

# Public Document Pack



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

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Members of Service Delivery Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors: J Chatterley, P Downing and A Brown

Luton Borough Councillors: D Franks

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, 10 March 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 1 December 2015 (Pages 1 - 6)
5.	Service Delivery Performance Monitoring Report and Programmes to Date	DCFO	*To consider a report (Pages 7 - 18)
6.	Proposed Service Delivery Indicators and Targets for 2016/17	DCFO	*To consider a report (Pages 19 - 26)

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
7.	Customer Satisfaction Report Quarter 3 2015/16	HCS	* To consider a report (Pages 27 - 34)
8.	Community Risk Management Plan (CRMP)	HSC	To receive a verbal update
9.	Operational Decision Making Procedures - Exception Report	HOps	To receive a verbal update
10.	Complaints - Driving and Parking of Service Vehicles	HOps	*To consider a report (Pages 35 - 40)
11.	Corporate Risk Register	HSSP	* To consider a report (Pages 41 - 44)
12.	Work Programme 2015/16	Chair	*To consider a report (Pages 45 - 52)
Next Meeting			10.00 am on 16 June 2016 at Conference 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  
10 March 2016  
Item No. 4**

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP  
MEETING HELD ON 1 DECEMBER 2015 AT 10.00am**

Present: Councillors C Atkins, J Chatterley, D Franks and J Mingay  
(Chair)

DCFO G Ranger, SOC G Jeffery, SOC J Roberts, SOC T  
Rogers, GC C Ball and GC I McLaren

15-16/SD/026 Apologies

Apologies for absence were received from Councillors Brown and Downing.

15-16/SD/027 Election of Vice Chair

Following the recent election of Councillor Mingay to the position of Chair from Vice Chair arising from the vacancy created by the resignation of Councillor Castleman from the Fire and Rescue Authority, there was now a need to elect a new Vice Chair of the Policy and Challenge Group.

**RESOLVED:**

That Councillor Franks be elected as Vice Chair of the Policy and Challenge Group for the remainder of the 2015/16 Municipal Year.

15-16/SD/028 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

15-16/SD/029 Communications

The Chair welcomed SOC G Jeffery, the Service's new Head of Community Safety, to the meeting.

He also advised that DCFO Ranger had accepted a position as a patron of the Road Victims Trust.

**RESOLVED:**

That DCFO Ranger be congratulated for his appointment as a patron of the Road Victims Trust.

15-16/SD/030 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 17 September 2015 be confirmed and signed as a true record.

15-16/SD/031 Service Delivery Performance Monitoring Report and Programmes to date

Members received a report on the performance against the Service Delivery Programme, Projects and performance indicators and associated targets for Quarter 2 of 2015/16.

SOC J Roberts gave an update on the RMS project. There had been further delays as a result of network issues. The anticipated go-live date for Essex was now the end of February 2016. This Service would cut-over approximately a month later to ensure that the system was reliable and stable, as once cut-over took place in Bedfordshire it would be difficult to revert back to the old system.

The contingency limit of £300,000 was being approached and it was acknowledged that the delay had created budget pressures as the Service was effectively paying for two systems when it could only utilise one. Work was ongoing to identify the 'hidden' costs resulting from the delay of the project. It was noted that the original cut-over date had been envisaged as the end of 2014.

Significant pressure was being applied to Remsdaq to resolve the outstanding issues by both Bedfordshire and Essex and other Fire and Rescue Services that were awaiting delivery of systems, such as East and West Sussex. This was being applied at both Principal Officer and operational level. The complex legal issues were being examined on behalf of the Service by Essex's procurement and legal teams. This involved the examination of every specification in the tender documentation as well as the contractual financial penalties.

In response to questions, Members were assured that the likelihood that the system would not be delivered was very low. Remsdaq was a large multi-national organisation that had provided a number of systems for Fire and Rescue Services in the past, including the Service's current mobilising system. The final version of the software had been developed and only the network issues remained outstanding.

DCFO Ranger reported that he was attending a meeting later that day with Essex at which a communication to Remsdaq was being discussed.

SOC Roberts added that software and network specialists from the Service were heavily involved in the testing of the RMS and often travelled down to Essex to contribute to the content of the tests and to oversee the testing process.

The current mobilising system was still operational and the Service also had secondary and tertiary backup plans in place so that it would always be able to mobilise.

Members expressed concern over the significant delay and the resultant costs to the Service.

DCFO Ranger provided an update on the Retained Duty System Improvement Project. The project was progressing well and the Service had procured Gartan, a new RDS Availability and Payroll System. The project officer, Martin Statham, was retiring and a new project officer was being appointed to drive the project forward.

He drew Members' attention to the Quarter 2 performance indicators. All indicators had reached or exceeded target levels and he suggested that there were a number of indicators for which more challenging targets would be recommended to the Policy and Challenge Group's target setting meeting in March 2016. These included the targets for PI03 (primary fire injuries), PI07 (number of deliberate building fires), FS05 (non-domestic fires) and FS06 (AFD FA's/ Non Domestic properties per 1,000 non-domestic properties).

An annual 3% reduction was normally proposed; however, for the above mentioned targets a 5-6% may be put forward for consideration.

The view was expressed that targets should be challenging whilst remaining realistic and achievable.

DCFO Ranger advised Members that the figures quoted for FS02 (total number of fire safety audits completed) and FS04 (total number of fire safety audits carried out on high risk premises) were incorrect and that the corrected figures would be circulated to Members of the Policy and Challenge Group later in the week.

SOC G Jeffery assured Members that the indicators had still exceeded target levels and that the quality assurance process for the data would be revisited to ensure that Members were not provided with inaccurate data again.

In response to a question, DCFO Ranger emphasised that the high level of performance was underpinned by the significant amount of preventative work that was undertaken by the Service.

In response to a further question, DCFO Ranger confirmed that the Service responded to all calls relating to road traffic collisions (RTCs) and that no assessment occurred prior to mobilisation as Fire and Rescue Services had a statutory responsibility to respond under the Fire and Rescue Services Act 2004. Appliances could be called back if subsequent information was received that attendance of the Service was not necessary. He advised that on most occasions, the intervention of the Fire and Rescue Service was required, either to release people from vehicles or to make vehicles safe.

It was noted that Members would receive information on the number of people killed or seriously injured in road traffic collisions when it was available. This indicator was presented to Members for information only.

**RESOLVED:**

1. That progress made on the Service Delivery Programmes be acknowledged.
2. That Members' extreme concerns about the delays in the delivery of the Replacement Mobilising System by Remsdaq be recorded.
3. That Members' expectations that Remsdaq deliver to the project specifications on budget and that the Authority receive recompense for additional costs caused by the delay be recorded.
4. That all Fire Authority Members be sent the updated performance information for FS02 (total number of fire safety audits completed) and FS04 (total number of fire safety audits carried out on high risk premises) by email.

15-16/SD/032 Operational Decision Making Procedures – Exception Report

GC C Ball advised that there were no incidents to report.

15-16/SD/033 Amey/OCSAR Road Safety Programme

SOC G Jeffery introduced his report on Amey's OSCAR ('Our Safety Car') project used to promote road safety to young drivers in Central Bedfordshire. Amey charged £250 per day for the use of OSCAR outside of the Central Bedfordshire area.

Members were asked whether they wished to continue the current arrangement, whereby the initiative was supported through the Casualty Reduction Partnership and the Service's Prevention Team utilised OSCAR at events in the Central Bedfordshire area, whether the use of OSCAR should be considered more widely across other areas of the Service or if the Service should await the findings of the project evaluation before making a decision on the future use of OSCAR.

In response to a question, SOC Jeffery reported that it was unlikely that the project evaluation would be completed during the first six months of 2016.

