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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Service Delivery Policy and Challenge Group.

Councillor C Atkins
Councillor J Chatterley
Councillor P Downing
Councillor P Duckett
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, 1 December 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 15 September 2016. (Pages 1 - 8) |
| 5. | Service Delivery Performance Monitoring Report Q2 and Programmes to Date | DCFO | * To consider a report (Pages 9 - 20) |
| 6. | Attendance Standards | HOps | * To consider a report (Pages 21 - 24) |

| Item | Subject | Lead | Purpose of Discussion |
|-------------|---|----------------|---|
| 7. | Operational Decision Making Procedures - Exception Report | HOps | * To receive a verbal update |
| 8. | Customer Satisfaction Report | HCS | * To consider a report (Pages 25 - 36) |
| 9. | Corporate Risk Register | HSSP | * To consider a report (Pages 37 - 40) |
| 10. | Review Of Service Delivery Policy and Challenge Group Effectiveness | Chair | * To consider a report (Pages 41 - 46) |
| 11. | Work Programme 2016/17 | Chair | * To consider a report (Pages 47 - 52) |
| 12. | Police and Ambulance Collaboration | StnC Robertson | * To receive a presentation |
| | Next Meeting | | The next meeting is to be held at 10am on 23 March 2017 at Fire and Rescue Service Headquarters 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
1 December 2016
Item No. 4**

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP
MEETING HELD ON 15 SEPTEMBER 2016 AT 10.00am**

Present: Councillors C Atkins, J Chatterley, P Downing, D Franks, J Mingay (Chair) and M Riaz

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

16-17/SD/011 Apologies

There were no apologies.

16-17/SD/012 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

16-17/SD/013 Communications

There were no communications.

16-17/SD/014 Minutes

RESOLVED:

That the Minutes of the meeting held on 16 June 2016 be confirmed and signed as a true record.

16-17/SD/015 Service Delivery Performance Monitoring Report Quarter 1 and Programmes to date

DCFO Ranger submitted a report on performance for the first quarter of 2016/17 and an update on the progress and status of the Service Delivery Programme and projects to date.

AC Ball provided an update on the Replacement Mobilising System. The go live date for Essex Fire and Rescue Service had been delayed from 13 September to 21 September 2016 as some issues had arisen the previous weekend. All the issues had been resolved with the exception of one which the provider was still progressing and had expressed confidence that this would be resolved by the end of the week. A meeting was being held on 16 September 2016 where progress would be discussed and AC Ball would provide an update to Members following that meeting.

Within the Service, all 4i training had been completed and the feedback from Control staff on the new system had been very positive. Previous issues with the Integrated Command and Control System (ICCS) were being resolved.

SOC Evans reported on the progress of the Retained Duty System Improvement Project. The Gartan availability module had been launched on 27 July 2016 and this improved the management of retained firefighter availability by improving the way RDS staff could book on and off call and how the Service could access this information. This could be done by text, via the mobile app or a computer and provided real-time information on the availability of individuals and appliances. This would enable the Service to explore more flexible working arrangements which should assist in the recruitment and retention of RDS staff.

As a result of the Gartan module being introduced, a phased alerting system had been implemented at Leighton Buzzard and Biggleswade Fire Stations. This enabled the Service to alert only the individuals required for the appliance needed and would result in less inconvenience to RDS staff as well as savings for the Service.

Workstream leads for the project working groups had been allocated and work was progressing well. Recruitment of new RDS staff had been identified as a priority. The Service had utilised a variety of methods to recruit staff to RDS stations but was constrained by the proximity these individuals must live or work to the stations. Employers were also more reluctant to release their employees as had previously been the case.

Job satisfaction, in the context of reducing fire calls, was also an issue. Co-responding could improve job satisfaction and motivation, as well as improving the financial remuneration available.

In response to questions, SOC Evans advised that the app was produced by Gartan and that the Service was not solely reliant on the app to determine RDS availability.

AC Ball updated the Group on the progress against the Emergency Services Mobile Communications Programme (ESMCP). Work was progressing at a local and regional level, although there were delays at national level.

DCFO Ranger introduced the performance report for Quarter 1 2016/17. He reminded Members that a number of indicators had been set more stretching targets for the current performance year.

PI01 (primary fires) was still meeting the target even though a more challenging one had been set. It was noted that this indicator was reported as per 100,000 population to make the numbers more meaningful.

Both PI02 (primary fire fatalities) and PI03 (primary fire injuries) had missed the target for the first quarter. There had been one fire fatality in Luton in May 2016 and 8 fire injuries during the reporting period. There did not appear to be a trend to explain the increased number of injuries and this situation would be monitored.

PI04 (deliberate (arson) fires) had exceeded its target even though a more challenging target had been set.

Members noted that qualified fire investigation officers undertook arson investigations in partnership with the Police Scene of Crime Officers. There was a possibility that the introduction of joint investigation teams could be considered in future as the teams had very similar competencies.

PI06 (number of deliberate building fires) separated out the acts of arson against buildings and permanent structures. 16 of the 170 arson fires had been in this category in quarter 1.

DCFO advised that PI10 (the percentage of occasions global crewing enabled 5 and 4 (whole-time)) was reporting as amber for the quarter. This was the result of a higher than predicted turnover of staff and some instances of long-term sickness. Private companies were targeting firefighters with a very attractive pay package and a higher than anticipated number of firefighters had left the Service. 26 whole-time firefighters had been recruited to address the shortfall in the establishment, 19 new recruits and 7 transfer-ins.

The Chair reported that 4 of the new recruits were females.

In response to a question, DCFO Ranger referred to recent Police recruitment campaigns that appeared to have attracted a high number of BME applicants. He would be speaking with the Deputy Chief Constable to obtain the details.

PI17 (percentage of calls mobilized to in 60 seconds or less) had missed its target by 9% during a period of staffing deficiency. During the reporting period, new members of Control staff had been trained to handle calls independently and new training for existing staff on the RMS had been delivered.

The staff establishment for Control was small with 20 Control staff split across four Watches. So whilst this period of staff shortage could have been foreseen, it was unlikely that the Service would have been able to backfill and cover those posts. As the new staff had now completed their training and were fully operational, it was anticipated that performance would improve during the current quarter, although the situation would continue to be monitored.

SOC Evans advised that during the reporting period, it would have taken longer for the trainees to deal with calls as they were still gaining experience in handling calls quickly and utilising the Service's call challenge procedures. If an emergency call came in, it would have been taken over by an experienced operator so that it could be mobilised to more quickly.

Members discussed the value of a non-emergency fire number similar to that introduced for the health service. However, it was recognised that the fire service received a smaller number of calls and it was unlikely that an additional number could be justified.

There had been a spike of calls reported under PI20 (number of calls to False Alarm Good Intent (FAGI) – mobilised to) during the reporting period. The cause for this was unknown and performance against this indicator would continue to be monitored.

Performance against FSO1 (the percentage of Building Regulation consultations completed within the prescribed timescale) had dipped below target by 4% as a number of poor quality plans had been received during the period from non- local authority building inspectors.

SOC Jeffery advised that these were plans relating to the change in layout or structural alterations to business premises. On average, the Service responded to 400 to 500 plans per annum and this work was carried out by a small dedicated team of Fire Safety Officers.

SOC Evans reported that the Service had a statutory responsibility to be consulted on and respond to plans of this type and was legally prohibited from making a charge for this activity.

PI26 (total number of Fire Safety audits carried out on very high risk and high risk premises) was reporting as red for the quarter as the programme of audits was still unevenly spread following the significant reduction in the number of premises classified as very high risk and high risk. The target would be achieved by year-end and efforts were being made to spread the audits more evenly across the year.

There had been an increase in the quarter of AFD FA's in non-domestic properties (PI28). It was likely that numbers against this indicator would continue to be high until a new non-mobilisation policy was introduced. It was unlikely that this would affect performance before Quarter 3.

Members also received performance measures on road traffic collisions and water related incidents for information only.

DCFO Ranger expressed the view that performance against many of the primary performance indicators continued to reach and/or exceed target levels following the introduction of more challenging targets.

In response to a question about the six-month pilot to provide entry for the Ambulance Service, which had commenced in July 2016, SOC Evans reported that the Service had already responded to 80 incidents where it was required to force entry. The average anticipated call rate was approximately one per day.

