* To receive a verbal update

Item	Subject	Lead	Purpose of Discussion
8.	Annual Review of Partnerships	HCS	* To consider a report (Pages 21 - 30)
9.	Customer Satisfaction Report (End of Year)	HCS	* To consider a report (Pages 31 - 38)
10.	Corporate Risk Register	HSSP	* To consider a report (Pages 39 - 42)
11.	Work Programme 2016/17	Chair	* To consider a report (Pages 43 - 48)
	Next Meeting		The next meeting is to be held at 10am on 1 December 2016 at Fire and Rescue Service HeadquartersConference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

For Publication

Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 September 2016
Item No. 4

MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING HELD ON 16 JUNE 2016 AT 10.00am

Present: Councillors C Atkins, T Brown, P Downing, J Mingay (Chair) and M Riaz

DCFO G Ranger, SOC I Evans, SOC G Jeffery, SOC T Rogers, SOC A Peckham and AC C Ball

16-17/SD/001 Apologies

Apologies for absence were received from Councillors J Chatterley and D Franks.

16-17/SD/002 Election of Vice-Chair 2016-17

RESOLVED:
That Councillor Franks be elected as Vice-Chair of the Policy and Challenge Group for 2016-17.

16-17/SD/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

16-17/SD/004 Communications

There were no communications.

16-17/SD/005 Minutes

RESOLVED:
That the Minutes of the meeting held on 10 March 2016 be confirmed and signed as a true record.

16-17/SD/006 Terms of Reference

The Group received its updated terms of reference. Following an internal audit of governance, RSM, the Authority's internal auditors, recommended that the terms of reference of the Policy and Challenge Groups and the Audit and Standards Committee be updated to clarify that "the Group has no delegated

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power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations."

Members requested that any collaboration issues affecting service delivery be brought to the Group for information.

RESOLVED:
That the Terms of Reference for the Service Delivery Policy and Challenge Group be updated to include a statement that the Group reports to the Fire and Rescue and Authority.

16-17/SD/007 Service Delivery Performance Monitoring Report (Annual Review) and Programmes to date

DCFO Ranger submitted a report on performance for the year 2015/16 and an update on the progress and status of the Service Delivery Programme and projects to date.

DCFO Ranger reported that the Retained Duty System Improvement Project was underway with a revised date of the end of May 2016 to implement Gartan. The project in its entirety was scheduled over a two year period. Members were assured that iterative improvements would be introduced over that time. An example of this was the recently introduced phased alert process through rostering which was expected to improve availability.

AC C Ball advised that following legal intervention, there had been significant progress in relation to the Replacement Mobilising System (RMS). The Service was recently in receipt of the developmental system for testing and the full system was still scheduled to go live on 27 September 2016. The provider had also agreed to a reduction in the annual charges, although the figures had not yet been confirmed.

It was noted that the full Authority had approved additional funding up to £75,000 to enable the successful completion of the project.

Members discussed the RAG rating of the project in light of the fact that the delivery of the project was 18 months overdue.

The Emergency Services Mobile Communications Programme (ESMCP) was a national project to replace and upgrade the current Airwave System. This was currently RAG rated as amber as there were delays to the project nationally.

AC C Ball advised that, although the Service was currently awaiting information to determine what the Service could do at a local level, the national plan had set milestones and an end date in place which could still be met, although there was slippage against some milestones.

DCFO Ranger presented the end of year performance report for 2015/16. He highlighted the high level of performance that had been achieved during the

year. He reminded Members that more stretching targets had been set for the current performance year and these would be reported on at the Group's next meeting.

In relation to PI02 (primary fire fatalities), DCFO Ranger advised that, although four fire fatalities had been reported during the year, a message had been received from the coroner that one of the deaths was not as a result of the fire. This brought the total number of fire fatalities to three.

Performance against PI05 (accidental dwelling fires) continued to improve, as it had exceeded the target in the context of an increasing population.

SOC G Jeffery advised that Members would receive a presentation on how the Service used MOSAIC data to identify the most vulnerable for targeted intervention at the next Member Development Day.

Members noted that the indicators measuring water related deaths would be removed from the report for 2016/17 at their request.

PI11 (the percentage of occasions when our response time for critical fire incidents were met against agreed response standards) had missed target by 2% and performance was currently being monitored. The agreed response standard for a critical fire incident, usually a property fire, was for two fire appliances to attend the incident within ten minutes.

The view was expressed that performance against this indicator appeared to have decreased significantly from previous years as the five year average was 96% and only 78% had been achieved in 2015/16 against the target of 80%.

DCFO Ranger reported that the target of 80% had been in place for a number of years and was comparable with the targets for this indicator for other Fire and Rescue Services across the country.

SOC I Evans advised that it was not always necessary for the second appliance to attend, such as is in the case of false alarms or when the first appliance sent a stop message. He reassured Members that analysis was being undertaken to identify where the response targets were being missed and if there were any improvements to systems that could be made to rectify this. Reasons could include appliance unavailability, the physical location of the incident or poor information leading to a delay in identifying the location of the incident.

DCFO Ranger added that previous data had shown that the first appliance arrived at the incident within 10 minutes on 94% of occasions.

Members commented on the performance against PI12 (the percentage of occasions when our response time for RTC incidents were met against agreed response standards) and PI13 (the percentage of occasions when our response times for secondary incidents were met against agreed response

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standards), both of which had exceeded their year-end targets, in relation to PI11.

The agreed response standard for PI12 was a resource to be at the incident within 13 minutes and for secondary incident (PI13) it was one appliance within 20 minutes.
Members requested a report on the attendance standards for the Group's next meeting.

In relation to the call handling indicators, data could not be provided for CH1 (percentage of calls answered in 7 seconds) as an IT data storage device had failed. CH2 (percentage of calls mobilised in 60 seconds or less) had missed its target by 2% and performance was currently being monitored.

CH3 (number of calls to FAM (hoax) mobilised) and CH4 (number of calls to hoax not attended) would be revised for the 2016/17 performance year and would have their own separate targets.

FSO3 (total number of fire safety audits completed on very high risk premises) and FSO4 (total number of fire safety audits carried out on high risk premises) had both missed target as the number of high risk and very high risk premises had decreased significantly as a result of the work of the fire safety team. There had been 800 high risk premises in 2013 and there were now only 222. There were only 2 very high risk premises in the county, one of which was the Control of Major Accident Hazards (COMAH) site in Sandy. Newly revised targets would be reported on for 2016/17.

It was noted that risk ratings were based on the risk to life of the occupants of the premises.

In response to a question, SOC I Evans advised that although blocks of high rise flats were not classified as high or very high risk premises, there were a number of fires that occurred in such premises and specific training was undertaken at these locations to reduce the risks associated with fires at these premises to both firefighters and occupants.

SOC G Jeffery advised that the Service had the power to place prohibitions on the use of all or part of a premises if adequate control measures were not in place.

It was noted that all performance information was presented as a cumulative figure, so the Quarter 4 column was the year end position. Members requested that this be clarified in future reports.

RESOLVED:
1.	That progress made on the Service Delivery Programmes and the high level of performance against the indicators be acknowledged.
2.	That a detailed report on the performance against targets measuring attendance standards be submitted to the Group's next meeting.

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<u>16-17/SD/008 Operational Decision Making Procedures – Exception Report</u>

There were no exceptions to report.

<u>15-16/SD/009 Corporate Risk Register</u>

SOC T Rogers presented the review of the Corporate Risk Register and advised that there had been no changes to the risk register in relation to service delivery.

He reported on the following updates:

CRR01 (if we do not plan properly for major operational incidents then we may not be able to resolve the incident appropriately and thus affect our service delivery provision): the Service continued to play an active role in the Bedfordshire and Luton Local Resilience Forum, including ongoing command and control training.

CRR02 (if we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances): all of the retained stations had now received training in the use of Gartan and were now using the software.

SOC T Rogers also provided an update on the Service's business continuity arrangements. A programme of testing was being developed to cover all business continuity plans on a cyclical process.

RESOLVED:
That the review by the Service of the Corporate Risk Register in relation to Service Delivery be approved.

<u>15-16/SD/010 Work Programme</u>

The Group noted that the review of the Retained Duty System and a detailed report on attendance standards would be considered as additional items at the Group's next meeting.

RESOLVED:
That the Work Programme be received.

The meeting finished at 11.20am.