A Member commented that OSCAR was a valuable resource when targeted at particular groups.

It was noted that Amey's highways maintenance contract with Central Bedfordshire Council was coming to an end in March 2016 and it was not known if OSCAR would be available for local use after that time.

**RESOLVED:**

1. That the contents of the report be acknowledged.

2. That the use of OSCAR be considered across other areas of the Service and that the Service pay any associated costs.
3. That Officers make enquiries to determine if OSCAR will still be available for use in Bedfordshire following the cessation of Central Bedfordshire's highways maintenance contract with Amey at the end of March 2016.

#### 15-16/SD/034 Corporate Risk Register

SOC T Rogers introduced the review of the Corporate Risk Register in relation to Service Delivery. There were no updates to individual risks in the Register.

He provided the following update to 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 Service had made a successful bid for Government funding for the review and improvement of the Retained Duty System (RDS) arrangements. The review had commenced and the initial phase had now been completed. As reported earlier in the meeting, a new RDS availability and payroll system had been procured. A recent recruitment campaign had resulted in the employment of 10 new RDS firefighters.

#### **RESOLVED:**

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

#### 15-16/SD/035 Review of Fire Authority's Effectiveness

Members were given hard copies of the questionnaire to complete at the conclusion of the meeting.

#### **RESOLVED:**

1. That the effectiveness of the Group be considered.
2. That the results of the questionnaires completed by Members be fed into the facilitated meeting to be held on 27 January 2016 to review the Fire Authority's effectiveness in 2015/16.

#### 15-16/SD/036 Work Programme

The Group received its updated Work Programme for 2015/16.

It was noted that the next meeting of the Policy and Challenge Group was its annual target-setting meeting.

The Chair thanked SOC J Roberts, who was retiring at the end of December 2015, for his 30 years' service and his help to Members of the Policy and Challenge Group.

**RESOLVED:**

1. That the work programme for 2015/16 and the 'cyclical' agenda items for each meeting in 2015/16 be acknowledged.
2. That the Policy and Challenge Group's thanks to SOC J Roberts for his 30 years' service and their wishes for him to have a long and happy retirement be recorded.

The meeting finished at 11.15am



**For Publication**

**Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge  
Group  
10 March 2016  
Item No. 5**

**REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER**

**SUBJECT: SERVICE DELIVERY PROGRAMME AND PERFORMANCE 2015/16 QUARTER THREE (APRIL TO DECEMBER 2015)**

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

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 2015/16 Quarter 3, 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 Three 2015/16 (1 April 2015 to 31 December 2015).

**RECOMMENDATION:**

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

1. Programmes and Projects 2015/16
  - 1.1 Projects contained in this report have been reviewed and endorsed in February 2015 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 2015/16 to 2018/19 has been taken within the proposed 2015/16 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2015.
  - 1.4 The Retained Duty System Improvement Project (RDSIP) has been added during the period.
  - 1.5 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 11 March 2016.
  - 1.6 Appendix A gives a summary of progress. An exception report for the RMS Project is submitted for this period due to the on-going issues with the performance of the Remsdaq 4i software – see details in Appendix A, p 6.4. The revised projection for completion of the project is as yet undetermined.

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

<b>Colour Code</b>	<b>Status</b>
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 Three 2015/16 which covers the period 1 April 2015 to 31 December 2015. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2015/16 planning cycle.
- 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 Q3 2015/16

All performance indicators are on target with the exception of:

- 1. CPI 02 - Primary Fires Fatalities per 100,000 Population:** There were two fire fatalities in a caravan fire at Kelpie Marina in December 2015.
- 2. CH 2 - % of Calls Mobilized in 60 Seconds or Less:** We missed our target on this measure by 2% which represents just under 40 calls, we will review and monitor call handling over the next quarter to ensure there are no on-going issues. It should be noted that we do regularly audit calls but there are occasions where callers do not have full details and make it difficult for the Control operator to dispatch appliances within the prescribed timescales.
- 3. FSO 4 - Total number of Fire Safety audits carried out on high risk premises:** We have completed 29 High risk Audits in quarter 3. Historically there were over 800 high risk premises requiring audit in 2013. This was split over two years so that the original target was 400 per year as stated in the performance report. However since 2013 a significant number of premises have been assisted through the audit process to manage down their risk by various methods. As of last month there were only 264 high risk premises to audit - down from 800 two years ago. This is a fantastic achievement. One upshot of this is that there are now gaps in our inspection calendar. The team are bringing forward planned audits to plug this gap but there is a limit to how far forward we can go before we start auditing a premises every ten months (or even less). To audit more frequently would cause businesses much concern. The final quarter of the year looks like a further 70 or so high risk audits will be complete which will go some way to levelling out this dip."

**GLEN RANGER**  
**DEPUTY CHIEF FIRE OFFICER**

## SERVICE DELIVERY PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
<b>Replacement Mobilising System</b>	Replace mobilising system to provide resilient, dynamic mobilisation of Fire Service assets.	Red	<p><b>February 2016</b>, Further delays to the project have been a challenge to deal with and have culminated in Remsdaq being written to by ECFRS legal to formally be held to contract. Following this, and further discussions with Remsdaq to confirm a programme of works to rectify outstanding issues, Remsdaq has confirmed they will provide a daily report to ECFRS to confirm progress against the rectification programme. This appears to have resulted in Remsdaq making progress against outstanding areas highlighted on the rectification programme with a number of areas now showing as completed.</p> <p>Due to procurement issues with specific data cards it has been agreed to extend the time frame for the completion of the rectification programme which will allow Remsdaq the opportunity to complete the programme of works to a suitable standard. At the same time they have been provided with dates for the legal process to move forward to mediation, should the rectification programme not be completed to a suitable standard, to enable further testing on the system to take place.</p> <p>In the next period, it is hoped that completion of the rectification programme will allow further testing of the system. This will allow the system to move forward and data configuration by ECFRS and BFRS to take place, which will potentially allow further refresher training to take place prior to an as yet un-confirmed 'Go Live' date.</p> <p>Exception Report: A further extension to this project is formally requested, as these issues are beyond BFRS control.</p>

Project Description	Aim	Performance Status	Comments
<b>Retained Duty System Improvement Project (RDSIP)</b>	To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within Bedfordshire Fire and Rescue Service.	<b>Green</b>	<p><b>18 Feb 2016</b></p> <p>Project progression has been delayed slightly due to the retirement of GM Statham from the RDS Improvement Project Manager post. Training for the new Project Manager (GM Jason Tai) completed by Gartan on the 22nd January 2016; the training covered both Gartan Availability and Gartan Payroll modules. During the training, a rescheduled plan of the phase one implementation was produced and agreed with Gartan Technologies. A revised go live date for the availability module at all stations has now been set to the end of April 2016. Harrold Fire Station is currently live on the test system, with data entered being used as part of the user acceptance testing.</p> <p>ICT have completed building the servers for the modules and have built a Demilitarised zone (DMZ) to allow access via RDS personnel's own smart phones / computers to the availability module when not at BFRS premises.</p> <p>User acceptance testing on the availability module is currently being completed by GM Tai, along with WC Bayliss at Harrold fire station. WC Bayliss is currently entering all skills and work patterns for RDS personnel onto the live system.</p> <p>Further training for all Stations and Service Control has now been programmed and will be completed by the end of March 2016. Stations will go live on the test system following successful completion of the training.</p> <p>In order to progress the implementation of phase one, GM Tai attended a conference meeting with members of ICT, Business Information team (BIT) and Gartan to discuss the outstanding work streams that need to be completed to ensure the go live date target is met.</p> <p>User acceptance testing on the payroll module has been delayed due to the work commitments of Gartan and this will be completed as part of the phase two implementation.</p>