Anecdotal evidence suggested that the pilot had been a success as it was providing an enhanced level of response to the Ambulance Service and utilising the capabilities and resources of Fire Service personnel.

RESOLVED:

That the progress made on the Service Delivery Programmes and Performance be acknowledged.

16-17/SD/016 Attendance Standards

Following the consideration of the 2015/16 year-end performance indicators at the Group's last meeting and the scrutiny of performance against P111 (the percentage of occasions when our response time for critical fire incidents were met against agreed response standards), which had missed its target by 2%, SOC Evans advised that he had been investigating the performance against that indicator at the request of the Group.

It appeared that there had been a technical error in the collection of the data behind this indicator and a written report including an accurate performance figure would be submitted to the next meeting of the Group.

RESOLVED:

That the update on attendance standards be noted and that a report on attendance standards be submitted to the next meeting of the Group.

16-17/SD/017 Operational Decision Making Procedures – Exception Report

There were no exceptions to report.

16-17/SD/018 Annual Review of Partnerships 2015/16

SOC G Jeffery submitted an overview of partnerships following the 2015/16 annual review of Community Safety partnerships. These were primarily the main partnership groups rather than sub-groups or individual organisations. The Service regularly worked in partnership with other organisations to share information and public information campaigns.

In response to a request to allow local Looked After Children access to the Community Fire Stations for activities during the school holidays, SOC G Jeffery suggested that he be contacted to progress this.

RESOLVED:

That the outcomes from the 2015/16 review of Community Safety partnerships and the partnership policy and supporting documentation have also been subject to review be acknowledged.

16-17/SD/019 Customer Satisfaction Survey Report End of Year

SOC G Jeffery presented the results of Customer Satisfaction surveys conducted from 1 April 2015- 31 March 2016. Overall, the Service had received a 99.6% satisfaction rate from local people for the services provided to them.

The decreased percentage of survey response returns had been recognised and the Service was experimenting with different methods to increase return rates in 2016/17.

DCFO Ranger reported that the results of the customer satisfaction survey would be included in the Service's Blue Bulletin.

RESOLVED:

1. That the high levels of customer satisfaction achieved throughout the year be acknowledged and that the changes in the method of gathering data to be trialled during 2016/17 be noted.
2. That the low number of complaints received during the year, particularly those that were progressed past Stage 1, be recognised as another indicator of the high level of service provided by Fire and Rescue staff.

16-17/SD/020 Corporate Risk Register

SOC I Evans presented the review of the Corporate Risk Register. He reported that 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) would be moved to the tolerate section of the register following a review of the risk and its controls.

The risks associated with the renovation of London Luton Airport were discussed. It was noted that the increase in passenger numbers using the airport presented an additional risk.

The Group was advised that the Service worked closely with the airport to ensure that it was kept informed of the physical changes at the airport. The Service did have alternative routes to access the airport in the event of an emergency.

In response to a comment, DCFO Ranger confirmed that the Service would have command of a major incident at the airport as the airside fire service was responsible primarily for initial operations.

The two updates to CRR02 and CRR44 relating to the Retained Duty System had been discussed under the project update in Minute 16-17/SD/015 above.

RESOLVED:

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

16-17/SD/021 Work Programme

The Group received its updated work programme for 2016/17.

DCFO Ranger suggested that a presentation be given to the next meeting on the work of the Special Operations Team and that this also be presented on the Member Development Day.

Arising from a request for the results of the forced entry pilot with the Ambulance Service, it was noted that the six month pilot concluded in December 2016 and that the results could be presented to the first meeting of the Group in 2017.

The Chair reported that the MP for Bedford and Kempston had advised him that the Service had been recognised in Parliament as a beacon for its collaborative work with the Police and the Ambulance Service.

RESOLVED:

1. That a presentation on the Special Operations Team and an update on collaboration with the Police and Ambulance Service be received by the Group at its next meeting.
2. That the results of the forced entry pilot be presented to the Group's meeting in March 2017.

The meeting finished at 11.30am.

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For Publication

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

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

SUBJECT: SERVICE DELIVERY PROGRAMME AND PERFORMANCE 2016/17 - QUARTER 2 (APRIL TO SEPTEMBER 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

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 2, 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 2 2016/17 (1 April 2016 to 30 September 2016).

RECOMMENDATION:

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

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 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 13 January 2017.

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 2 2016/17 which covers the period 1 April 2016 to 30 September 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.

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 Q2 – 2016/17

Project Exceptions:

3.1 The Replacement Mobilising System, with an initial proposed ‘go live’ date of 27 September 2016 with the 4i mobilising system has been delayed to the end of November 2016.

3.2 The delays in the Replacement Mobilising System project have had a knock on effect on the implementation of Retained Duty System Improvement Project (RDSIP). The estimated project completion is now 31 March 2018 (originally set at 30 June 2017).

3.3 The Emergency Services Mobile Communications Programme (ESMCP) is rated Amber due to on-going national delays. BFRS continues to work with other Fire and Rescue Services within the region.

Performance Indicators:

All performance indicators are on target with the exception of:

3.4 **PI 01 FPI 01 - Primary Fires:** The number of primary fires increased to 282 in Quarter 2 and the target was missed by 5%, it should be noted that this spike in incidents is common during the summer and reflects the Q2 data for previous years.

3.5 **PI 04 CPI 04 - Deliberate (Arson) Fires per 10,000 Population:** Arson fires in quarter two once again reached a high level, historically quarter two has always been seen to be higher during certain seasonal peaks (arson spike during summer period), 42% higher than the other three quarters on average each year over the past 5 years. The Community Safety Arson Adviser has been tasked to monitor the trend and identify Community Safety initiatives.

3.6 **PI 10 FPI 14i - The % of Occasions Global Crewing Enabled 5 and 4 (Wholetime).** The target was missed by 7%. 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 now operational on station.

- 3.7 **PI 11 FPI 14ii - The % of Occasions When Our Response Time for Critical Fire Incidents Were Met Against Agreed Response Standards.** We have conducted an investigation of the failed critical incidents over the first two quarters of this year. The findings show that 22% of the 55 incidents failed due to Kempston attending 2 pump incidents the far side of Bedford when the Bedford RDS pump was unavailable.
- 3.8 **PI 19 CH 4 - Percentage of FAM & HOAX Calls - Not Attended.** This measure is new this year and we will closely monitor any fluctuations that occur. The actual data for Q1 and Q2 vary significantly and we have asked the Control Centre Commander to investigate why, as this has led to the measure failing this quarter.
- 3.9 **PI 20 CH 5 - Number of Calls to FAGI – Mobilized to.** This quarter has again seen a significant increase in the numbers of calls. The Service Control Commander is currently investigating to see if there is any cause for the increase.
- 3.10 **PI 24 FSO 1 - The Percentage of Building Regulation Consultations Completed Within the Prescribed Timescale.** We continue to receive poor quality plans with insufficient detail. We are also experiencing problems with electronic plans. Due to software incompatibility we can no longer open Adobe pdf drawings and supporting arrangements have to be adopted, this causes further delays with plan examination schedules.
- 3.11 **PI 25 FSO 2 - Fire Safety Audits/Inspections Completed.** The number of completed operational station audits is down slightly and accounts for the reduction. This is being followed up.
- 3.12 **PI 26 FSO 4 - Total Number of Fire Safety Audits Carried Out on Very High and High Risk Premises.** As per last quarter, although the target has been missed, the balance across the annual inspection is still on track to complete 224 by year end. 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.
- 3.11 **PI 28 FSO 06b – AFD FAs in Non-Domestic Properties.** As per last quarter, the draft target set was challenging and reaching this was always going to be subject to the implementation of revised Automatic Fire Alarm (AFA) mobilisation procedure. Once implemented, significant reductions in AFA in non-domestic premises are predicted.