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For Publication

Bedfordshire Fire and Rescue Authority Service Delivery Policy and Challenge Group
15 September 2016
Item No. 5

REPORT AUTHOR: **DEPUTY CHIEF FIRE OFFICER**

SUBJECT: **SERVICE DELIVERY PROGRAMME AND PERFORMANCE 2016/17 - QUARTER ONE (APRIL TO JUNE 2016)**

For further information
on this Report contact:

Alison Ashwood
Head of Strategic Support
Tel No: 01234 845015

Background Papers:

Previous Service Delivery Programme and Quarterly Performance Summary Reports

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Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES	✓		EQUALITY IMPACT	✓
ENVIRONMENTAL	✓		POLICY	✓
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To provide the Service Delivery Policy and Challenge Group with a report for 2016/17 Quarter 1, detailing:

1.   Progress and status of the Service Delivery Programme and Projects to date.

2.   A summary report of performance against Service Delivery performance indicators and associated targets for Quarter One 2016/17 (1 April 2016 to 30 June 2016).

RECOMMENDATION:

That Members acknowledge the progress made on the Service Delivery Programmes and Performance and consider any issues arising.

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1.   Programmes and Projects 2016/17

1.1   Projects contained in this report have been reviewed and endorsed in
      February 2016 by the Authority's Policy and Challenge Groups as part of their
      involvement in the annual process of reviewing the rolling four-year
      programme of projects for their respective areas in order to update the CRMP
      in line with the Authority's planning cycle.

1.2   The review of the current programme of strategic projects falling within the
      scope of the Service Delivery Policy and Challenge Group has confirmed that:

      ➢ All existing projects continue to meet the criteria for inclusion within the
        strategic improvement programme.

      ➢ All existing projects remain broadly on track to deliver their outcomes
        within target timescales and resourcing.

      ➢ Are within the medium-term strategic assessment for Service Delivery
        areas; and

      ➢ The current programme is capable of incorporating, under one or more
        existing projects, all anticipated additional strategic improvement
        initiatives relating to Service Delivery over the next three years.

1.3   Full account of the financial implications of the Service Delivery programme
      for 2016/17 to 2019/20 has been taken within the proposed 2016/17 Budget
      and Medium-Term Financial Plan, as presented to the Authority for agreement
      in February 2016.

1.4   The Gartan availability module has been launched in late July, and work is
      now underway to explore more flexible working arrangements for RDS staff.

1.5   A solution has been agreed in principle for the Replacement Mobilising
      System, with a proposed 'go live' date of 27 September 2016 with the 4i
      mobilising system. Data mobilising will follow, and the target date for this is
      31 March 2017.

1.6   Other points of note and changes for the year include the following:

      ➢ The Corporate Management Team monitors progress of the Strategic
        Projects monthly. The Strategic Programme Board reviews the
        Programme at least twice a year with the next Programme Board review
        scheduled for 22 September 2016.

      The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

2. Performance

2.1 In line with its Terms of Reference, the Service Delivery Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.

2.2 This report presents Members with the performance summary outturn for Quarter One 2016/17 which covers the period 1 April to 30 June 2016. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2016/17 planning cycle, which include a 5% improvement built into the targets.

2.3 The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

3. Summary and Exception Reports Q1 – 2016/17

All performance indicators are on target with the exception of:

3.1 **FPI 02 - Primary Fire Fatalities.** One fatality in Luton in May.

3.2 **FPI 03 - Primary Fires Injuries.** Injuries were from 7 separate incidents and at this time there is no reason to suspect any trend that gives cause for concern.

3.3 **FPI 14i - The % of Occasions Global Crewing Enabled 5 and 4 (Whole-time).** The target has been missed by 8%. As a result of higher than predicted staff turnover the number of wholetime shift employees has fallen significantly below establishment. In addition there are a number of staff unavailable to crew appliances for other reasons (eg short and long term sickness, modified duties etc). A further 26 wholetime firefighters have been recruited and are currently undergoing training prior to operational deployment.

3.4 **CH 2 - % of Calls Mobilized in 60 Seconds or Less.** The target was missed by 9% although during a period of staffing deficiency where we were training three new members of control operators who would not have been able to handle calls during the period thus placing additional pressure on the remaining staff. Now the new staff are fully operational we feel this measure will even out, but we will continue to monitor.

3.5 **CH 5 - Number of calls to FAGI – Mobilized to.** This quarter has seen a significant increase in the numbers of calls, we will investigate the cause for the unusually high figure and continue to monitor.

3.6 **FSO 1 - The percentage of Building Regulation consultations completed within the prescribed timescale.** The number of consultations being received in this quarter exhibited a peak. Additional problems were encountered with some very poor plans being received which required further work with the submitting approved inspector, delaying a response.

3.7 **FSO 4 - Total number of Fire Safety audits carried out on very high and high risk premises.** Although the actual number of audits recorded is slightly less than that required for a quartile, there is no reason to expect that the total 224 will not be completed by year end. As has been reported in previous years there is an issue concerning timing of these audits. Historically we have reduced from some 800 high risk audits down to the present 224. This has caused these remaining audits and their diary date to become unevenly spread through the calendar. We are endeavouring to create a more even spread by visiting some premises earlier or later than the anniversary date. This should produce a more regularised situation in future.

3.8 **FSO 06b – AFD FA's in Non – Domestic properties.** This appears to be an increase in activity which will be monitored. A draft AFA management procedure is under production. Once implemented, significant reductions in AFA's in non-domestic premises are predicted.

GLEN RANGER
DEPUTY CHIEF FIRE OFFICER

SERVICE DELIVERY PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
Replacement Mobilising System	Replace mobilising system to provide resilient, dynamic mobilisation of Fire Service assets.	**Red**	**30 August 2016** Progress with the configuration of the system is ongoing; refresher training of the Control watches is nearly complete with a few individuals still requiring this training due to unavailability over the holiday period. Quality Assurance of the system is underway and problems arising are being dealt with by the supplier as required. Issues have come to light with the Integrated Command and Control System (ICCS) which has delayed training and integration with the mobilising system. Essex are still on course to go live mid-September, two weeks prior to Bedfordshire going live; this will allow a valuable window for us to monitor the system in an operational mode.

Project Description	Aim	Performance Status	Comments
Retained Duty System Improvement Project (RDSIP)	To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within Bedfordshire Fire and Rescue Service.	**Green**	**18 August 2016** The Gartan availability module was launched on 27 July 2016, to improve the management of retained Firefighters' availability by giving RDS staff a fast, mobile and effective way to book on and off call. The system provides reliable real time information on appliance availability which takes account of required crew skills (e.g. Drivers, BA and Incident Commander). The system provides detailed management reporting tools to measure the response, availability and efficiency of the RDS. Implementation of the Gartan system is a key step in the RDS Improvement Project and will enable us to explore the introduction of more flexible working arrangements for RDS personnel. Workstream leads have been allocated for project working groups including: Recruitment & Foundation Training, Flexible staff deployment, Working Patterns, Retention & Maintenance of Competence, Phased Alert, Work Routines, RDS Availability System. An order has been placed for replacement Alerters with enhanced capabilities. Technical modifications to the mobilising system and associated equipment are scheduled to enable a pilot of phased alert for co-responding calls to commence by the end of August 2016. Consultation and engagement with RDS staff and representative bodies is underway with regard to working patterns and flexile staff deployment. Preliminary work to configure the Gartan Payroll module has commenced.

Project Description	Aim	Performance Status	Comments
Retained Duty System Improvement Project (RDSIP), cont…….	To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within Bedfordshire Fire and Rescue Service.	**Green**	**Progress anticipated in the next period** • Phased alerting implemented at Stations for co-responding calls. • RDS personnel being included on the overtime databases to provide cover at both whole-time and RDS stations when there is a shortfall of personnel.

Project Description	Aim	Performance Status	Comments
Emergency Services Mobile Communications Programme ESMCP	The Emergency Services Mobile Communications Programme (ESMCP) has been established to meet the future requirements for mobile voice and data communications for the emergency services, to replace and upgrade the current Airwave System, which is reaching the end of its contracted lifespan. This is a national project led by CFOA and the DCLG. There is a National Programme Board, and Regional Project Boards have been set up across the country.	**Amber**	**23 August 2016** Despite delays at national level, planning is progressing well at regional level and the regional governance and financial planning framework is now in place. The local Business case has been reviewed and updated, and will be further enhanced in due course with information from the regional papers. It has been identified that Transition Plans must be in place for all operational stations in time for cut-over. Head of Operations (HOS) will lead this work stream, with support from Group Commanders. The Devices work stream has been allocated, with support from the Senior Mobile Communications Technician and the Procurement Manager. Agreement has been reached with Essex FRS that data mobilising will commence in the first quarter of 2017. The RMS gateway is due to be available to BFRS in mid to late October to enable the penetration testing to take place. The target date for data mobilising is 31/03/2017, subject to completion of the gateway on time. The MDT's for the RMS project may be re-utilised for the ESMCP project. The Home Office has responded re our requirement for a local PSN connection, and has confirmed that no Government funding will be available for this facility, leaving us with a requirement to establish a full business case for local funding for a PSN connection, should we require full resilience in the event of catastrophic failure at Essex.