<p><b>Retained Duty System Improvement Project (RDSIP), cont.....</b></p>	<p>To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within Bedfordshire Fire and Rescue Service.</p>	<p><b>Green</b></p>	<p>After consideration and successful application the Service has agreed to work with the Consortium to produce a National framework for the 'smart' technology alerters and infrastructure tender. Following a meeting with representatives from the Consortium, Paul Brown, Infrastructure Manager has agreed to lead production of the specification document.</p> <p><b>Progress anticipated in the next period</b></p> <ul style="list-style-type: none"> <li>• Approval and publication of the Project Initiation Document. Establishment of working groups for work streams such as recruitment and retention, use of social media, alternative training approaches, Gartan User Group.</li> <li>• Completion of the user acceptance testing on the availability module, this will include input from ICT and Cambridgeshire FRS.</li> <li>• Start Phased implementation of the availability module at Harrold Fire Station, all remaining Stations to go live by the end of April 2016.</li> <li>• Testing of the SMS (short message service) modem to be completed in conjunction with ICT and Gartan to allow RDS personnel to receive text message updates.</li> <li>• User acceptances testing to start on the payroll module in conjunction with payroll department to ensure the plans for a new HR data system are included.</li> <li>• Production of a tender specification for the smart technology alerters and infrastructure it is aimed that this will go out by the end of March 2016.</li> <li>• Research the use of 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.</li> </ul>
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## SUMMARY OF SERVICE DELIVERY PERFORMANCE QUARTER THREE 2015/16

Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Average over Last 5 Years	Q3 2014-15	Q3 Actual	Q3 Target	Performance against Target	Comments
<b>PI 01</b>	<b>CPI 01 - Primary Fires per 100,000 Population</b>	Smaller is Better	190.07	138.41	124.46	117.96	142.55	Green	17% Better than target
	<b>FPI 01 - Primary Fires</b>		1205	868	804	762	903.75		
<b>PI 02</b>	<b>CPI 02 - Primary Fires Fatalities per 100,000 Population</b>	Smaller is Better	0.47	0.19	0.00	0.47	0.35	Red	Aim to achieve fewer than 3 fatalities
	<b>FPI 02 - Primary Fire Fatalities</b>		3	1	0	3	2.25		
<b>PI 03</b>	<b>CPI 03 - Primary Fires Injuries per 100,000 Population</b>	Smaller is Better	5.31	2.87	2.24	2.66	3.98	Green	33% Better than target
	<b>FPI 03 - Primary Fire Injuries</b>		33	18	14	17	24.75		
<b>PI 04</b>	<b>CPI 04 - Deliberate (Arson) Fires per 10,000 Population</b>	Smaller is Better	16.84	12.42	9.47	9.07	12.63	Green	28% Better than target
	<b>FPI 04 - Deliberate (Arson) Fires</b>		1068	770	600	575	801.00		
<b>PI 05</b>	<b>CPI 05 - Accidental Dwelling Fires per 10,000 dwellings</b>	Smaller is Better	13.71	11.82	12.49	9.87	10.28	Green	4% Better than target
	<b>FPI 05 - Accidental Dwelling Fires</b>		346	293	315	249	259.50		

## SUMMARY OF SERVICE DELIVERY PERFORMANCE QUARTER THREE 2015/16

Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Average over Last 5 Years	Q3 2014-15	Q3 Actual	Q3 Target	Performance against Target	Comments
PI 07	FPI 07 - Number of Deliberate Building Fires	Smaller is Better	155	112	85	51	116.25	Green	56% better than target
PI 08	SSI 1 - Number of water related deaths	Smaller is Better	2	2	3	0	1.50	Green	Aim to achieve fewer than 2 fatalities
PI 09	SSI 2 - Number of water related injuries	Smaller is Better	2	1	0	0	1.50	Green	Aim to achieve fewer than 2 injuries
RTC	Number of RTC's Attended	Info Only	n/a	285	336	187	n/a	n/a	Info Only
KSI	Ksi - No. of People Killed or Seriously Injured in Road Traffic Collisions (Partnership Indicator)	Info Only	n/a	170	136	170	n/a	n/a	Info Only



## SUMMARY OF SERVICE DELIVERY PERFORMANCE QUARTER THREE 2015/16

Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Average over Last 5 Years	Q3 2014-15	Q3 Actual	Q3 Target	Performance against Target	Comments
<u>PI 10</u>	FPI 10 - The % of Occasions Global Crewing Enabled 5 and 4 (Wholetime)	Higher is Better	90%	97%	94%	95%	90%	Green	6% better than target
<u>PI 11</u>	FPI 11 - The % of Occasions when our Response Time for Critical Fire Incidents were Met against Agreed Response Standards	Higher is Better	80%	96%	96%	80%	80%	Green	Achieved target
<u>PI 12</u>	FPI 12 - The % of Occasions when our Response Time for RTC Incidents were Met against Agreed Response Standards	Higher is Better	80%	86%	94%	84%	80%	Green	5% better than target
<u>PI 13</u>	FPI 13 - The % of Occasions when our Response Times for Secondary Incidents were Met against Agreed Response Standards	Higher is Better	96%	98%	99%	98%	96%	Green	2% better than target

## SUMMARY OF SERVICE DELIVERY PERFORMANCE QUARTER THREE 2015/16

Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Average over Last 5 Years	Q3 2014-15	Q3 Actual	Q3 Target	Performance against Target	Comments
<u>CH 1</u>	CH 1 - % Calls Answered in 7 seconds	Higher is Better	90%	97%	95%	98%	90%	Green	9% better than target
<u>CH 2</u>	CH 2 - % of Calls Mobilized in 60 Seconds or Less	Higher is Better	60%	63%	66%	59%	60%	Amber	Missed target by 2%
<u>CH 3</u>	CH 3 - Number of Calls to FAM (Hoax) - Mobilized To	Comparator Indicator	n/a	100	89	114	The number in CH3 should lower as the number in CH4 rises		
<u>CH 4</u>	CH 4 - Number of Calls to HOAX - Not Attended	Comparator Indicator		147	109	128			
<u>CH 5</u>	CH 5 - Number of calls to FAGI – Mobilized to	Smaller is Better	942	590	567	529	706.50	Green	26% better than target

Notes: 'The 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.

## SUMMARY OF SERVICE DELIVERY PERFORMANCE QUARTER THREE 2015/16

Measure				2015-16 Quarter 3					
No.	Description	Aim	Full Year Target	Average over Last 5 Years	Q3 2014-15	Q3 Actual	Q3 Target	Performance against Target	Comments
<b>FS01</b>	<b>FSO 1 - The percentage of Building Regulation consultations completed within the prescribed timescale</b>	Higher is Better	95%	99%	98%	96%	95%	Green	1% better than target
<b>FS02</b>	<b>FSO 2 - Total number of Fire safety audits completed</b>	Higher is Better	850	1087	1710	1153	637.50	Green	81% better than target
<b>FS04</b>	<b>FSO 4 - Total number of Fire Safety audits carried out on high risk premises</b>	Higher is Better	400	194	284	96	300	Red	Missed target by 68%
<b>FS05</b>	<b>FSO 5a - Non Domestic Fires per 1,000 non – domestic properties</b>	Smaller is Better	10.30	7	6	6	7.73	Green	22% better than target
	<b>FSO 5b - Total No of Fires in Non-domestic Buildings</b>	Smaller is Better	179	123	104	99	134.25		
<b>FS06</b>	<b>FSO 06a – AFD FA's / Non Domestic properties per 1,000 non – domestic properties</b>	Smaller is Better	58.45	45	46	44	43.84	Green	5% better than target
	<b>FSO 06b – AFD FA's / Non Domestic properties</b>	Smaller is Better	1029	788	818	733	771.75	Green	

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.