**GLEN RANGER
DEPUTY CHIEF FIRE OFFICER**

SERVICE DELIVERY PROGRAMME REPORT

| Project Description | Aim | Performance Status | Comments |
|--|---|---------------------|---|
| <p>Emergency Services Mobile Communications Programme (ESMCP)</p> | <p>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.</p> | <p>Amber</p> | <p>The project is rated Amber reflecting the national picture. The Service's Project Team and Project Board are in place and meet regularly to monitor progress against the national programme. The Service continues to work regionally; the most recent Regional Fire Group meeting attended was on 30 September 2016, encompassing Beds, Herts, Cambs, Essex, Norfolk and Suffolk FRS. The regional Business Change and Assurance Manager (BCAM) and the Regional Implementation Manager have now been appointed.</p> <p>Work is continuing as far as possible to prepare for the ESMCP, Essex and Bedfordshire have now received a proposal from Frequentis for the upgrade of our Control Room to ESN. This will be reviewed in detail and discussed at the next Regional Meeting. There are various options to be considered, and clarification on the apportionment of costs is yet to be confirmed.</p> <p>The route for procurement of devices has not been advised nationally and trials of devices are not able to proceed. Once this agreed we will specify and plan the resourcing for the fit outs of vehicles.</p> |

| Project Description | Aim | Performance Status | Comments |
|--------------------------------------|--|--------------------|--|
| Replacement Mobilising System | Replace mobilising system to provide resilient, dynamic mobilisation of Fire Service assets. | Red | <p>The Replacement Mobilising system went live in Essex on 21 September a week late, and following fixing minor issues, has proved to be stable under load. Early issues were quickly addressed, and there has been positive feedback from the crews. A visit has been arranged for BFRS crew and FBU members to see a fully functioning system. BFRS were due to go live on the 27 September but a significant problem arose with the Frequentis element of the system. Frequentis have now identified the problem and identified a solution which Essex FRS ICT team are in the process of applying and the process of fixing the remaining faults in the BFRS system. The BFRS cut-over plan is dependent on the station-end testing which cannot be completed until the 4i system is in place and the ICCS is fully up and running (currently in test). Training is completed and full end to end user assurance testing will shortly start. The program and cutover plan are being reviewed tomorrow (Thursday 10th) and the aspiration is to compress the programme enough to permit a go live in November. The DIVOS voice recording system is now working and training is completed.</p> <p>A workshop is planned in the near future to map out the Gateway requirements between Essex and BFRS, so that work can start on setting this up – it is estimated that this may take up to 4 weeks. Following this, penetration testing will take place and the Annexe C Code of Connection (COCO) application will be made. Two guided messages have been selected to be tested on the MDTs, and work is ongoing on completing the suite of guided messages, using the Essex status codes, which will be passed onto the crews via the Operational Delivery team, (ODT).</p> <p>Funding has been agreed for the two Project Managers to continue through to project completion. The BFRS Infrastructure Manager post is now filled, and the risk to the project of loss of expertise is now mitigated.</p> |

| Project Description | Aim | Performance Status | Comments |
|--|---|---------------------|---|
| <p>Retained Duty System Improvement Project (RDSIP)</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>Green</p> | <p>The Gartan availability module went live on 27 July 2016 and is now in use at all RDS stations providing improved availability management. Work to configure the Gartan Payroll module is underway.</p> <p>The RDS contract template for new employees has been reviewed and updated.</p> <p>The Service policy for whole time retained has been reviewed to make arrangements less restrictive which will facilitate improved cover provision.</p> <p>A pilot of phased alert for co-responding calls is underway at Biggleswade and Leighton Buzzard fire stations.</p> <p>The implementation of the Gartan availability and Payroll modules has been a significantly larger piece of work than was originally anticipated. The delays in the Replacement Mobilising System project have had a knock on effect on the implementation of phased alert, which is dependent upon the mobilising system configuration. As a result of these issues, a review of the project has identified that the estimated project completion is now 31/03/2018 (originally set at 30/06/2017).</p> |

SERVICE DELIVERY PERFORMANCE 2016/17 Quarter 2

| Measure | | | | 2016/17 Quarter 2 | | | | | |
|---------|--|-------------------|--------------------------|---------------------------|------------|-----------|-----------|----------------------------|---|
| No. | Description | Aim | 2016/17 Full Year Target | Average over Last 5 Years | Q2 2015/16 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| PI 01 | CPI 01 - Primary Fires per 100,000 Population | Smaller is Better | 156.28 | 87.98 | 81.06 | 81.68 | 78.14 | Amber | Missed target by 5% |
| | FPI 01 - Primary Fires | | 1010 | 557 | 522 | 526 | 505 | | |
| PI 02 | CPI 02 - Primary Fires Fatalities per 100,000 Population | Smaller is Better | 0.5 | 0.10 | 0.16 | 0.16 | 0.25 | Green | Aim to achieve fewer than 3 annual fatalities |
| | FPI 02 - Primary Fire Fatalities | | 3 | 1 | 1 | 1 | 1 | | |
| PI 03 | CPI 03 - Primary Fires Injuries per 100,000 Population | Smaller is Better | 3.41 | 1.93 | 1.71 | 1.55 | 1.71 | Green | Aim to achieve fewer than 22 annual injuries |
| | FPI 03 - Primary Fire Injuries | | 22 | 12 | 11 | 10 | 11 | | |
| PI 04 | CPI 04 - Deliberate (Arson) Fires per 10,000 Population | Smaller is Better | 11.31 | 8.48 | 6.82 | 6.52 | 5.66 | Red | Missed target by 15% |
| | FPI 04 - Deliberate (Arson) Fires | | 731 | 536 | 439 | 420 | 366 | | |

APPENDIX B

| Measure | | | | 2016/17 Quarter 2 | | | | | |
|---------|---|-------------------|--------------------------|---------------------------|------------|-----------|-----------|----------------------------|------------------------|
| No. | Description | Aim | 2016/17 Full Year Target | Average over Last 5 Years | Q2 2015/16 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| PI 05 | CPI 05 - Accidental Dwelling Fires per 10,000 dwellings | Smaller is Better | 15.52 | 7.41 | 6.38 | 7.16 | 7.76 | Green | 8% better than target |
| | FPI 05 - Accidental Dwelling Fires | | 391 | 185 | 163 | 183 | 195.5 | | |
| PI 06 | FPI 07 - Number of Deliberate Building Fires | Smaller is Better | 112 | 69 | 37 | 31 | 56 | Green | 48% better than target |
| PI 10 | FPI 14i - The % of Occasions Global Crewing Enabled 5 and 4 (Whole-time) | Higher is Better | 90% | 97% | 97% | 86% | 90% | Amber | Missed target by 4% |
| 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% | 78% | 78% | 75% | 80% | Amber | Missed target by 5% |
| 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% | 89% | 93% | 80% | Green | 16% 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 |

* Previous 5 years data is under review to check data accuracy

APPENDIX B

| Measure | | | | 2016/17 Quarter 2 | | | | | |
|---------|--|------------------|--------------------------|---------------------------|------------|-----------|-----------|----------------------------|------------------------|
| No. | Description | Aim | 2016/17 Full Year Target | Average over Last 5 Years | Q2 2015/16 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| PI 16 | CH 1 - % Calls Answered in 7 seconds | Higher is Better | 90% | 96% | 99% | 96% | 90% | Green | 6% better than target |
| PI 17 | CH 2 - % of Calls Mobilized in 60 Seconds or Less | Higher is Better | 60% | 62% | 60% | 72% | 60% | Green | 20% better than target |
| PI 18 | CH 3 - Number of Calls to FAM (Hoax) - Mobilized To | Lower is Better | 140 | 69 | 78 | 75 | 70 | Green | Missed target by 7% |
| PI 19 | CH 4 - Percentage of FAM & HOAX Calls - Not Attended | Higher is Better | 55% | 59% | 57% | 41% | 55% | Red | Missed target by 26% |
| PI 20 | CH 5 - Number of calls to FAGI - Mobilized to | Lower is Better | 721 | 393 | 357 | 495 | 361 | Red | Missed target by 37% |

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.

APPENDIX B

| Measure | | | | 2016/17 Quarter 2 | | | | | |
|---------|---|-------------------|--------------------------|---------------------------|------------|-----------|-----------|----------------------------|-----------------------|
| No. | Description | Aim | 2016/17 Full Year Target | Average over Last 5 Years | Q2 2015/16 | Q2 Actual | Q2 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% | 97% | 93% | 95% | Amber | Missed target by 2% |
| PI 25 | FSO 2 - Fire Safety Audits/Inspections Completed | Higher is Better | 1900 | 796 | 756 | 919 | 950 | Amber | Missed target by 3% |
| PI 26 | FSO 4 - Total number of Fire Safety audits carried out on very high & high risk premises | Higher is Better | 224 | 142 | 67 | 73 | 112 | Red | Missed target by 35% |
| PI 27 | FSO 5a - Non Domestic Fires per 1,000 non – domestic properties | Smaller is Better | 8.63 | 4.23 | 3.63 | 3.98 | 4.32 | Green | 8% better than target |
| | FSO 5b - Total No of Fires in Non-domestic Buildings | Smaller is Better | 152 | 74 | 64 | 70 | 76 | | |
| PI 28 | FSO 06a – AFD FA's / Non Domestic properties per 1,000 non – domestic properties | Smaller is Better | 44.41 | 29 | 25 | 28 | 22 | Red | Missed target by 24% |
| | FSO 06b – AFD FA's in Non – Domestic properties | Smaller is Better | 782 | 511 | 448 | 486 | 391 | | |

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.