SERVICE DELIVERY PERFORMANCE 2016/17 – QUARTER ONE

Measure				2016/17 Quarter 1					
No.	Description	Aim	2016/17 Full Year Target	Average over Last 5 Years	Q1 2015/16	Q1 Actual	Q1 Target	Performance against Target	Comments
PI 01	CPI 01 - Primary Fires per 100,000 Population	Smaller is Better	156.28	42.79	37.73	37.89	39.07	Green	3% better than target
	FPI 01 - Primary Fires		1010	271	243	244	253		
PI 02	CPI 02 - Primary Fires Fatalities per 100,000 Population	Smaller is Better	0.5	0.03	0.00	0.16	0.13	Red	Aim to achieve fewer than 3 annual fatalities
	FPI 02 - Primary Fire Fatalities		3	0	0	1	0.75		
PI 03	CPI 03 - Primary Fires Injuries per 100,000 Population	Smaller is Better	3.41	1.13	1.55	1.24	0.85	Red	Aim to achieve fewer than 22 annual injuries
	FPI 03 - Primary Fire Injuries		22	7	10	8	5.5		
PI 04	CPI 04 - Deliberate (Arson) Fires per 10,000 Population	Smaller is Better	11.31	4.10	3.14	3.54	2.83	Green	7% better than target
	FPI 04 - Deliberate (Arson) Fires		731	259	202	170	183		

SERVICE DELIVERY PERFORMANCE 2016/17 – QUARTER ONE

Measure				2016-17 Quarter 1					
No.	Description	Aim	2016/17 Full Year Target	Average over Last 5 Years	Q1 2015/16	Q1 Actual	Q1 Target	Performance against Target	Comments
PI 05	**CPI 05 - Accidental Dwelling Fires per 10,000 dwellings**	Smaller is Better	15.52	3.82	3.41	3.68	3.88	Green	5% better than target
	FPI 05 - Accidental Dwelling Fires		391	95	87	94	97.75		
PI 06	**FPI 07 - Number of Deliberate Building Fires**	Smaller is Better	112	36	17	16	28	Green	43% better than target
PI 10	**FPI 14i - The % of Occasions Global Crewing Enabled 5 and 4 (Whole-time)**	Higher is Better	90%	98%	97%	83%	90%	Amber	Missed target by 8%
PI 11	**FPI 14ii - The % of Occasions when our Response Time for Critical Fire Incidents were Met against Agreed Response Standards**	Higher is Better	80%	95%	96%	89%	80%	Green	11% better than target
PI 12	**FPI 12 - The % of Occasions when our Response Time for RTC Incidents were Met against Agreed Response Standards**	Higher is Better	80%	90%	94%	95%	80%	Green	19% better than target
PI 13	**FPI 13 - The % of Occasions when our Response Times for Secondary Incidents were Met against Agreed Response Standards**	Higher is Better	96%	98%	98%	99%	96%	Green	3% better than target

SERVICE DELIVERY PERFORMANCE 2016/17 – QUARTER ONE

	Measure			2016-17 Quarter 1					
No.	Description	Aim	2016/17 Full Year Target	Average over Last 5 Years	Q1 2015/16	Q1 Actual	Q1 Target	Performance against Target	Comments
PI 16	CH 1 - % Calls Answered in 7 seconds	Higher is Better	90%	96%	97%	95%	90%	Green	6% better than target
PI 17	CH 2 - % of Calls Mobilized in 60 Seconds or Less	Higher is Better	60%	63%	61%	54%	60%	Amber	Missed target by 9%
PI 18	CH 3 - Number of Calls to FAM (Hoax) - Mobilized To	Lower is Better	140	35	35	35	35	Green	On target
PI 19	CH 4 - Percentage of FAM & HOAX Calls - Not Attended	Higher is Better	55%	59%	60%	58%	55%	Green	6% better than target
PI 20	CH 5 - Number of calls to FAGI – Mobilized to	Lower is Better	721	201	185	236	180	Red	Missed target by 31%

Notes: ¹The target for CH2 % of Calls Mobilised in 60 Seconds or Less has been temporarily revised down to 60% by the SDP&C Group as it has proved unfeasible to collate end to end call data for all calls and satisfactorily exclude those that would normally be out of scope. The introduction of the new mobilising system will in future permit all calls to be measured from actual time of call to time of mobilisation and a commentary recorded to any call where due to circumstances beyond the service control the time is protracted.

SERVICE DELIVERY PERFORMANCE 2016/17 – QUARTER ONE

	Measure			2016-17 Quarter 1					
No.	Description	Aim	2016/17 Full Year Target	Average over Last 5 Years	Q1 2015/16	Q1 Actual	Q1 Target	Performance against Target	Comments
PI 24	FSO 1 - The percentage of Building Regulation consultations completed within the prescribed timescale	Higher is Better	95%	99%	98%	91%	95%	Amber	Missed target by 4%
PI 25	FSO 2 - Fire Safety Audits/Inspections Completed	Higher is Better	1900	412	335	495	475	Green	6% better than target
PI 26	FSO 4 - Total number of Fire Safety audits carried out on very high & high risk premises	Higher is Better	224	85	38	48	56	Red	Missed target by 14%
PI 27	FS0 5a - Non Domestic Fires per 1,000 non – domestic properties	Smaller is Better	8.63	2.22	1.70	1.70	2.16	Green	11% better than target
	FS0 5b - Total No of Fires in Non-domestic Buildings	Smaller is Better	152	39	30	30	38		
PI 28	FSO 06a – AFD FA's / Non Domestic properties per 1,000 non – domestic properties	Smaller is Better	44.41	12.96	11.58	13.00	11.10	Red	Missed target by 17%
	FSO 06b – AFD FA's in Non – Domestic properties	Smaller is Better	782	226	204	229	196		

Notes: The comments column on the right hand side shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

Information Measures Only

Measure				2016/17 Quarter 1					
No.	Description	Aim	2016/17 Full Year Target	Average over Last 5 Years	Q1 2015/16	Q1 Actual	Q1 Target	Performance against Target	Comments
Inf01	**RTC01 - Number of RTC's Attended**	Smaller is Better	n/a	82	94	103	n/a	n/a	n/a
Inf02	**RTC02 - Ksi - No. of People Killed or Seriously Injured in Road Traffic Collisions (Partnership Indicator)**	Smaller is Better	n/a	53	48	48	n/a	n/a	n/a
Inf03	**SSI 01 - Number of water related deaths**	Smaller is Better	n/a	1	0	0	n/a	n/a	n/a
Inf04	**SSI 02 - Number of water related injuries**	Smaller is Better	n/a	0	0	0	n/a	n/a	n/a

IRS Status - At the time the data was downloaded there were 57 IRS incomplete and 1127 unpublished.

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 September 2016
Item No. 8**

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REPORT AUTHOR: **HEAD OF COMMUNITY SAFETY**

SUBJECT: **ANNUAL REVIEW OF PARTNERSHIPS 2015/16**

For further information
on this Report contact:

Service Operational Commander Gary Jeffery
Head of Community Safety
Tel No: 01234 845061

Background Papers:

Community Safety Strategy 2014-2018
Community Risk Management Plan 2015-2019
Baker Tilley Audit Report – Partnerships
BFRA Report No 11 – 15 July 2015

Implications (tick ✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	✓

Any implications affecting this report are noted at the end of the report.

PURPOSE

To provide Members of the Service Delivery Policy and Challenge group an overview following the 2015/16 annual review of Community Safety partnerships.

RECOMMENDATION

Members consider this report detailing outcomes from the 2015/16 review of Community Safety partnerships and acknowledge that the partnership policy and supporting documentation have also been subject to review.

1.	Background

1.1	In January 2014, Baker Tilley undertook an audit of the Service's partnership arrangements as part of the 2013/14 Audit Programme. A recommendation arising from the audit was that an annual review of partnerships should be undertaken and reported to the Authority. Following this recommendation arrangements have been put in place to undertake a year on year review of Community Safety partnership activities.