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**For Publication**

**Bedfordshire Fire and Rescue  
Authority  
Service Delivery Policy and  
Challenge Group  
10 March 2016  
Item No. 6**

**REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER**

**SUBJECT: PROPOSED SERVICE DELIVERY INDICATORS AND TARGETS FOR 2016/17**

For further information on this Report contact: Adrian Turner  
Service Performance Analyst  
Tel No: 01234 845022

Background Papers:

Target setting methodology as agreed by Service Delivery Policy and Challenge Group in 2013

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 advise Members of the proposed suite of Service Delivery performance indicators and associated targets for 2016/17 and to seek the Group's endorsement to incorporate these into the Service's performance management framework.

**RECOMMENDATION:**

That Members consider the proposed suite of Service Delivery performance indicators and targets for 2016/17 and endorse or adjust as appropriate.

## 1. Introduction

- a. In line with its Terms of Reference, the Service Delivery Policy and Challenge Group is responsible for monitoring the performance of those areas of the Service's work falling within its scope. In order to facilitate this, the Group receives quarterly summary performance reports at each of its meetings.
- b. The Service Delivery Policy and Challenge Group agreed in 2011 that they should be involved in the process of agreeing the suite of indicators and of setting the associated targets and that this should take place, as far as practicable, alongside the annual budget-setting, medium-term financial planning and strategic project planning processes. The Group's Work Programme for the current financial year therefore included this as an item for its meeting in March 2016.
- c. This report advises the Service Delivery Policy and Challenge Group of the proposed targets for 2015/16 against suite of measures. Members are requested to consider and endorse the proposed targets as per Appendix A.
- d. The targets have been set with either a three or five year target setting methodology with consideration placed upon the variations in previous years data
- e. Members are requested to consider and endorse the proposed Service Delivery Information performance measure and targets for 2016/17 as per Appendix B.

## 2. Amendments

- a. For ease of references for the following measures have been renumbered to maintain a consistent approach.
- b. All Pi's are now prefixed as Pi with the exception of the 4 information measures which are prefixed INF 01 – 04
- c. FPi 07 has been renumbered to FPi 06
- d. Two indicators from last year (SSi 01 The number of water related deaths & SSi 02 The number of water related injuries) have now been grouped together with two previous information measures (The number of RTC's attended & Ksi the number of people killed or seriously injured in road traffic accidents) in a table in appendix B for information only. This is because whilst we may contribute resources towards improving the measures we have no control over the end results.

- e. FS03 Very High Risk audits/inspections has been merged with FS04, this is because there are only two very high risk sites in Bedfordshire.
- f. FPi 14: the number of Firebreak courses in the year has been discontinued, this is because the content and way this training is delivered lead itself to being measured.
- g. CH01 – 05 the call handling measures have been pre-fixed with the references Pi 16 – 20 for ease of reference. Similarly the protection Pi's have been prefixed Pi 24 – 28.
- h. CH03 & 04 have been modified and separated from the original relationship they had towards each other. Instead of "*The number in CH3 should lower as the number in CH4 rises*" we have split these up and we are proposing to continue to measure CH03 but have revised CH04 to demonstrate the percentage of total hoax and malicious where by proactive call handling we avoid the unnecessary use of resources.

**GLEN RANGER**  
**DEPUTY CHIEF FIRE OFFICER**

Proposed Service Delivery Performance Indicators and Targets for 2016/17

SERVICE DELIVERY

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2016/17	Target setting Rationale
PI 01	CPI 01 - Primary Fires per 100,000 population	Quarterly	164.51	156.28	Target based on a 5% reduction on the average (1062) of the previous 3 full years 2012-13 1021 2013-14 1088 2014-15 1079
	FPI 01 - Primary Fires	Quarterly	1063	1010	
PI 02	CPI 02 - Fire Fatalities per 100,000 population	Quarterly	0.47	0.50	Target set to reflect the erratic historical data pattern ( fire fatalities have ranged between 0 & 6 over the last 10 years)
	FPI 02 - Fire Fatalities	Quarterly	n/a	3	
PI 03	CPI 03 - Fires Injuries per 100,000 population	Quarterly	3.56	3.41	Target based on a 5% reduction on the average (23) of the previous 3 full years 2012-13 26 2013-14 23 2014-15 19
	FPI 03 – Total Fire Injuries	Quarterly	23	22	
PI 04	CPI 04 - The number of Deliberate (Arson) Fires per 10,000 population	Quarterly	11.66	11.31	Target based on a 3 % reduction on the average (753) of the previous 3 full years 2012-13 695 2013-14 782 2014-15 783
	FPI 04 Deliberate (Arson) Fires	Quarterly	753	731	

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\*Note: Any variance between performance and target reflects a difference in the various year on year population levels. Population estimates figures are taken from Office of National Statistic and Domestic and non-domestic figures are taken from CIPFA and change annually mid-year



Proposed Service Delivery Performance Indicators and Targets for 2016/17

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2016/17	Target setting Rationale
PI 05	CPI 05 – Accidental Dwelling Fires per 10,000 dwellings	Quarterly	16.34	15.52	Target based on a 5% reduction on the average (412) of the previous 2 full years plus projection (p) for 2015-16 2013-14 422 2014-15 463 2015-16 352 (p)
	FPI 05 – Accidental Dwelling Fires	Quarterly	412	391	
PI 06	FPI 07 - Number of Deliberate Building Fires	Quarterly	118	112	Target based on a 5% reduction on the average (118) of the previous 3 full years 2012-13 114 2013-14 133 2014-15 107
PI 10	CPi 14i - The % of occasions Global Crewing enabled 5 and 4 (Wholetime)	Quarterly	90%	90%	Target maintained at 90%
PI 11	CPi 14ii - The % of occasions when our Response Time for Critical Fire incidents were met against agreed response standards	Quarterly	80%	80%	Target set from Attendance standards policy

## Proposed Service Delivery Performance Indicators and Targets for 2016/17

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2016/17	Target setting Rationale
PI 12	CPi 15ii - The % of occasions when our Response Time for RTC incidents were met against agreed response standards	Quarterly	75%	80%	Target based on the attendance standards policy
PI 13	CPi 16ii - The % of occasions when our Response Times for Secondary incidents were met against agreed response standards.	Quarterly	100%	96%	Target based on the attendance standards policy
Pi 16	CH01 - Calls answered in 7 seconds	Quarterly	90%	90%	It was agreed in 2012 to retain existing target until the new mobilising system is able to produce end to end data
Pi 17	CH02 - % of Calls mobilized to in 60 seconds or less	Quarterly	60%	60%	It was agreed in 2012 to retain existing target until the new mobilising system is able to produce end to end data
Pi 18	CH03 - Number of calls to FAM (HOAX) – Mobilized to	Quarterly	147	140	Target based on a 5% reduction on the average (147) of the previous 3 full years 2012-13 152 2013-14 158 2014-15 131
Pi 19	CH04 – Percentage of FAM and HOAX calls not Attended	Quarterly	52%	55%	Target based on a 5% improvement on the average (52%) of the previous 3 full years 2012-13 52% 2013-14 52% 2014-15 52%
Pi 20	CH05 - Number of calls to FAGI – Mobilised to	Quarterly	744	721	Target based on a 5% improvement on the average (744) of the previous 3 full years 2012-13 729 2013-14 734 2014-15 768