APPENDIX B

Information Measures Only

| Measure | | | | 2016/17 Quarter 2 | | | | | |
|---------|--|-------------------|--------------------------|---------------------------|------------|-----------|-----------|----------------------------|----------|
| No. | Description | Aim | 2016/17 Full Year Target | Average over Last 5 Years | Q2 2015/16 | Q2 Actual | Q2 Target | Performance against Target | Comments |
| Inf01 | RTC01 - Number of RTC's Attended | Smaller is Better | n/a | 176 | 187 | 195 | 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 | 112 | 114 | 68 | 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 | 1 | 0 | 0 | n/a | n/a | n/a |

IRS Status - At the time the data was downloaded there were 195 IRS incomplete and 2080 unpublished.

For Publication

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

REPORT AUTHOR: HEAD OF OPERATIONS

SUBJECT: ATTENDANCE STANDARDS

For further information on this Report contact: SOC Ian Evans
Head of Operations
Tel No: 01234 845028

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 provide Members of the Service Delivery Policy and Challenge Group with information on performance against attendance standards for incidents.

RECOMMENDATION

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

1. Background

- 1.1 At the meeting of the Service Delivery Policy and Challenge Group held on 16 June 2016 Members considered the Service Delivery Performance Monitoring Report (Annual Review) and noted that performance against PI11 (The % of Occasions When Our Response Time for Critical Fire Incidents Were Met Against Agreed Response Standards) appeared to have decreased significantly from previous years (the five year average was reported as 96%, 2015/16 performance was reported as 78% against a target of 80%).

1.2 Members requested a report on the attendance standards.

2. Attendance Standards

The Fire and Rescue Authority has set out its commitment to the following attendance standards in the Community Risk Management Plan 2015-2019.

2.1 **Critical Fire Incidents:**

2.1.1 For fires which threaten life, structures or the environment, we provide an initial response of:

- 2 fire appliances with crews of 5 and 4 (total 9) on 90% of occasions; and
- This initial response will arrive within 5 to 10 minutes on 80% of occasions.

2.1.2 For road traffic collisions (RTCs):

- We will attend all RTCs to which we are called within 13 minutes on 80% of occasions.

2.2 **Secondary Incidents:**

2.2.1 For incidents that are not potentially life threatening, such as lock-ins, lock-outs and animal rescues, we provide an initial response of:

- 1 fire appliance with a crew of 5 and this response will arrive within 20 minutes on 96% of occasions.

3. Analysis of Performance Information

3.1 In view of the apparent disparity between 2015/16 performance and previous years' performance Head of Operations requested detailed analysis and review of incident information upon which the performance indicator is based.

3.2 On investigation it became clear that the performance figures included in the year-end report provided by the Strategic Support team for 'Five Year Average' (96%) were incorrect as a result of human error in production of the report. This has been raised with the Strategic Support team and corrective action taken to prevent a recurrence.

3.3 As part of the investigation into attendance standards performance information a data validation/cleansing exercise was undertaken and the performance information for previous years was reviewed. It was identified that attendance data for certain special services had also been included when determining the two pump attendance time performance. Data relating to special services has now been removed, which has resulted in minor variations to the performance figures.

3.4 The average performance against the standard over the five years previous to 15/16 was 78% (not 96%).

- 3.5 The performance for year 15/16 was 75%.
- 3.6 The current performance as at Quarter 2 of 16/17 is 75%.
- 3.7 Member scrutiny and challenge correctly identified an anomaly in the performance report which on investigation has been found to be a mistake due to human error during production of the performance report.

4. Recommendation

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

**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
1 December 2016
Item No. 8**

REPORT AUTHOR: HEAD OF COMMUNITY SAFETY

**SUBJECT: CUSTOMER SATISFACTION REPORT
QUARTER 2: (1 JULY – 30 SEPTEMBER 2016)**

For further information on this Report contact: Mark Hustwitt
Communications and Engagement Manager
Tel No: 01234 845161

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 the levels of Customer Satisfaction during Quarter 2 2016/17 (1 July – 30 September 2016).

RECOMMENDATION

That Members acknowledge the report and the continuing good levels of customer satisfaction.

1. Executive Summary

1.1 Customer satisfaction is measured through surveys (undertaken after an incident, following a Home Fire Safety Check (HFSC) or Fire Safety Audit), letters of compliments, and complaints.

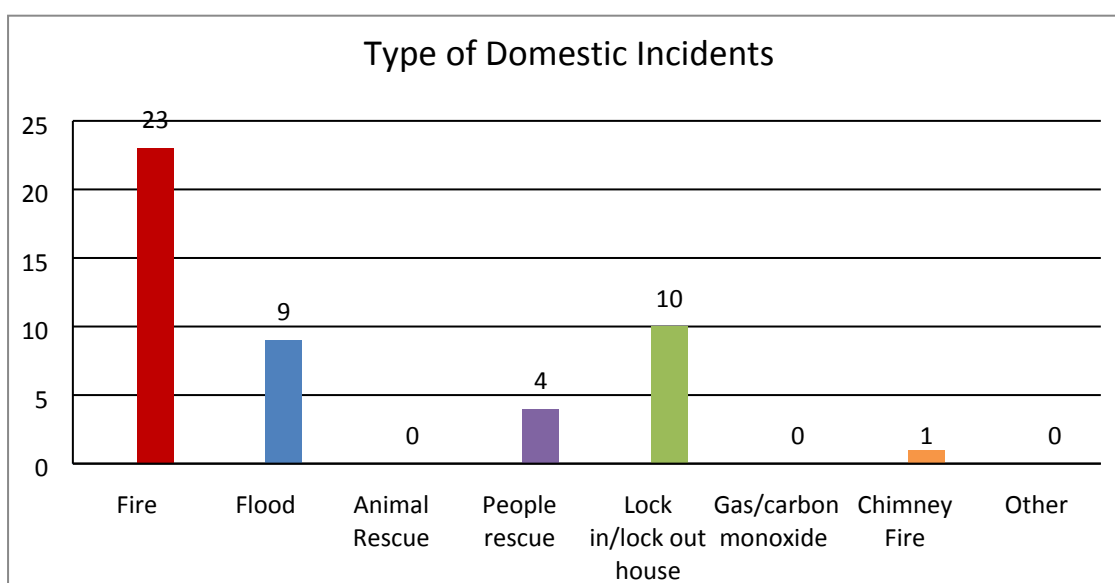
1.2 Surveys undertaken in Q2 2016/17 indicate that 99% of respondents across all survey areas were either very or fairly satisfied with the overall service provided. Two businesses were dissatisfied with Fire Safety Audits as they did not agree with the outcome of the Audit or its timing (see section 5 below). The rate of responses for surveys issued in Quarter 2 is shown on the following page, with comparisons against the same period in 2015/16.