1.2	This is the second report of such reviews (previous July 2015) and covers the period 1 April 2015 to 31 March 2016.

2.	Partnership Overview

2.1	**Aim of Partnership Working:**

Bedfordshire Fire and Rescue Service is committed to improving the safety of our community by utilising collaborative partnership working to improve our level of service to the communities we serve.

Effective and targeted partnership working directly contributes to our key strategic aims and objectives as expressed in our Community Risk Management Plan (CRMP). Whilst our community safety activities contribute to all three objectives, it is against the first objective that partnerships have the most contribution to make namely:

•	Strategic Objective 1: To respond effectively, manage risks and reduce the number of emergency incidents that we attend.

In doing so the Service seeks to be pro-active within our communities, work with partners to deliver shared services, increase our 'public value' and ensure that we deliver our services equitably but also targeted to those who are most in need.

The Community Safety Strategy 2014-2018 provides the focus and direction under which partnerships operate.

2.2	**Strategic Partners:**

Our strategic partnerships fall within the three Unitary Local Authorities:

•	Bedford Borough Council
•	Central Bedfordshire Council
•	Luton Borough Council

And key public services:

- Within the Criminal Justice System (the Police and the Probation Services)
- Health (the NHS, Clinical Commissioning Groups and the Care Quality Commission)
- The Voluntary and Community Sectors

2.3   **Partnership Focus:**

The following areas are the focus of our partnership activity:

- Health and Well-being Promotion; including citizenship, improving employability, smoking cessation, Carbon Monoxide (CO) awareness, obesity and fitness promotion, mental health awareness (including dementia pledge), drug and alcohol abuse prevention awareness, Road Traffic Collision (RTC) reduction and water safety.

- Crime Prevention; including diversionary youth activity, young offender diversionary activity, Anti-Social Behaviour (ASB) reduction and environmental action days, RTC reduction, fire investigation and arson prevention.

- Wider Social Inclusion; including our role as 'civic leaders' and contributing to Local Authority wide objectives overseen by Local Strategic Partnerships (LSP) or equivalent and contained in Sustainable Communities Strategies.

These strategic alliances give rise to activity based partnerships which are the subject of this review.

3.   2015/16 Review

3.1   **Purpose:**

The Service works with almost seventy significant partnerships, defined in terms of scale, structure, and contribution towards achieving our strategic aims and objectives. Partnerships vary in size, service area, membership and function, as well as legal status (statutory or not). Some provide a strategic focus while others direct operational activity.

The purpose of this collective review is to:

Ensure all partnership relationships and activities are in line with Service strategic aims and objectives, focused on providing value to the community, and managed using the governance framework laid out in Service Procedural Guidelines.
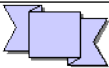
It is also key that the Service is fully aware of who the significant partnerships are with, their purpose, how they are operated and governed, and be able to

influence arrangements where necessary and to give assurance that there is no exposure to unnecessary risk.

3.2 **Partnerships:**

The Service's partnership policy and procedures provide the framework for the identification and review of partnerships. Partnerships are subject to business cases and reviews are documented. A review period is agreed at the outset each partnership. The review considers the achievements of the partnership against the objectives of the business case.

For the last three years, partnerships have been evaluated annually using a Boston Box matrix approach, with partnerships placed in one of four categories, based on their added value, and their strategic importance:

#		Category	Action
1		Statutory and/or Useful	Keep Maintain the status quo
2		Rising Star	Develop
3		Entry Level	Monitor
4		Dog	Divest

Thematic evaluation is carried out in workshop format, with each BFRS Partner Manager justifying the position of their partnerships to his/her colleagues, and partnerships only being moved from one quadrant to another with full consensus. This meeting is chaired by the Head of Community Safety. Thereon in, partnership performance is regularly discussed during monthly Community Safety Team meetings.

The most recent annual evaluation matrix (February/March 2016), is attached in Appendix 1, together with a list of current Partnerships.

3.3 **Community Partnership Based Activities**

Partnerships may also give rise to localised initiatives or group activities undertaken by our Community Safety team and station based personnel.

The objectives and outcomes of each activity are reviewed before and after the event using an assessment tool. The outcomes of this assessment informs future activities as part of our learning and knowledge-based approach.
The Service undertook just under a 1,000 community activities during 2015/16 across a range of participating organisations.

These are summarised in Table 1 below:

Activity Group	Activity Name	Number
Arson Reduction	After Incident Response	100
	Local Campaign	10
	National Campaign	1
	Partnership/Agency Meeting	24
	Partnership/Agency Training	2
	Station Visit/Event	1
Arson Reduction	**Total**	**138**
Children and Young People	Local Campaign	51
	Educational Presentation	1
	Firebreak	1
	Partnership/Agency Meeting	3
	Princes Trust	9
	Sports Event	2
	Uniformed Children's Group Station Visit	64
Children and Young People	**Total**	**131**
Home Fire Safety	After Incident Response	137
	Educational Presentation	104
	Local Campaign	153
	National Campaign	36
	Partnership/Agency Meeting	9
	Partnership/Agency Training	24
	Station Visit/Event	25
Home Fire Safety	**Total**	**488**
Road Safety	Educational Presentation	4
	Local Campaign	21
	Partnership/Agency Meeting	5
	Partnership/Agency Training	2
	Road Skills Driver Safety Event	1
	Station Visit/Event	2
Road Safety	**Total**	**35**
School Education	Foundation and Keystage 1 (5-8 yrs)	133
	Key Stage 2 (8-11 yrs)	44
	Key Stage 3 (11-14 yrs)	3
School Education	**Total**	**180**

Table 1 – Community Safety Partnership Activities 2015/16

4.   Partnership Planning, Review and Development

4.1   The Community Risk Management Plan (CRMP) informs the Community Safety Strategy which guides our partnership focus and themes.

4.2   In addition to this annual review, partnerships are reviewed following any refresh of the CRMP and Community Safety Strategy to ensure their objectives and outcomes continue to aligned to the Strategy and to identify gaps or opportunities for new partnership working.

4.3   In considering gaps and opportunities in partnership working as part of the 2015/16 review, the Service has identified a number of new potential and emerging areas for maximising our Services to our communities. These will be explored over the next twelve months to provide focus on our potential to optimise our service areas.

5.   Summary

5.1   Partnerships and associated activities undertaken in 2015/16 have continued to extend the reach of our prevention services reducing risk. The framework under which these partnerships operate provides for ongoing assessment against objectives to ensure the partnerships provide value and continue to contribute to the Service's objectives.

SERVICE OPERATIONAL COMMANDER GARY JEFFEREY
HEAD OF COMMUNITY SAFETY

PARTNERSHIP QUADRANT ANALYSIS – Revised 16/04/06

Legend: Independent | Activity | Meetings | Meet/Activity | Under query?

Rising Star – develop (2)

HIGH — Added value

- (15) Bedford Childrens Trust Board ?
- (29) Central Beds Childrens TRustBoard
- (42B) Luton HMO
- (60) Primary Authority Scheme MotoHosp
- Luton Stronger Families Board
- (12) Beds Borough Older Peoples Brd
- (37) Beds & Luton CRP Steering group
- (61a) Beds Borough Childrens Safeguarding
- (61c) Central Beds Childrens Safeguarding
- (54) Family Groups
- Luton Dementia Action Alliance (LDAA)
- (59b) Luton Older Peoples Brd
- Bedfordshire Youth United (BYU)
- (30) Beds & Central SOVA
- Health Inequalities Delivery Board
- (56) Xellerate
- (32) Beds & Luton Community Casualty Reduction Partnership Coordination group
- Luton & Dunstable Hospital Hearing Impairment Team

Entry level – Monitor (3)

- (20a) Beds Borough ASBRAC
- (20B) Central Beds ASBRAC
- (20c) Luton ASBRAC
- Luton YOS Board
- Central Beds PUBSAFE
- (47) Safer Homes
- Crime Stoppers
- PIXAR
- County Tobacco Alliance? (Tobacco Free)
- (41) Bobby Van
- (39) BOC
- (38) AGE UK
- (48) Faith football ?