Proposed Service Delivery Performance Indicators and Targets for 2016/17

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2016/17	Target setting Rationale
Pi 24	FS01 - The percentage of Building Regulation consultations completed within the prescribed timescale	Quarterly	95%	95%	Target set on complying with request from external agency.
Pi 25	FS02 - Total no of Fire safety audits/inspections completed. Ops and FSIOs	Quarterly	1507	1900	This is a combination of the FSIOs annual inspections and response personnel under a revised SLA (700 & 1200).
Pi 26	FS04- Total Number of Fire Safety audits carried out on very high and high risk premises	Annually	255	224	The Service currently has 222 high risk premises and 2 very high risk (as determined by the National Template) in the County. These will all be inspected.
Pi 27	FS05a - Non Domestic Fires per 1,000 non – domestic properties	Quarterly	8.80	8.63	Target based on a 5% improvement on the average (155) of the previous 3 full years 2012-13 138 2013-14 167 2014-15 155
	FS06b - Total No of Fires in Non-domestic Buildings	Quarterly	155	152	
Pi 28	FSO 06a – AFD FA's / Non Domestic properties per 1,000 non – domestic properties	Quarterly	55.53	44.41	Based upon a 20% reduction on a 3 year average of 978. <i>Note: a change in the AFA mobilizing policy is required before these figures are likely to be achieved – this work is underway.</i>
	FSO 06b – AFD FA's in Non – Domestic properties	Quarterly	978	782	

Proposed Service Delivery Information Measures for 2016/17

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2016/17	Target setting Rationale
Inf01	RTC01 - The number of RTC's attended	Quarterly	393	n/a	For information only (We attend an average of 393 of these incidents per year)
Inf03	SSi 01 The number of water related deaths	Quarterly	2	n/a	For information only (We attend an average of 2 of these incidents per year)
Inf04	SSi 02 The number of water related injuries	Quarterly	2	n/a	For information only (We attend an average of 2 of these incidents per year)
Inf02	RtC02 The number of people killed or seriously injured in road traffic accidents <b>(Partnership Indicator)</b>	Quarterly	n/a	n/a	Target is set by the Police

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge  
Group  
10 March 2016  
Item No. 7**

**REPORT AUTHOR: HEAD OF COMMUNITY SAFETY**

**SUBJECT: CUSTOMER SATISFACTION SURVEY REPORT  
QUARTER 3 (1 OCTOBER – 31 DECEMBER 2015)**

For further information on this Report contact: Gary Jeffery  
Head of Community Safety  
Tel No: 01234 845061

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 October 2015 – 31 December 2015.

**RECOMMENDATION:**

That Members acknowledge the high levels of customer satisfaction achieved through Quarter 3.

1. Introduction

1.1 Surveys are 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.

1.2 The results of the surveys are reported to the Service Delivery Management Team, Corporate Management Team and Fire and Rescue Authority providing opportunities to build upon areas of sound performance and identify potential improvements.

2. Executive Summary

2.1 There were no complaints received via the customer satisfaction process in Q3 2015/16. Overall 100% of respondents across all survey areas stated they were very or fairly satisfied with our overall service.

<b>Area Surveyed</b>	<b>Surveys Issued</b>	<b>Surveys Returned</b>	<b>Rate of Return</b>
After the Incident (Domestic)	90	76	84%
After the Incident (Non-Domestic)	23	13	57%
Home Fire Safety Check Follow Up Surveys	150	146	97%
Fire Safety Audits	90	75	83%

3. Results

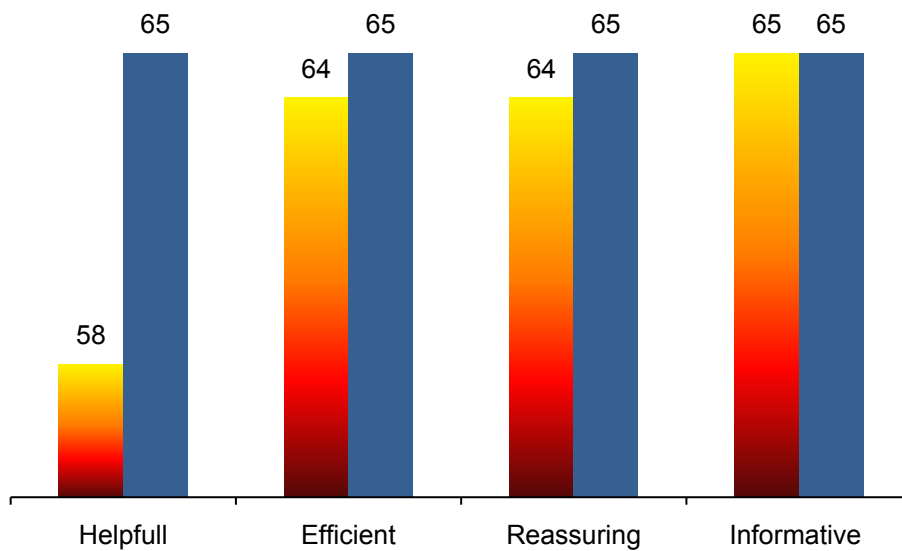
3.1 After the Incident (Domestic):

No complaints were received through the customer satisfaction service.

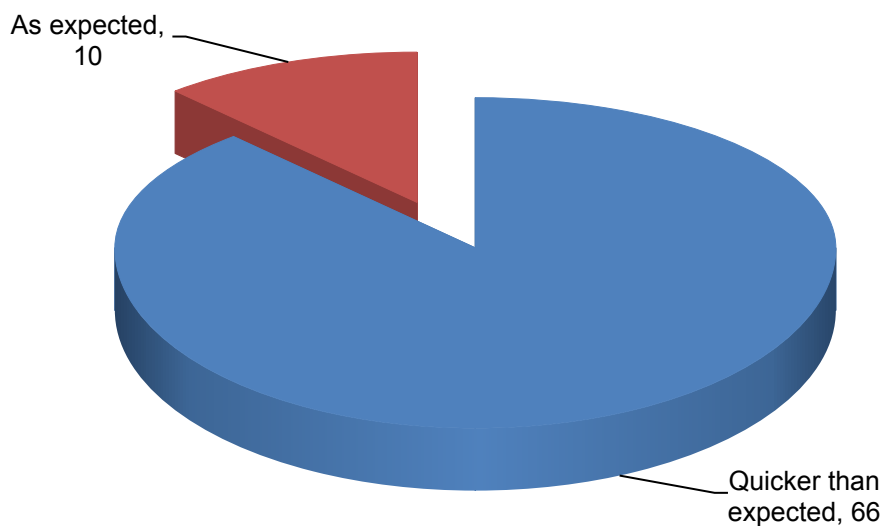
90 surveys were posted out with a total of 75 completed surveys returned for feedback purposes.

Of the 67 respondents who claimed they contacted our Service Control, all 67 stated they were either very or fairly satisfied with the initial contact.

### 3.1.1 Initial contact with Control Communication Centre ( 67 responders)



### 3.1.2 Incident response times (76 responses)



66 responders stated the fire service arrived quicker than expected and 10 as expected.

All 76 responders stated they were either very or fairly satisfied with the overall service they received.

## 4. After the Incident (Non Domestic)

No complaints were received through the customer satisfaction service.

23 surveys were issued by either post or emailed via a survey link.

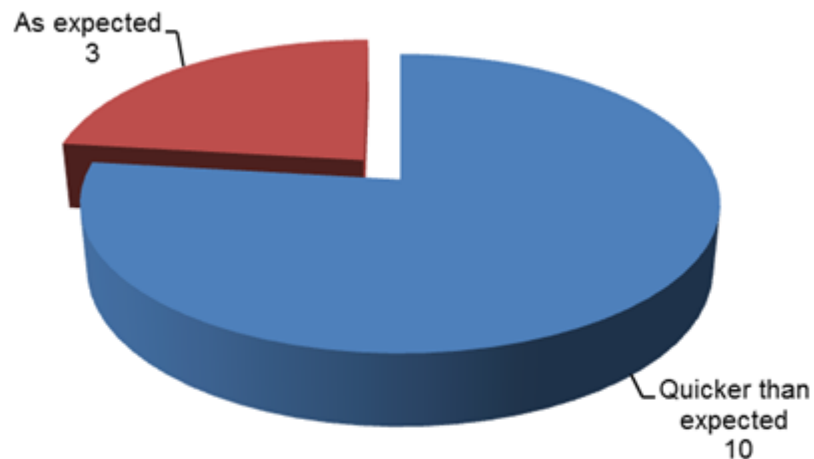
9 completed surveys were received back via survey link, 4 by post for reporting purposes.