1.3. Numbers in the report have been rounded to one decimal place.

| Area surveyed | Total number of surveys returned | Total number of surveys sent | Return rate | Comparison to Q2 2015/16 |
|-----------------------------------|----------------------------------|------------------------------|-------------|--------------------------|
| After the Incident (Domestic) | 51 | 149 | 34.2% | 16 (32%) |
| After the Incident (Non Domestic) | 17 | 32 | 53.1% | 30 (50%) |
| Home Fire Safety Checks (HFSC) | 133 | 255 | 52.2% | 66 (66%) |
| Fire Safety Audit | 85 | 200 | 42.5% | 18 (36%) |
| Totals/Average Return Rate | 286 | 636 | 45.5% | 130 (46%) |

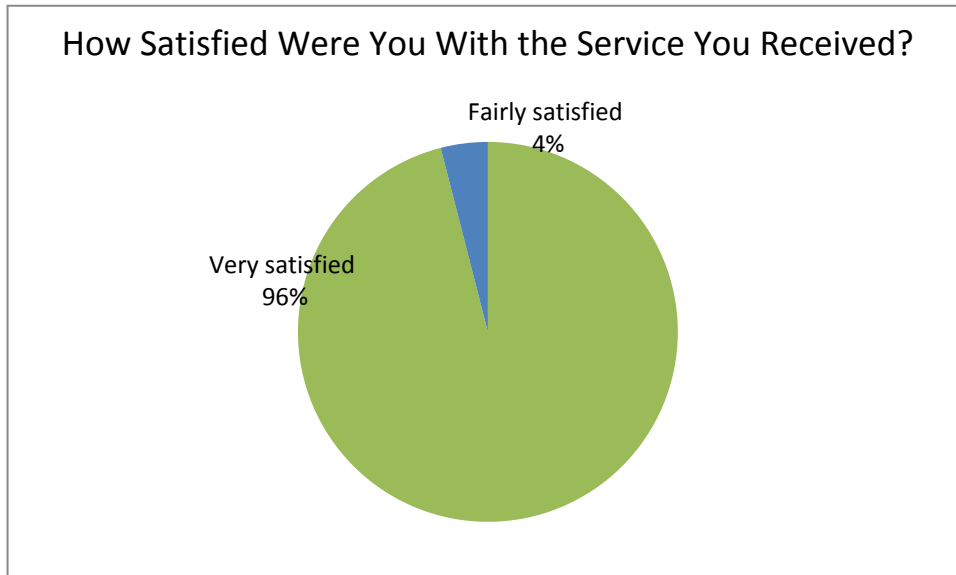
2. After the Incident (Domestic)

2.1 Type of Incident:



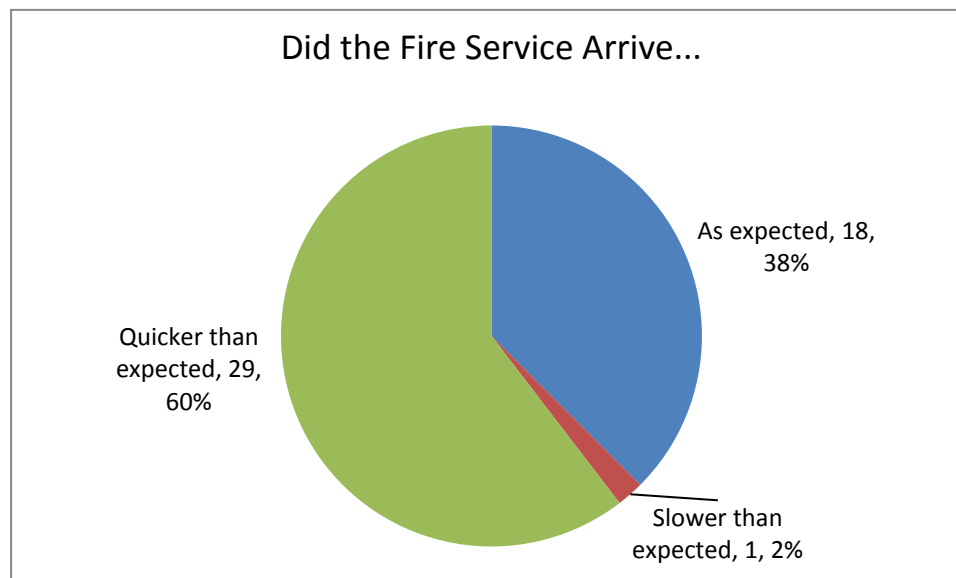
149 surveys were sent out and 51 replies have been received, a response rate of 34.2%. The main incidents which respondents were involved in were fires, lock ins or lock out and flooding. Four people did not state the nature of their incident.

2.2 Overall Satisfaction:



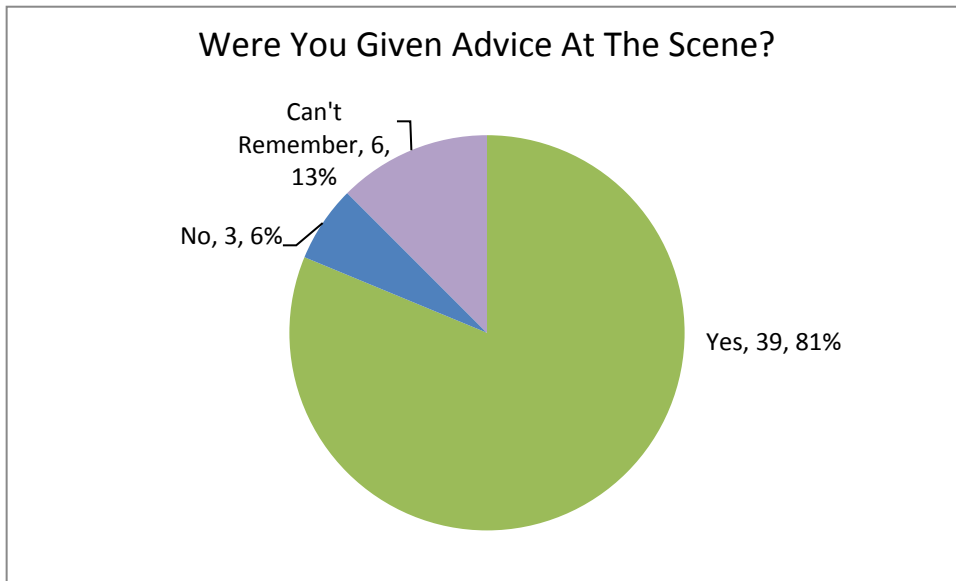
96% of those who replied to the survey said they were very satisfied with the service they received, 4% were fairly satisfied with the service provided.

2.3 Arrival Times:



48 of 51 respondents replied to this question on the survey. Only one person thought the Service arrived slower than expected. 32 of respondents had called the Service themselves and they were all positive about the assistance they received.

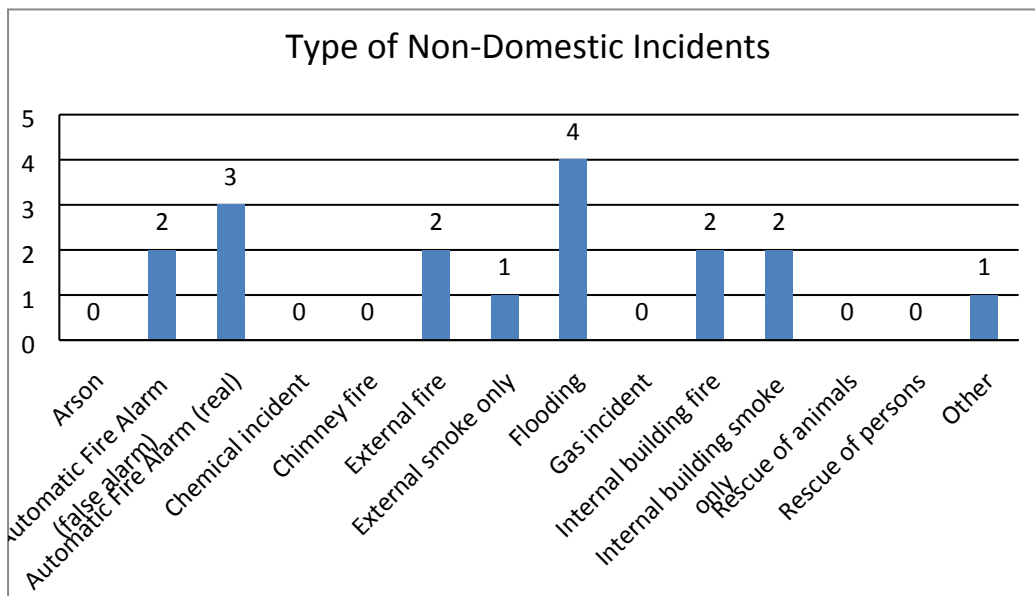
2.4 Advice Given:



48 respondents replied to this question on the survey. The majority of those involved in incidents were given advice at the scene.