Statutory/ Useful – keep (1)

- (22) Luton Safeguarding Children Board
- (9) Beds Borough Partnership Board (Stat)
- Eastern Region CFOA Protection Group
- (24) Central Beds Community Safety Exec ((Stat)
- (23) Luton Safeguarding Adults Board
- (3) Beds Borough BEDSAFE
- Beds Borough Safer Community Thematic
- (18) Luton Solutions Community Safety Exec
- Luton Safeguarding Adults Ops Gp
- (4)Central Beds DUNSAFE
- (13) Beds Borough Ops Delivery Group (Stat)
- (19) Luton Partnership Delivery Brd Safer Stronger
- (27)Central Beds CSP Steering group
- (40a) Bedford Social Services
- (57) Bikedown
- (6) Luton SAFE
- (21) Luton Solutions Tasking (CTAG)
- (28)Central Beds CSP Tasking (CTAG)
- (40b) Central Social Services
- (35) Building Control (County)
- (24) Central Beds Together ?
- (40c) Beds Borough Social Services
- (38) Bike Safe
- (14) Beds Borough CTAG
- (31) Luton Tobacco Group

LOW — HIGH Strategic Importance LOW

Dog – Divest (4)

- (51) YMCA (Princes Trust)
- (61b) Luton Childrens Safeguarding DUPLICATE
- (49) Mary Seacole House
- (50) FireBreak (Closing)
- (45) SCARE
- (17) Luton Public Service Board
- (35) Central Beds MARAC
- (33) Beds Borough MARAC
- (34)LUTON MARAC
- (42c) Central Beds HMO
- (36C) Central Beds SARAC
- (36a) Beds Borough SARAC
- (36B) Luton SARAC
- (42a) Beds Borough HMO
- (7) Luton SAFETY Advisory Group

Partnership List

AGE UK
ASBRAC Bedford (Anti-Social Behaviour Risk Assessment Conference
ASBRAC Central Beds (Anti-Social Behaviour Risk Assessment Conference)
ASBRAC Luton (Anti-Social Behaviour Risk Assessment Conference)
Bedford Borough - CTAG
Bedford Borough - Older Peoples Board
Bedford Borough Strategic Partnership Board
Bedford Borough CSP (Ops Delivery Group)
Bedford Borough Safer Community Thematic Partnership
Bedford Borough Social Services
Bedfordshire and Luton Casualty Reduction Partnership Steering Group
Bedfordshire and Luton Casualty Reduction Partnership Co-Ord Group
Bedfordshire Youth United (BYU)
Beds Borough BEDSAFE (Steering Group)
Bedford Borough Family Groups
BikerDown
BikeSafe
Bobby Van
British Oxygen Company (BOC)
Building Control Tri Unitary
Central Beds - CSP Steering Group
Central Beds and Bedford Borough SOVA
Central Beds Children's Trust Board
Central Beds Community Safety Executive
Central Beds CSP - Tasking Group
Central Beds Together
CFOA Eastern Region Protection Group
Community Engagement Network (CEN)
County - Tobacco Alliance
Crime Stoppers
Dunsafe

Faith Based Football
Health Inequalities Delivery Board
HMO Luton
LBC/Police/FRS Regulatory Services Project (Operation Pixar)
LSCB Luton Safeguarding Children's Board
Luton and Dunstable Hospital Hearing Impairment Team
Luton Borough Adult Safeguarding Ops Group
Luton Borough Community Safety Partnership Executive
Luton Borough Safeguarding Adults Board
Luton Dementia Action Alliance
Luton Partnership Delivery Board (Safer Stronger)
Luton SAFE
Luton SOLUTIONS Tasking Group
Luton Stronger Families Board
Luton Tobacco Alliance (Tobacco Free)
Luton YOS Chief Officers Board
Older People's Board Luton
Pixar
Primary Authority Scheme (Moto Hosp)
Pubsafe
Safer Homes Scheme
Xcellerate

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 September 2016
Item No. 9**

_____

REPORT AUTHOR: **HEAD OF COMMUNITY SAFETY**

SUBJECT: **CUSTOMER SATISFACTION SURVEY REPORT
END OF YEAR (1 April 2015 – 31 March 2016)**

For further information
on this Report contact:

Mark Huswitt
Communication and Engagement Manager
Tel No: 01234 845161

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known		CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report the results of Customer Satisfaction surveys conducted from 1 April 2015 – 31 March 2016.

RECOMMENDATION:

That Members acknowledge the high levels of customer satisfaction achieved throughout the year and note that changes in the method of gathering data will be trialled during 2016/17.

1.   Executive Summary

1.1   The Service received 99.6% satisfaction rating from local people during 2015/16 for the services that we provided to them.

1.2   This demonstrates an overall level of satisfaction across all services surveyed and this remains consistent with previous years.

Item 9.1

1.3   During 2015/16 Quarterly Customer Satisfaction Surveys were undertaken to establish the levels of customer satisfaction in the following service areas:

- attending an incident at a domestic property;
- attending an incident at a non-domestic property;
- conducting a Home Fire Safety Check; and
- conducting a Fire Safety Audit.

1.4   Throughout the year survey results have been reported to the Service Delivery Management Team, Corporate Management Team and Fire and Rescue Authority and the findings have provided opportunities where the Service have been able to build upon areas of sound performance and identify potential improvements.

1.5   During the past year there has been a variation in the way that these Customer Satisfaction surveys were undertaken but despite this the results gathered in this report continue to show that those receiving our services during 2015/16 have been very or fairly satisfied.

1.6   The new Communications and Engagement Manager has taken responsibility for the customer satisfaction survey and is exploring a variety of different solutions to stabilise return rates during 2016/17. This will include an increased use of online surveys and other methods which make it easier for both individuals and businesses completing these surveys.

2.   Overall Results

2.1   In 2015/16 we received a total of 767 surveys, compared to 1,707 in 2014/15, and of the 740 people who responded to the question 'How satisfied were you with our overall service?' 737 (99.6%) agreed they were very or fairly satisfied with the service they had received.

Overall satisfaction 2015-2016

Very satisfied, 96%

Fairly satisfied, 4%
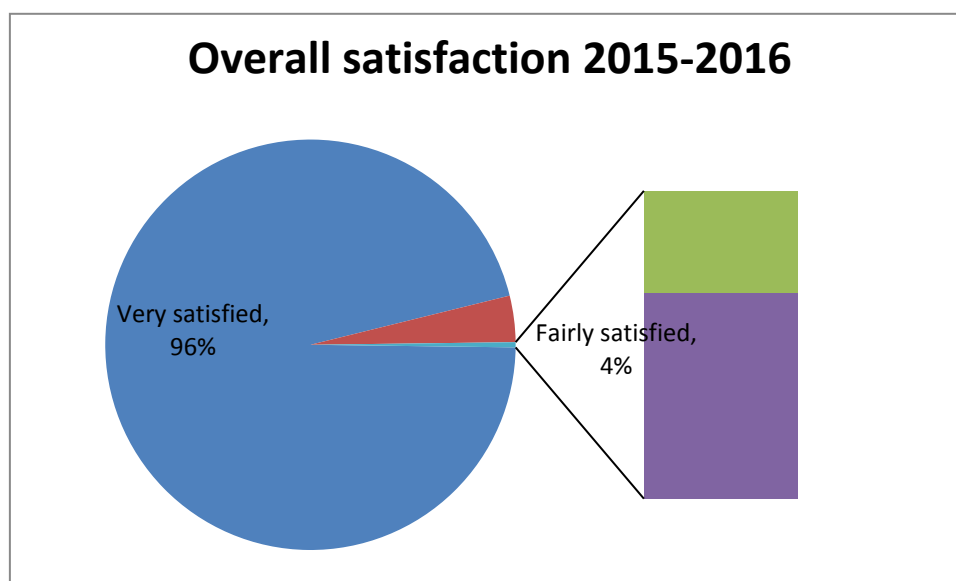
2.2 Rates of return vary depending on the different customer groups surveyed, with those receiving Fire Safety Audits responding best followed by those who were involved in incidents.