12 claimed to have been present at the time of the incident.

11 claimed to have contacted the Control Communication Centre, all 11 stated they were either very or fairly satisfied with the way in which their call was handled.

All 10 responders stated that at the scene the Service arrived quicker than expected with 3 claiming arrival was as expected.

#### 4.1 *Response times: (13 responses)*



All 13 responders claimed they were either very or fairly satisfied with the overall service they received.

#### 5. Home Fire Safety Check Surveys

No complaints were received through the customer satisfaction process.

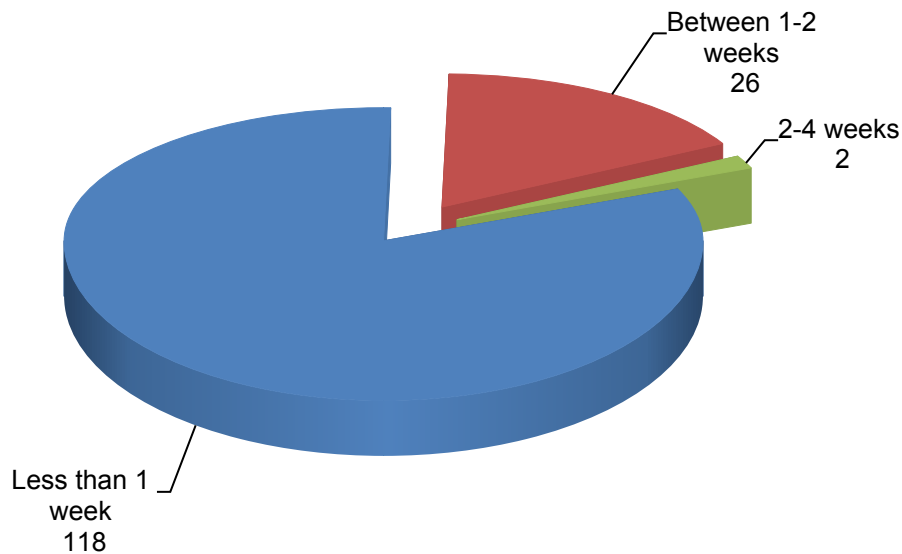
150 surveys were posted out with 146 completed survey returns. 25 of the 150 residents were contacted via telephone for feedback purposes.

All 146 responders stated they were either very or fairly satisfied with the service they received.

118 responders claimed they received a HFSC within less than 1 week, with 26 claiming they waited between 1-2 weeks, and 2 waited between 2-4 weeks.



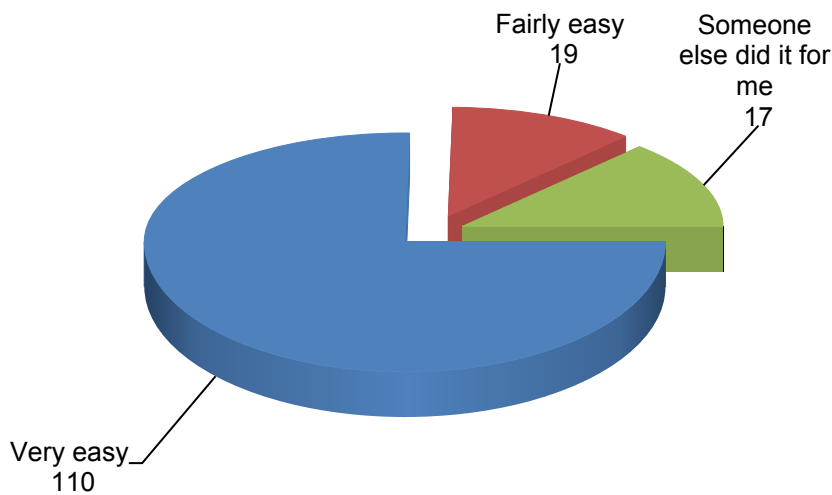
5.1 *How long did you wait for your Home Fire Safety Check?  
(146 responses)*



The majority of 118 responders claimed they waited less than 1 week for the HFSC with 45 claiming they had an immediate HFSC via a hot strike.

96 positive compliments were received within the quarter, in praise of the attitude, helpfulness and friendliness of the Community Safety Fitters.

5.2 *How easy was it to make the appointment? (146 responses)*



110 residents claimed that it was very easy to make the appointment with 19 claiming it was fairly easy and 17 claimed they had the appointment made for them.

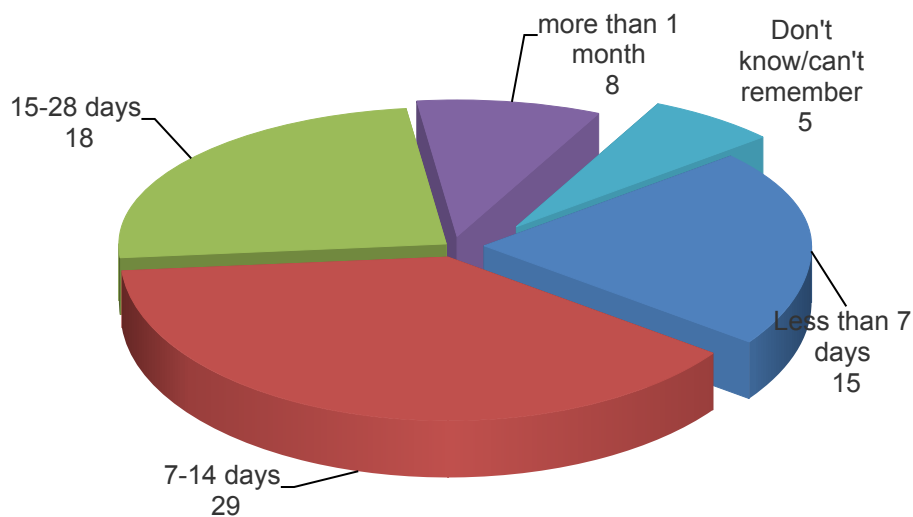
All 146 responders claimed they were either very or fairly satisfied with the HFSC service.

6. Fire Safety Audit Surveys

No complaints were received through the customer satisfaction service.

A total of 90 Fire Safety Audit surveys were issued throughout the quarter with a return of 75 completed surveys. The majority of returns were received by the electronic survey link.

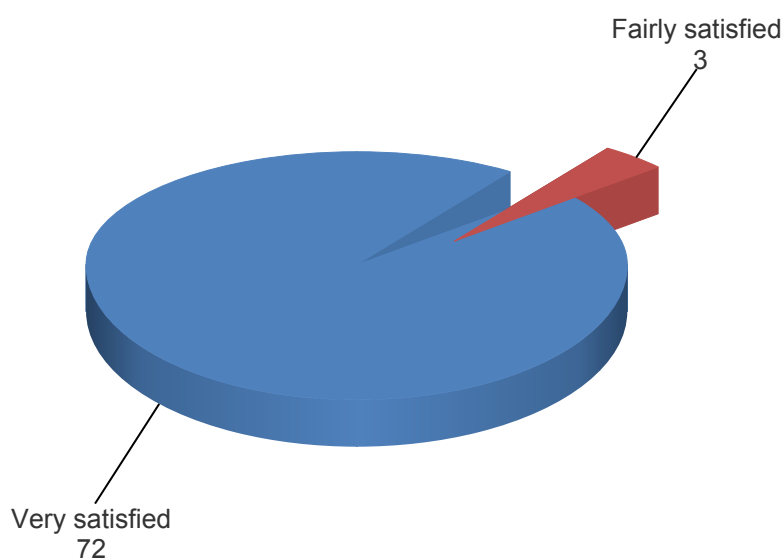
6.1 *How long did you wait for your Fire Safety Audit? (75 responses)*



66 claimed they felt the audit process had been helpful and stated they believed the process to be fairly conducted.