3. After the Incident (Non-Domestic)

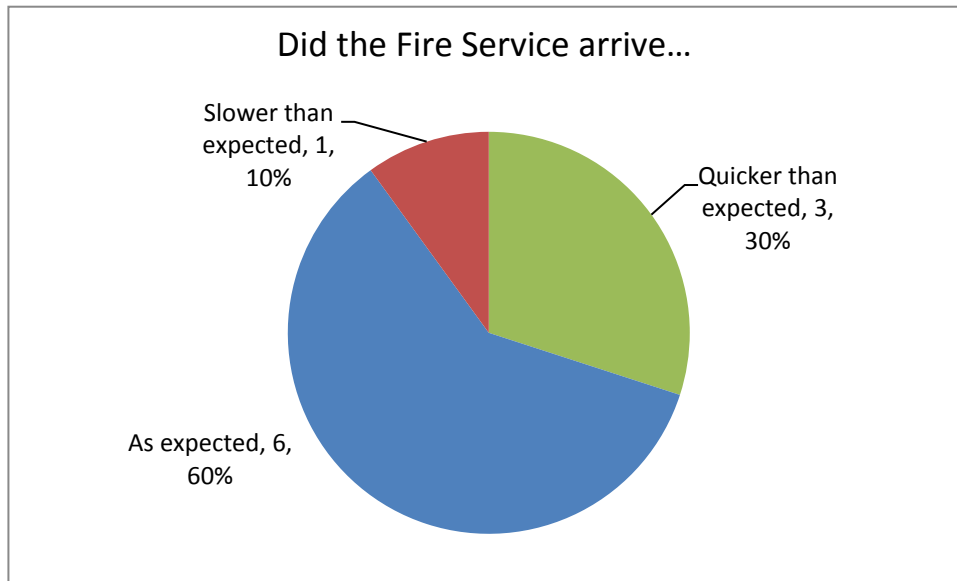
3.1 Type of Incident:



There were only 32 incidents involving commercial properties during Quarter 2, and 17 survey responses have been received (a response rate of 53.1%).

In all instances the respondent was very or fairly satisfied with the service they received from the Service.

3.2 Arrival Times:

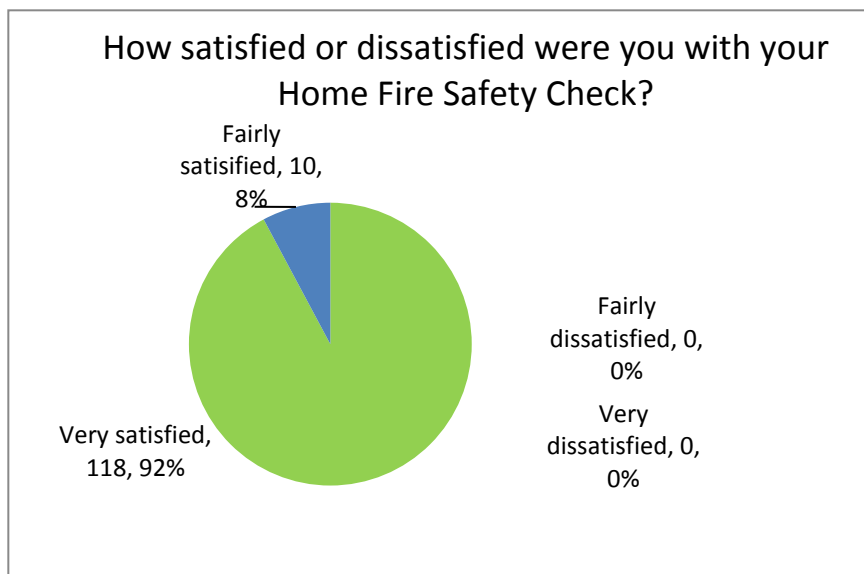


Only ten of the 17 respondents answered this question and in the majority of cases the Service arrived as expected and if not, in a time that was quicker than expected.

4. Home Fire Safety Check (HFSC)

4.1 255 questionnaires were sent out to those who had received a Home Fire Safety Check (HFSC) during this quarter. From that 133 were returned, which exceeded the number returned in 2015/16 and gives a response rate of 52.2%.

4.2 Overall Satisfaction:

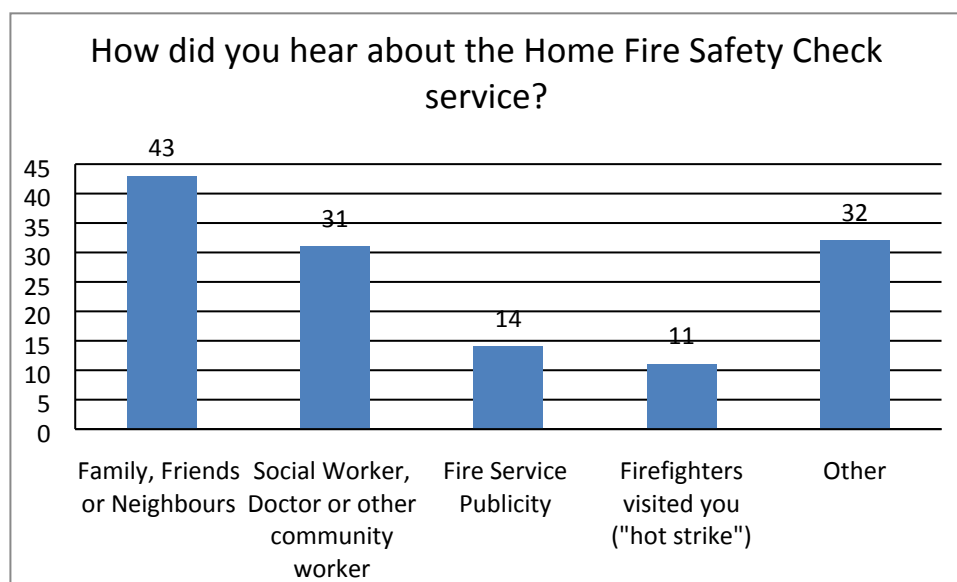


128 of 133 respondents replied to this question on the survey and all of those who responded were very or fairly satisfied with their HFSC.

There were many positive comments about the service people received from us including:

- *Very polite and kind officer who very patiently and thoroughly explained fire safety and how to look after the fire alarm;*
- *Pleasant and polite, very observant of what was on the hob! And explaining the safety of closing doors at night;*
- *Really fantastic, so kind. I am also deaf and they understood which made me feel comfortable;*
- *I was made to feel safe in my own home [from someone who had an arson proof letter box fitted following a neighbour's anti-social behaviour];*
- *I will remember how to prevent fire, and all health and safety rules. In addition, I also remember how to protect my family from any hazard.*

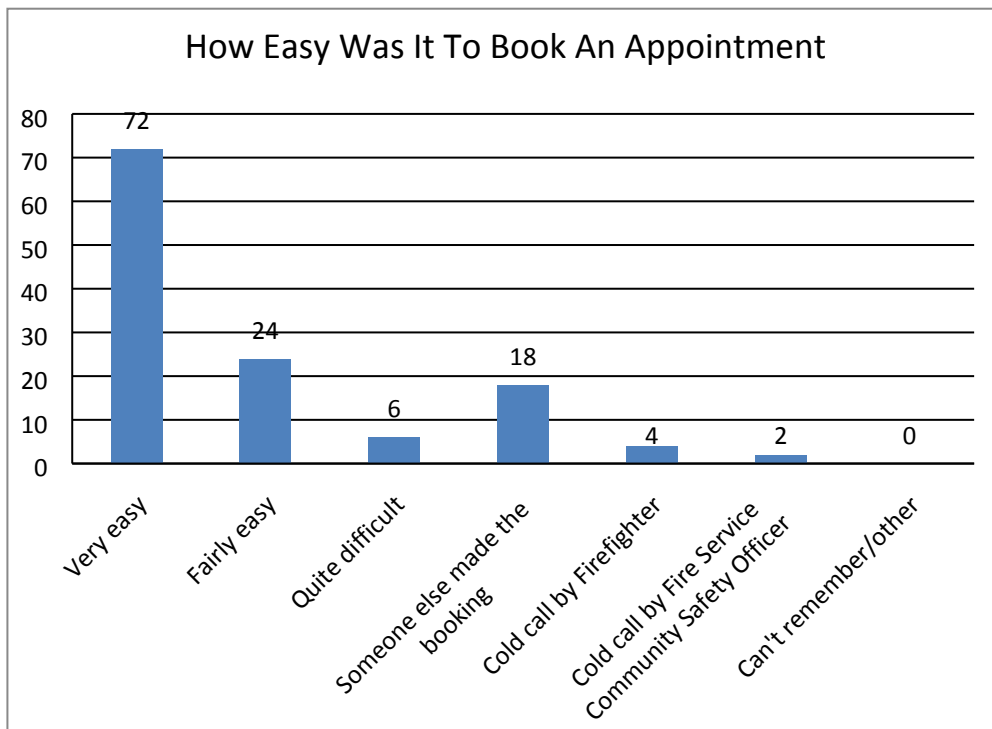
4.3 Publicising HFSCs:



Many people are hearing about HFSC from friends and neighbours as well as from community workers, medical staff and other agencies such as Age UK. Talks to community groups were also an important way of informing people as well as 'hot-strikes' following incidents. Safe and Well visits have also been carried out by the Community Safety Team as a result of the Service's use of the Exeter Database (a database of vulnerable people aged above 65 years provided to the Service by the NHS). One person had found out about HFSC through social media.