Area Surveyed	Surveys Issued	Surveys Returned	Rate of Return 2015/16
After the Incident (Domestic)	354	178	50%
After the Incident (Non-Domestic)	144	82	57%
Home Fire Safety Check Follow Up Surveys	1,225	362	30%
Fire Safety Audits	193	145	75%

2.3 The number of returns varies during 2015/16 compared to 2014/15 due to the reasons stated above.

Area Surveyed	Return rate 2015/16	Return rate 2014/15	Return rate 2013/14
After the Incident (Domestic)	50%	66%	56%
After the Incident (Non-Domestic)	57%	60%	58%
Home Fire Safety Check Surveys	30%	79%	54%
Fire Safety Audits	75%	64%	30%

3. Individual Survey Results
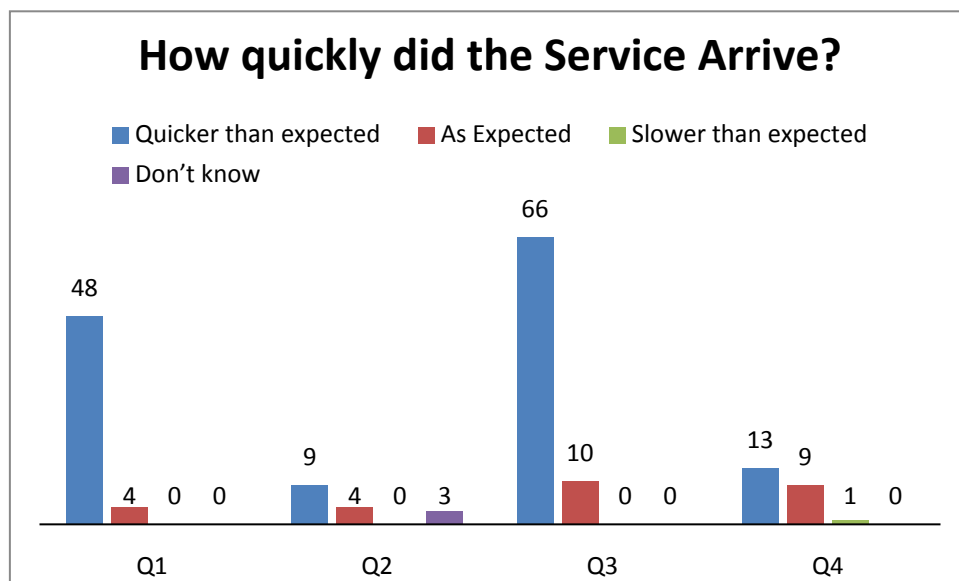
3.1 **After the Incident (Domestic):**

No complaints were received through the customer satisfaction surveys.

A total of 178 completed surveys were received back during the year.

Of the 178 respondents who said they contacted our Service Control, all said they were either very or fairly satisfied with the initial contact.

Item 9.3

3.1.1 *Q1 – Q4 Incident response times*

136 responders out of 167 who replied to this question (81%) stated the fire service arrived quicker than expected.

How quickly did the Service Arrive?

■ Quicker than expected   ■ As Expected   ■ Slower than expected
■ Don't know

	Q1	Q2	Q3	Q4
Quicker than expected	48	9	66	13
As Expected	4	4	10	9
Slower than expected	0	0	0	1
Don't know	0	3	0	0

3.1.2 *Q1 - Q4 Overall satisfaction with Service received*

All 159 respondents who replied to the question 'How satisfied were you with our overall service?' were either very or fairly satisfied with the service they received.

How satisfied were you with our overall service?

■ Very satisfied   ■ Fairly satisfied

	Q1	Q2	Q3	Q4
Very satisfied	59	12	76	5
Fairly satisfied	3	4	0	0

Item 9.4

3.2 **After the Incident (Non Domestic):**

144 surveys were issued by either post or emailed via a survey link and 82 completed surveys were received back for reporting purposes. No complaints were received through the customer satisfaction surveys.

3.2.1 *Q1 – Q4 Incident response times*

51 of the 82 responders (84%) said the Fire Service arrived quicker than expected.

Non domestic incidents: How quickly did the Service arrive?
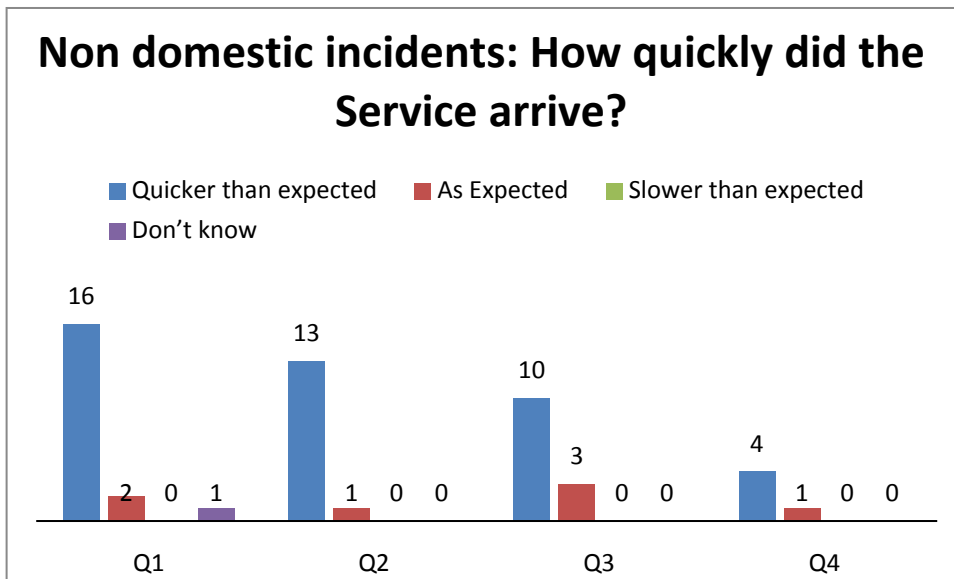
All of the 82 people who responded said they were very or fairly satisfied with the service they received.

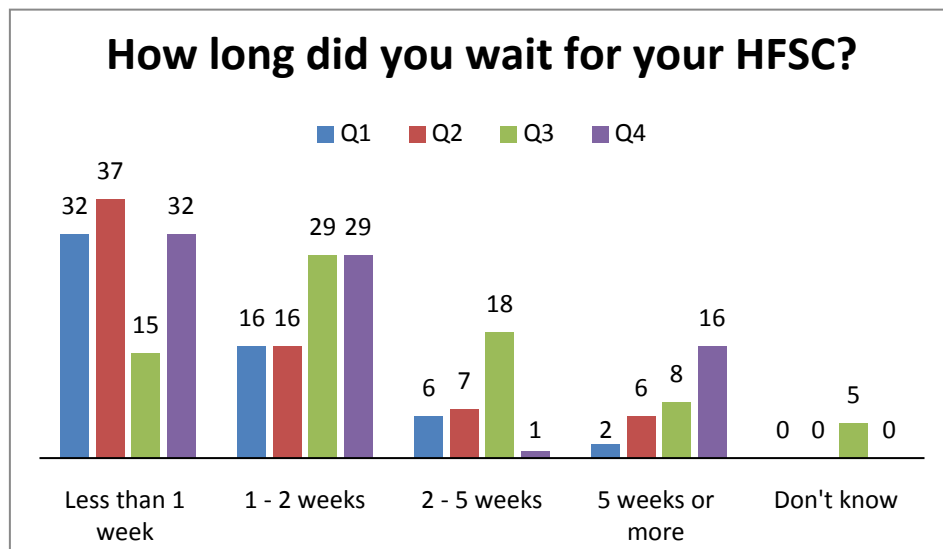**Non domestic incidents: How satisfied were you with our overall service?**

3.3   **Home Fire Safety Check Surveys:**

Through the year 362 people responded to our survey and almost all stated they were either very or fairly satisfied with the service they received.

116 respondents said they received a HFSC within less than 1 week, with 90 saying they waited between 1-2 weeks and 69 respondents waited over two weeks.
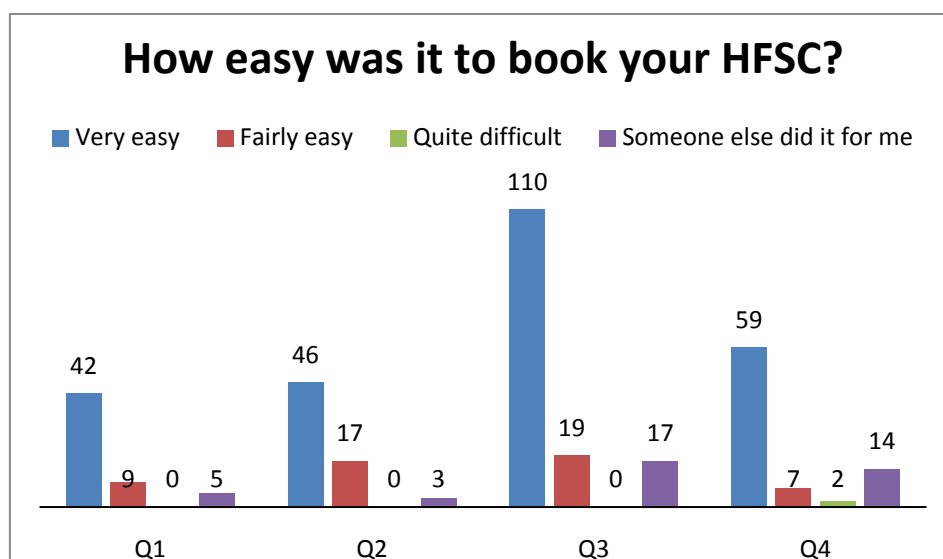
3.3.1   *Q1 – Q4 How long did you wait for your Home Fire Safety Check?*

How long did you wait for your HFSC?