68 claimed they had already received a written report, of which 63 claimed to be very satisfied, 5 were neither satisfied or dissatisfied with the report.

6.2 *Overall satisfaction with audit process (75 responses)*



All 75 responders claimed they were very or fairly satisfied with the audit process.

## 7. Compliments

The Service is pleased to have received a number of compliments from members of the public. These are received by letter and email. In the 3<sup>rd</sup> quarter of 2015/16 the Service received 25 compliments.

## 8. Complaints

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.

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.

In the 3<sup>rd</sup> quarter of 2015/16, the Service received six complaints.

Five complaints were settled at Stage 1, one complaint escalated to Stage 2.

## 9. Additional Information

Feedback from all areas remains positive with zero complaints received via customer satisfaction surveys.

Issuing surveys electronically via survey link has proved successful.

Direct telephone contact for feedback with residents for home fire safety checks has been successful.

**SERVICE OPERATIONAL COMMANDER G JEFFERY  
HEAD OF COMMUNITY SAFETY**

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**For Publication**

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

**REPORT AUTHOR: HEAD OF OPERATIONS**

**SUBJECT: COMPLAINTS – DRIVING AND PARKING OF SERVICE VEHICLES**

For further information on this Report contact: SOC Ian Evans  
Head of Operations  
Tel: 01234 845000

Background Papers:

Audit and Standards Committee Meeting Minutes December 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 with information on the findings of investigations into external complaints received about the driving and parking of Service vehicles.

**RECOMMENDATION:**

That Members of the Service Delivery Policy and Challenge Group consider the report provided.

1. Background

A report on Customer Complaints received during 2014-15 and 2015-16 was presented to the Audit and Standards Committee Meeting in December 2015. This report included information on the number of complaints received regarding

the driving and parking of Service vehicles (with a breakdown of those upheld and not upheld).

Concern was expressed about the number of upheld complaints relating to the driving and parking of service vehicles and the Committee resolved that a report on complaints received in relation to driving and parking of services vehicles be referred to the appropriate Policy and Challenge Group.

## 2 Investigation of Complaints

When a Customer Complaint is received, this is brought to the attention of the relevant functional head who will allocate a manager to investigate the complaint aiming to respond to the complaint with the findings of the investigation within 10 working days. This can be a challenging timeframe to meet.

The majority of operational fire appliances are fitted with CCTV cameras, which gives the Service an enhanced level of evidence to support the investigation of complaints. However, non-operational vehicles and some operational vehicles do not have CCTV systems fitted. Where CCTV footage is available, the Service Driving Instructors view the footage and provide the investigator a report giving their professional opinion on the standard of driving. Where CCTV footage is unavailable it is often more difficult for the investigating officer to determine whether or not a complaint should be upheld.

Where there is serious concern over the standard of driving, then if considered appropriate, a driver may be suspended from driving duties pending the investigation outcome. Where investigation finds that the standard of driving appears to be below the required level, then appropriate management action will be considered including provision of additional training and application of performance or conduct policies.

## 3 Analysis of Complaints

The December report to Audit and Standards Committee provided information set out in Table 1. **Error! Bookmark not defined.**

Table 1

<b>Complaints Regarding Driving of Service vehicle (including parking).</b>				
Year	Complaints Received	Upheld	Not Upheld	Complainant(s) Satisfied?
2014/15	10	2	8	Yes
2015/16 to 31 October 2015	5	4	1 (inconclusive)	Yes

Further analysis of the total of 15 complaints has been carried out to categorise the nature of complaints investigated. This is summarised in Table 2.

Table 2

Nature of complaint	Upheld	Not Upheld
Inappropriate non-operational parking of Service vehicles (e.g. causing obstruction)	1	2
Driving causing member of public driver to take evasive action to avoid a collision (4 of 5 on blue lights)	2	3 (including 1 inconclusive – no CCTV evidence)
Poor Blue Light Driving standards (e.g. excessive speed, intimidating use of bull horn)	0	2
Inappropriate normal road use driving (eating/drinking whilst driving)	1	0
Unnecessary use of sirens disturbing local residents	2	2

A brief summary of the findings on complaints which were upheld or inconclusive is provided in Table 3.

Table 3

Nature of complaint	
Inappropriate non-operational parking of Service vehicles (e.g. causing obstruction)	Fire appliance parked partially on a pathway and double yellow lines whilst carrying out non-emergency activity. Officer in charge and driver received reprimand on conduct with written note for file.
Blue Light Driving causing Member of Public driver to take evasive action to avoid a collision	Fire appliance on blue lights carried out an overtaking manoeuvre. Oncoming car did not respond to the presence of the fire appliance and had to drive tight against the kerb to avoid fire appliance. Clipped kerb resulting in damage to vehicle. Service driver should have anticipated and catered for lack of reaction from other road users. FRS met cost of repair. FRS driver provided with feedback and additional instruction.
	Complainant stated appliance (not on blue lights) overtook him whilst he was cycling causing oncoming vehicle to stop to avoid collision. No CCTV available, investigation inconclusive – driver reminded of standards expected.
	Investigation found that blue light driving was assertive, but not reckless. The situation arose as a result of a very late reaction by a member of the public to the presence of the

	fire appliance. Service driver should have anticipated and catered for lack of reaction from other road users. FRS driver provided with feedback and additional instruction.
Inappropriate normal road use driving (eating/drinking whilst driving)	Complainant overtaken by Service van whose driver was observed eating and drinking whilst driving. Driver received reprimand on conduct with written note for file and additional driver training provided.
Unnecessary use of sirens disturbing local residents	2 complaints received within 3 weeks of each other over unnecessary use of sirens when responding from Kempston station. Sample review of CCTV found that on 1 occasion (out of 6 sampled) sirens had been used unnecessarily. Driver reprimanded and all station personnel reminded of required standard and need to show consideration.

#### 4 Blue Light Driving Standards

The following paragraphs highlight relevant Service standards/expectations for blue light driving.

Section 219 of the Highway Code provides the following guidance for other drivers in relation to emergency vehicles:

##### **Emergency and Incident Support vehicles.**

You should look and listen for ambulances, fire engines, police, doctors or other emergency vehicles using flashing blue, red or green lights and sirens or flashing headlights, or Highways Agency Traffic Officer and Incident Support vehicles using flashing amber lights. When one approaches do not panic. Consider the route of such a vehicle and take appropriate action to let it pass, while complying with all traffic signs. If necessary, pull to the side of the road and stop, but try to avoid stopping before the brow of a hill, a bend or narrow section of road. Do not endanger yourself, other road users or pedestrians and avoid mounting the kerb. Do not brake harshly on approach to a junction or roundabout, as a following vehicle may not have the same view as you.

Service fire appliance drivers are taught that they may position their vehicle overtly in order to 'encourage' a reaction from oncoming vehicles, however if the reaction has not been achieved, then care must be taken to avoid forcing a reaction from other road users or making a line of three vehicles abreast.