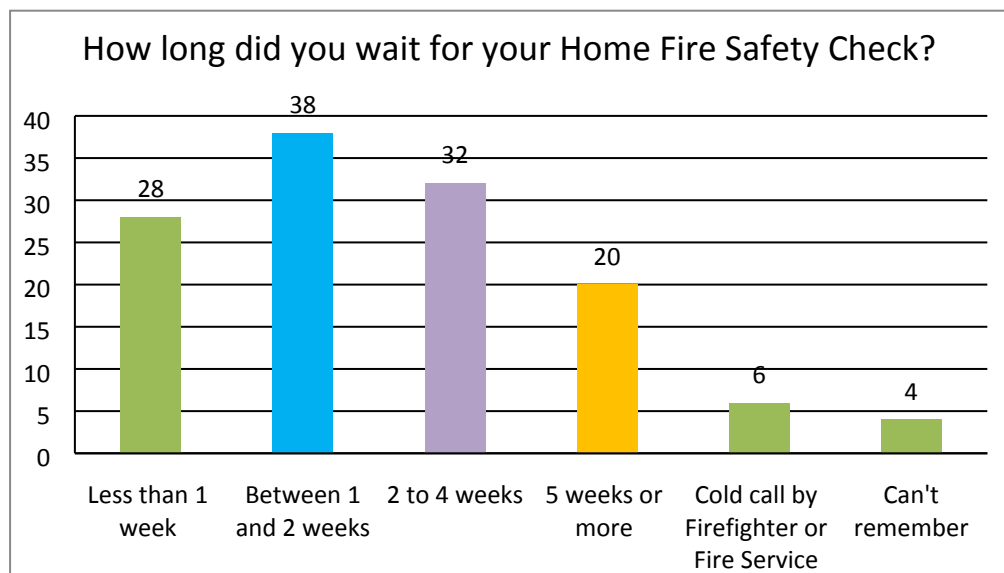
Only two people did not respond to the question about how they heard about the HFSC.

4.4 Ease of Booking:



Of the 126 who replied to the question, 76% of people found it very or fairly easy to book their HFSC while 14% had the appointment made for them and 6 people received their bookings as part of a 'hot strike'.

4.5 Waiting Time:

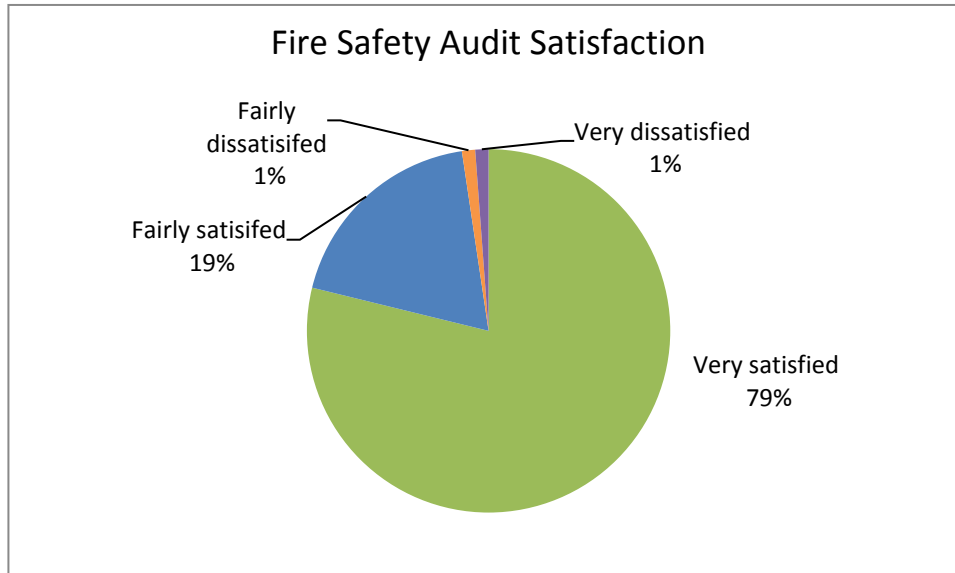


128 of 133 respondents replied to this question on the survey. The majority of customers received their HFSC as a 'hot strike' or within two weeks of booking their appointment (52%) but 16% (20 people) waited longer than five weeks.

5. Fire Safety Audit surveys (FSA)

5.1 Of the 200 surveys sent out, 85 were returned, a response rate of 42.5%.

5.2 **Overall Satisfaction:**

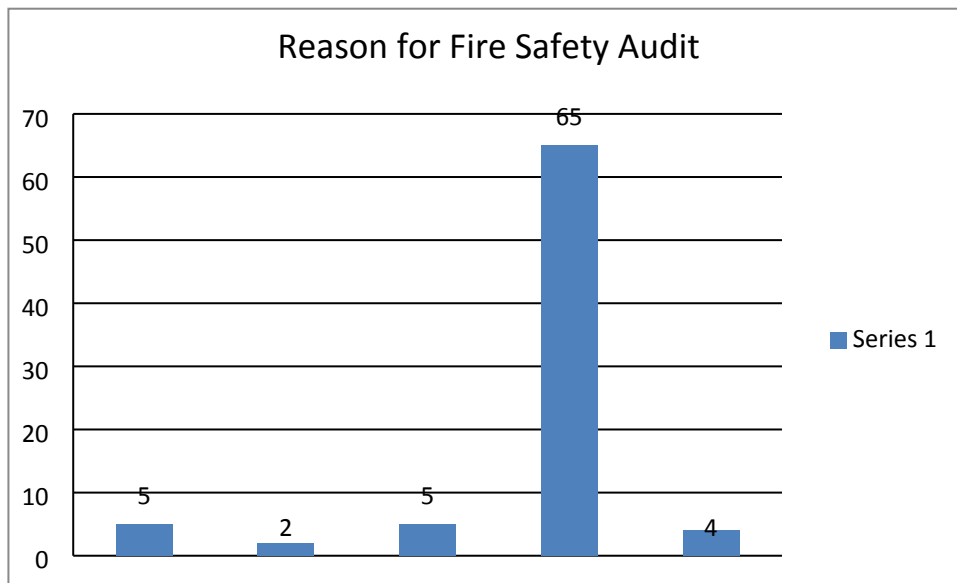


All but two of those responding were very or fairly satisfied with the Fire Safety Audit (FSA) they received.