Legend: Q1, Q2, Q3, Q4

	Less than 1 week	1 - 2 weeks	2 - 5 weeks	5 weeks or more	Don't know
Q1	32	16	6	2	0
Q2	37	16	7	6	0
Q3	15	29	18	8	5
Q4	32	29	1	16	0

Almost all the comments received from those receiving Home Fire Safety Checks praised the attitude, helpfulness and friendliness of the Community Safety Fitters.
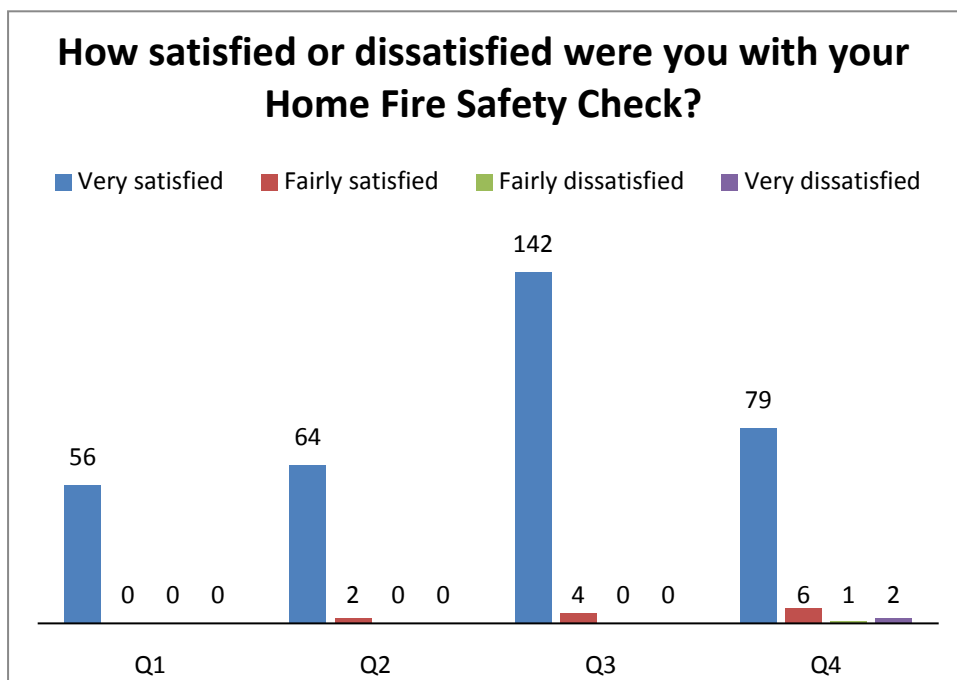
3.3.2   *Q1 – Q4 How easy was it to make the appointment?*

Of the 350 who responded to this question 309 said that it was very easy or fairly easy to make the appointment while 39 of the remaining 41 said someone else had made the appointment for them. Only two said it was quite difficult to book the appointment.

How easy was it to book your HFSC?

Legend: Very easy, Fairly easy, Quite difficult, Someone else did it for me

	Q1	Q2	Q3	Q4
Very easy	42	46	110	59
Fairly easy	9	17	19	7
Quite difficult	0	0	0	2
Someone else did it for me	5	3	17	14

3.3.3 Q1 – Q4 Overall satisfaction with HFSC service

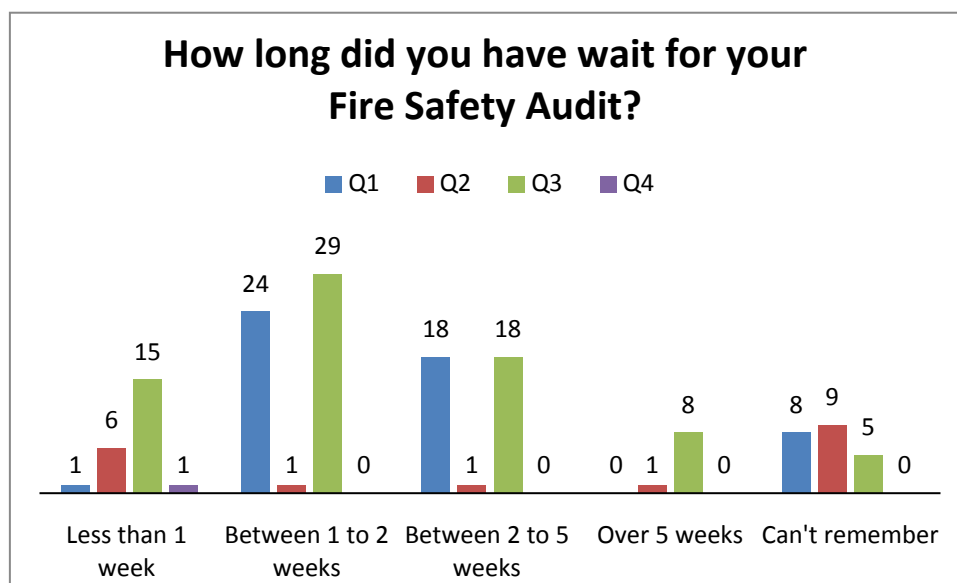353 of 356 respondents said they were either very or fairly satisfied with the HFSC service.

How satisfied or dissatisfied were you with your Home Fire Safety Check?

- Very satisfied
- Fairly satisfied
- Fairly dissatisfied
- Very dissatisfied

	Q1	Q2	Q3	Q4
Very satisfied	56	64	142	79
Fairly satisfied	0	2	4	6
Fairly dissatisfied	0	0	0	1
Very dissatisfied	0	0	0	2

3.4. **Fire Safety Audit Surveys:**

No complaints were received through the customer satisfaction service.

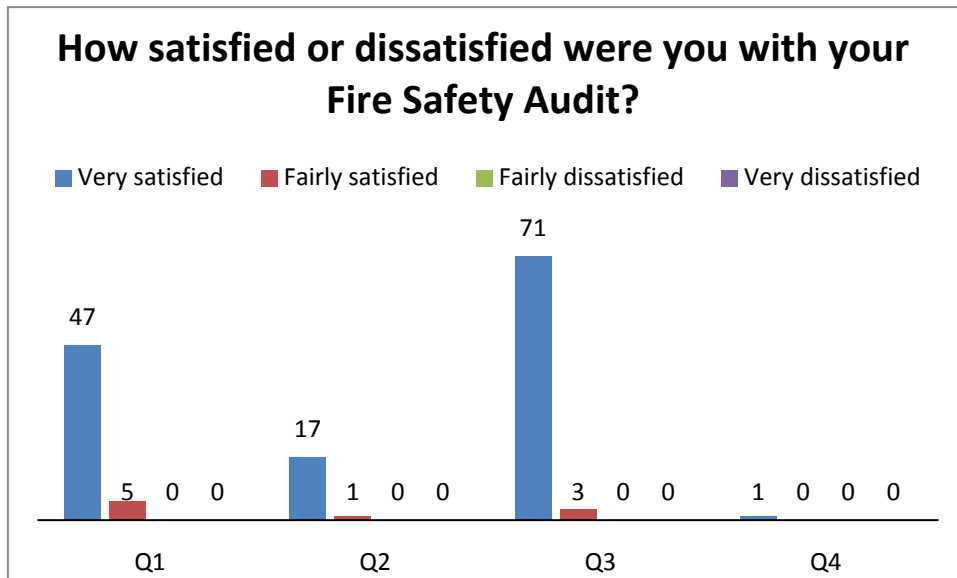A total of 193 Fire Safety Audit surveys were issued throughout the year with a return of 145 completed surveys.

3.4.1 Q1 – Q4 How long did you wait for your Fire Safety Audit

How long did you have wait for your Fire Safety Audit?

- Q1
- Q2
- Q3
- Q4

	Less than 1 week	Between 1 to 2 weeks	Between 2 to 5 weeks	Over 5 weeks	Can't remember
Q1	1	24	18	0	8
Q2	6	1	1	1	9
Q3	15	29	18	8	5
Q4	1	0	0	0	0

122 of the 145 respondents stated they felt better equipped to deal with risk after the audit process and 123 thought the process was fair.