##### **Use of sirens**

The Road Vehicles (Construction and Use) Regulations 1986 prohibit the use of sirens between 23.30 hours and 07.00 hours. However, when responding to incidents emergency service vehicles are exempt from this requirement where the use of sirens is necessary or desirable to warn other road users of their presence.



Our response drivers are provided with training on when it is and is not appropriate to use warning sirens. For example, sirens must always be used when proceeding through a red traffic light. Our expectation is that drivers show consideration to local residents and exercise care and diligence in the use of warning sirens, only using them where necessary for the safety of themselves and other road users.

**SERVICE OPERATIONAL COMMANDER IAN EVANS  
HEAD OF OPERATIONS**

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**For Publication**

**Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge  
Group  
10 March 2016  
Item No. 11**

**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.

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. Current Revisions

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: None. All risks that are reported to the Service Delivery Policy and Challenge Group have been reviewed and there are no risk rating changes to report to Members.

2.3 Updates to individual risks 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 effect our service delivery provision:** CRR01 comprises of a number of actions and control measures necessary to assist in mitigating the risk to the Service. Progress against these actions are detailed below:
  - National Resilience Capability: The Service has in place a *Fire Special Operations Team* (FSOT) that are equipped and trained to operate in complex, arduous situations alongside other specialist teams and units from the Police, Military and Ambulance Services. As part of the Governments requirements FSOT have now been declared as a National Asset for deployment, when requested, across the UK with revised mobilising procedures in place to enable this type of mobilisation. In addition arrangements are in place for an external audit of the Service's FSOT capability following the completion of a self-assessment submitted to CFOA in February 2016. The external audit is due to take place in March 2016 with the outcomes fed back to the Service as appropriate.
  - Flooding Response Arrangements: The Service's Rescue Boat based at Bedford Fire Station has also been declared as a National Asset meeting DEFRA guidance. New mobilising procedures for this team have been put in place alongside safety arrangements for specifically trained *Water Incident Management Officers* (WIMO) to be available for a national mobilisation if required.
  - Multi agency training on BLRF (Bedfordshire Local Resilience Forum) Major Incident Plan: The Service continues to work with BLRF colleagues in joint training exercises ensuring that in the event of a major incident pre-planned response arrangements are tested and refined accordingly. As part of these arrangements the Service is taking part in a multi-agency exercise in March 2016.

3. Business Continuity

- 3.1 As part of the Service's Business Continuity (BC) arrangements further BC plans have been developed covering the potential of Functional and Service wide Business Interruptions. These plans build upon existing arrangements forming part of a developing programme of testing ensuring that the Service is best placed to deliver vital services to the communities in the event of a business failure.

**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
<b>Very High</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• reduce the likelihood of a disruption</li> <li>• shorten the period of a disruption if it occurs</li> <li>• limit the impact of a disruption if it occurs</li> </ul> <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p>
<b>High</b>	<p>These are high risks which require management attention and action. Where practical and proportionate to do so, new risk controls <i>should</i> 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.</p>
<b>Moderate</b>	<p>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.</p>
<b>Low</b>	<p>These risks are unlikely to occur and are not significant in their impact. They are managed within CMT management framework and reviewed by CMT.</p>

#### Risk Strategy

Risk Strategy	Description
Treat	<p>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)</p>
Tolerate	<p>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</p>
Transfer	<p>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 BLFRS</p>
Terminate	<p>In some circumstances it may be appropriate or possible to terminate or remove the risk altogether by changing policy, process, procedure or function</p>

**For Publication**

**Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge  
Group  
10 March 2016  
Item No. 12**

**REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER**

**SUBJECT: REVIEW OF WORK PROGRAMME 2015/16**

For further information on this report contact: Karen Daniels  
Service Assurance Manager  
Tel No: 01234 845013

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 review and report on the work programme for 2015/16 and to provide Members with an opportunity to request additional reports for the Service Delivery Policy and Challenge Group meetings for 2016/17.

**RECOMMENDATION:**

That Members review the work programme for 2015/16 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 2015/16**

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
18 June 2015	<ul style="list-style-type: none"> <li>• Appointment of Vice Chair</li> <li>• Review Terms of Reference</li> <li>• SD Performance Monitoring Report (Annual Review) and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Customer Satisfaction Report (Q3)</li> <li>• Operational Decisions Made</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2015/16</li> </ul>	Verbal Update	Review of Retained Duty System  Managed Motorways	Added SDPCG 10 March 2015  Requested at FRA 19 February 2015 and advised it would go to SDPCG on 13 March 2015
17 September 2015	<ul style="list-style-type: none"> <li>• SD Performance Monitoring Report Q1 and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction report (Q4 2014/15 and Q1 2015/16)</li> <li>• Operational Decisions Made</li> <li>• Work Programme 2015/16</li> </ul>	None  Verbal Update	Hydrants - maintenance and costs  Fire Kills Campaign Annual Report 2013/14 to be submitted for information	Added SDPCG 18 June 2015  Recommended by Audit and Standards Committee 25 June 2015



Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
1 December 2015	<ul style="list-style-type: none"> <li>• Appointment of Vice Chair</li> <li>• SD Performance Monitoring Report Q2 and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction Report (Q2)</li> <li>• Operational Decisions Made</li> <li>• Work Programme 2015/16</li> <li>• Review of the Fire Authority's Effectiveness</li> </ul>	<p>Deferred to March 2016</p> <p>Verbal Update</p>	Opportunities to integrate with Amey/OSCAR car road safety programme	Added SDPCG 17 September 2015

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 March 2016	<ul style="list-style-type: none"> <li>• SD Performance Monitoring Report Q3 and Programmes to date</li> <li>• Proposed Service Delivery Indicators and Targets 2016/17</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction Report (Q2 and Q3)</li> <li>• Operational Decisions Made</li> <li>• Review of the Work Programme 2015/16</li> </ul>	Verbal Update	Complaints received in relation to driving and parking of Service Vehicles	Added by Audit and Standards Committee 10 Dec 2015

#### Recommended Future Items for Consideration for SDPCG and FRA

Notification of future Service Exercises which FRA Members could attend		Requested at meeting 18 September 2013
Visit to Service Control		Noted at meeting on 10 March 2015

**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
16 June 2016	<ul style="list-style-type: none"> <li>• Appointment of Vice Chair</li> <li>• Review Terms of Reference</li> <li>• SD Performance Monitoring Report (Annual Review) and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Customer Satisfaction Report</li> <li>• Operational Decisions Made</li> <li>• Corporate Risk Register</li> <li>• Work Programme 2016/17</li> </ul>	Verbal Update		
15 September 2016	<ul style="list-style-type: none"> <li>• SD Performance Monitoring Report Q1 and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction report (Q4 2015/16 and Q1 2016/17)</li> <li>• Operational Decisions Made</li> <li>• Work Programme 2016/17</li> </ul>	Verbal Update	Review of Retained Duty System	Added SDPCG 10 March 2015

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
1 December 2016	<ul style="list-style-type: none"> <li>• SD Performance Monitoring Report Q2 and Programmes to date</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction Report (Q2)</li> <li>• Operational Decisions Made</li> <li>• Work Programme 2016/17</li> <li>• Review of the Fire Authority's Effectiveness</li> </ul>	Verbal Update		
23 March 2017	<ul style="list-style-type: none"> <li>• SD Performance Monitoring Report Q3 and Programmes to date</li> <li>• Proposed Service Delivery Indicators and Targets 2017/18</li> <li>• Audit and Governance Action Plan Monitoring Report</li> <li>• New Internal Audits Completed to date</li> <li>• Corporate Risk Register</li> <li>• Customer Satisfaction Report (Q3)</li> <li>• Operational Decisions Made</li> <li>• Review of the Work Programme 2016/17</li> </ul>	Verbal Update		



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