100 responders confirmed they had received a written report and stated they were either very or fairly satisfied with the contents.

3.4.2   145 responders said they were either very or fairly satisfied with the audit process.

How satisfied or dissatisfied were you with your Fire Safety Audit?

■ Very satisfied   ■ Fairly satisfied   ■ Fairly dissatisfied   ■ Very dissatisfied

	Q1	Q2	Q3	Q4
Very satisfied	47	17	71	1
Fairly satisfied	5	1	3	0
Fairly dissatisfied	0	0	0	0
Very dissatisfied	0	0	0	0

4.   Compliments

The Service is pleased to have received 63 compliments from members of the public by letter and email during the past year.

5.   Complaints

5.1   Complaints against the Service are processed in accordance with the Service's three stage complaints procedure:

Stage 1   Complaint is investigated and responded to within 10 days.

Stage 2   The complainant is not satisfied with the outcome of Stage 1. CMT Member (or Deputy) undertakes further action as necessary to resolve the issue within 10 working days.

Stage 3   The complainant remains dissatisfied with the outcome of their complaint and the matter is referred to ACO HR and Organisational Development for further investigation and response.

5.2   Should the complainant remain dissatisfied at the end of Stage 3 the complainant may refer the matter to the Ombudsman. Any actions arising from the Ombudsman are received and monitored by ACO HR and Organisational Development.

5.3   During the year the Service received 21 complaints. 18 complaints were satisfied at Stage 1, one is being investigated under the Service disciplinary procedure, one was upheld and another has proceeded to Stage 2.

SERVICE OPERATIONAL COMMANDER GARY JEFFERY
HEAD OF COMMUNITY SAFETY

Item 9.8

For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 September 2016
Item No. 10**

REPORT AUTHOR: **HEAD OF SAFETY AND STRATEGIC PROJECTS**

SUBJECT: **CORPORATE RISK REGISTER**

For further information
on this Report contact:

Service Operational Commander Tony Rogers
Head of Safety and Strategic Projects
Tel No: 01234 845163

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	CORE BRIEF	
	New		OTHER (please specify)	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider the Service's Corporate Risk Register in relation to Service Delivery.

RECOMMENDATION:

That Members note and approve the review by the Service of the Corporate Risk Register in relation to Service Delivery.

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1.   Introduction

1.1   Members have requested a standing item to be placed on the Agenda of the Policy and Challenge Groups for the consideration of risks relating to the remit of each Group. In addition, the Fire and Rescue Authority's (FRA) Audit and Standards Committee receives regular reports on the full Corporate Risk Register.

1.2   An extract of the Corporate Risk Register showing the risks appropriate to the **Service Delivery Policy and Challenge Group** will be available at the meeting. Explanatory notes regarding the risk ratings applied is appended to this report.

2.   <u>Current Revisions</u>

2.1   The register is reviewed on a monthly basis during the Service's Corporate Management Team (CMT) meetings and by CMT members between these meetings if required. A copy of the risks relevant to the Service Delivery Policy and Challenge Group are attached for your information and approval.

2.2   Changes to individual risk ratings in the Corporate Risk Register:

- **CRR01: If we do not plan properly for major operational incidents then we may not be able to resolve the incident appropriately and thus adversely affect our service delivery provision:** The Service has robust and auditable systems in place to monitor the arrangements for operation pre-planning and training which form part of business as usual. Therefore following a review of the risk and the associated controls the overall rating has changed to Tolerate with the Inherent Risk reducing to 4 to 3 matching the Residual Risk.

2.3   Updates to individual risks in the Corporate Risk Register:

- **CRR02: If we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances:** The Gartan availability module was launched on 27 July 2016 and provides detailed management reporting tools to measure the response, availability and efficiency of Retained Duty Staff (RDS).   Implementation of the Gartan system is a key step in the *RDS Improvement Project* and will enable the Service to explore the introduction of more flexible working arrangements for RDS personnel.

  Workstream leads have been allocated for project working groups including: Recruitment and Foundation Training, Flexible staff deployment, Working Patterns, Retention and Maintenance of Competence, Phased Alert, Work Routines, RDS Availability System.

  An order has been placed for replacement Alerters with enhanced capabilities. Technical modifications to the mobilising system and associated equipment are scheduled to enable a pilot of phased alert for co-responding calls to commence by the end of August 2016. Consultation and engagement with RDS staff and representative bodies is underway with regard to working patterns and flexible staff deployment. Preliminary work to configure the Gartan Payroll module has commenced.

- **CRR44: If the Service does not have a reliable accurate system for continuously monitoring and updating the availability and skills of Retained Duty System (RDS) operational personnel and RDS appliances then there could be delays in mobilising the nearest available appliance to emergency incidents. This could significantly impact upon the effectiveness and mobilising of our emergency response, increase risks to firefighters and the community, reduce our ability to monitor performance, undermine RDS employees confidence in the Service and could result in negative media coverage:** The Gartan availability module was launched on 27 July 2016, to improve the management of RDS Firefighters' availability by giving RDS staff a fast, mobile and effective way to book on and off call. The system provides reliable real time information on appliance availability which takes account of required crew skills (e.g. Drivers, BA and Incident Commander). When the Replacement Mobilising System comes into use integration processes will be put in place with the Gartan availability module to automatically update appliance availability on the mobilising system based upon data from the Gartan system.

3.   Business Continuity

3.1   Following on from the last update to Members a programme of testing the Service's Business Continuity Plans is now in place providing assurance for the delivery of service in the event of a partial or Service wide business interruption.

SERVICE OPERATIONAL COMMANDER TONY ROGERS
HEAD OF SAFETY AND STRATEGIC PROJECTS

Explanatory tables in regard to the risk impact scores, the risk rating and the risk strategy.

Risk Rating

Risk Rating/Colour	Risk Rating Considerations/Action
Very High	High risks which require urgent management attention and action. Where appropriate, practical and proportionate to do so, new risk controls must be implemented as soon as possible, to reduce the risk rating. New controls aim to: • reduce the likelihood of a disruption • shorten the period of a disruption if it occurs • limit the impact of a disruption if it occurs These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
High	These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls *should* be implemented to reduce the risk rating as the aim above. These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.
Moderate	These are moderate risks. New risk controls should be considered and scoped. Where practical and proportionate, selected controls should be prioritised for implementation. These risks are monitored and reviewed by CMT.
Low	These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc).
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only.
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with BFRS.
Terminate	In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function.

For Publication	Bedfordshire Fire and Rescue Authority Service Delivery Policy and Challenge Group 15 September 2016 Item No. 11

REPORT AUTHOR: **DEPUTY CHIEF FIRE OFFICER**

SUBJECT: **WORK PROGRAMME 2016/17**

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Background Papers:	None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New		CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the work programme for 2016/17 and to provide Members with an opportunity to request additional reports for the Service Delivery Policy and Challenge Group meetings.

RECOMMENDATION:

That Members consider the work programme for 2016/17 and note the 'cyclical' Agenda Items for each meeting in 2016/17.

GLEN RANGER
DEPUTY CHIEF FIRE OFFICER

SERVICE DELIVERY POLICY AND CHALLENGE GROUP (SDPCG) PROGRAMME OF WORK 2016/17

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 September 2016	• SD Performance Monitoring Report Q1 and Programmes to date • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Corporate Risk Register • Customer Satisfaction report (End of Year 2015/16) • Operational Decisions Made • Work Programme 2016/17	 Verbal Update	Annual Review of Partnerships Attendance Standards	Added June 2016 by HCS Added by SDPCG 16 June 2016

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
1 December 2016	• SD Performance Monitoring Report Q2 and Programmes to date • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Corporate Risk Register • Customer Satisfaction Report • Operational Decisions Made • Work Programme 2016/17 • Review of the Fire Authority's Effectiveness			

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
23 March 2017	• SD Performance Monitoring Report Q3 and Programmes to date • Proposed Service Delivery Indicators and Targets 2017/18 • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Corporate Risk Register • Customer Satisfaction Report • Operational Decisions Made • Review of the Work Programme 2016/17	Verbal Update		

SERVICE DELIVERY POLICY AND CHALLENGE GROUP (SDPCG) PROGRAMME OF WORK 2017/18

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
June 2017	• Appointment of Vice Chair • Review Terms of Reference • SD Performance Monitoring Report (Annual Review) and Programmes to date • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Customer Satisfaction Report • Operational Decisions Made • Corporate Risk Register • Work Programme 2017/18	Verbal Update		

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