Those dissatisfied left the following reasons:

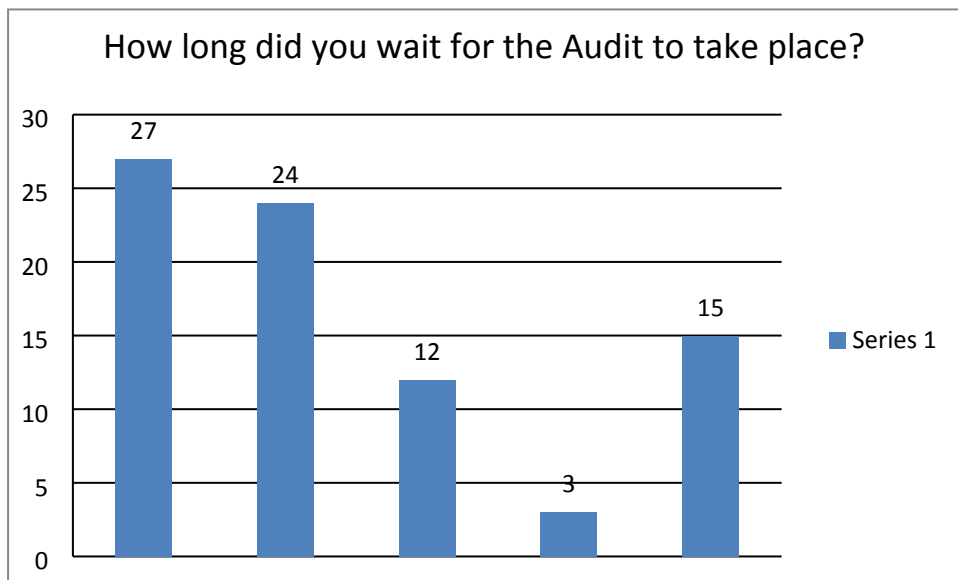
- *As the officer closed my premises. I have emergency exits already for the restaurant. I do not see why he had the need of showing authority. I understand that people living upstairs use the exit and there was no lighting which I installed after the visit. But I am very upset as to why he closed the restaurant and at 9pm. I explained that there is an exit for customers but the guy would not listen. However my work that was said to be completed. But overall attitude was terrible.*
- *The visit was unscheduled and occurred at the most inconvenient time possible [the business was a theatre, however, they did find the visit helpful as it highlighted some areas that required attention].*

5.3 Reason for Audit:



81 of 85 respondents replied to this question on the survey. The majority of FSA were carried out as part of the routine inspection programme; however, there are other times where fire safety advice is actively sought or follows a call from the public about concern for a premises.

5.4 Length of Wait:



81 respondents replied to this question on the survey. 51 (62.9%) of the FSAs took place within two weeks of being booked, but 15 (18.5%) had to wait more than a month.

5.5 FSA Outcomes:



In general those receiving FSAs found them to be helpful, friendly and informative as well as giving them an opportunity to discuss areas of concern and their findings. Half of those having an FSA were required to take action (46 of the 85 who replied) with 54 receiving a written report, with which they were all very satisfied.

6. Matters Arising From Surveys

- The continuing drop in the number of incidents attended reflects the numbers of responses , particularly non-domestic incidents, which continues to be low;
- Fire Service publicity either through medical or social work professionals or talks to community groups, continues to be a major source of Home Fire Safety Checks;
- Our support for the ambulance service to gain entry to premises is beginning to show in the domestic incident responses.

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 second quarter the Service received eight compliments – five in July, one in August and two in September.

8. Complaints

In the second quarter of 2016/17 the Service received two complaints, both are still outstanding, awaiting investigation. Complaints against the Service are processed in accordance with the Service's complaints procedure.

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

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For Publication

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

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 together with 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:
- **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 risks associated with the reliability of the RDS availability system have now been significantly reduced through the implementation of the new Gartan RDS availability system. The new system provides enhanced functionality including improved monitoring systems and a *Smart Phone App* making it easier for firefighters to check crewing and book on/off. Following implementation the new system is being monitored to ensure that it is working effectively and reliably and to optimise the configuration. The next step to further improve the system will be integration between the replacement mobilising system and Gartan system, so that crewing changes are automatically updated onto the mobilising system.
 - **CRR46: Due to a range of factors which deplete the number of staff available to crew fire appliances the cost of using of pre-arranged overtime to cover wholetime crewing has become excessive and crewing arrangements lack resilience:** When the 24 hour wholetime shift duty system was agreed in 2012 a 'leaner' crewing model was introduced as a savings and efficiencies measure. Reductions to establishment were phased in over a number of years through natural turnover. The use of pre-arranged overtime to maintain specified crewing levels on appliances has steadily increased as the establishment has fallen towards the new level. Where there are vacancies due to leavers, overtime costs will be partially offset by savings in salary budgets. It is Service policy that overtime will not normally be used to cover for self-certificated sickness, Special Leave or Trade Union Leave. However, use of overtime can result from long term sickness, suspensions, leave, transfers, training and staff placed on modified duties. During the financial year 2016-17 wholetime shift overtime costs have been running at unsustainable levels. The Duty Group Commanders who authorise the use of

overtime to maintain crewing are aware of the budget pressures and are making day to day decisions to limit excessive overtime expenditure. Reliance on extensive use of overtime is not considered to be a resilient means of maintaining crewing. There is a finite capacity for operational staff to undertake overtime due to individual restrictions on the total average weekly work hours permitted within Grey book conditions of service. Head of Operations has developed a number of options for reducing the use of overtime to a sustainable level and consultation is taking place with representative bodies.

**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 | <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"> ○ reduce the likelihood of a disruption ○ shorten the period of a disruption if it occurs ○ limit the impact of a disruption if it occurs <p>These risks are monitored by CMT risk owner on a regular basis and reviewed quarterly and annually by CMT.</p> |
| High | <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> |
| Moderate | <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> |
| Low | <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
1 December 2016
Item No. 10**

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

**SUBJECT: REVIEW OF SERVICE DELIVERY POLICY AND
CHALLENGE GROUP EFFECTIVENESS 2016/17**

For further information on this Report contact: Jackie Green
Information Support Officer
Tel: 01234 845149

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 the effectiveness of the Service Delivery Policy and Challenge Group during 2016.

RECOMMENDATIONS:

That:

1. Members consider the effectiveness of the Service Delivery Policy and Challenge Group (SDPCG); and comment on whether:
 - i. SDPCG have been effective and discharged their responsibility in regard to their terms of reference (SDPCG Terms of Reference are attached as an Appendix);
 - ii. There are any areas of their terms of reference which have not been considered and should be addressed; and
 - iii. There is any Training and Development would assist them with the areas of the work of SDPCG.

2. The recorded Minutes of the meeting will be fed into the facilitated meeting to be held on 27 January 2017 to review the Fire Authority's Effectiveness in 2016/17.
-

1. Introduction

The Fire Authority publishes an Annual Review of its Effectiveness and Record of Member Attendance. This Review and a resultant Action Plan are included in the Fire Authority's Annual Governance Statement, which forms part of the Statement of Accounts.

2. 2016/17 Review of the Fire Authority Effectiveness

- 2.1 On 7 September 2016, the Audit and Standards Committee considered proposals for a review of the Fire Authority's effectiveness in 2016/17 and agreed that the Policy and Challenge Groups and Committees review their effectiveness by considering three overarching questions:

- i. Does the Group/Committee consider they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?
- ii. Considering the Group's/committee's terms of reference are there any areas that have not been considered and should be addressed?
- iii. Does the Group/Committee consider any Training and Development would assist them with the areas of work of Group/Committee?

- 2.2 The minutes will be fed into the facilitated meeting to be held on 27 January 2017 following the Budget Workshop to review the Fire Authority's effectiveness in 2016/17.

3. Review of Service Delivery Policy and Challenge Group Effectiveness

- 3.1 Service Delivery is one of three Policy and Challenge Groups established by the Fire Authority to focus on the following areas of Bedfordshire Fire and Rescue work:

- Emergency Response
- Prevention
- Protection

- 3.2 The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

- 3.3 Members are requested to review the terms of reference attached to confirm that they are content that the responsibilities for the Service Delivery Policy and Challenge Group have been discharged effectively or whether there are any areas which have not been met.
- 3.4 In relation to the Terms of Reference and span of responsibility, Members are asked to consider if there are any training or information items they would like added to the work programme for next year, either to the SDPCG or to the wider Member Development days.
- 3.5 **Regularity of Meetings:**
- 3.5.1 The Service Delivery Policy and Challenge Group meets four times a year, meetings for the current year were:
- 10 March 2016
 - 16 June 2016
 - 15 September 2016
 - 1 December 2016
- 3.5.2 The meeting dates are agreed when the Calendar of Meetings for the following year is presented to the FRA at their December meeting.
- 3.5.3 Attendance against the meetings will be reported to the Audit and Standards Committee on 16 March 2017.
- 3.6 **Support:**
- 3.6.1 The Group is supported by the Principal Officer with responsibility for Service Delivery.
- 3.6.2 Officers with responsibility of the areas of work overseen by the Service Delivery Policy and Challenge Group attend to present reports and respond to Members.
- Officers who attended regularly during 2016 were:
- Deputy Chief Fire Officer
 - Head of Operations
 - Head of Operational Support
 - Head of Safety and Strategic Projects
 - Head of Training and Development
- 3.6.3 Other personal also attended to present reports and if the leads above were unavailable a Deputy has attended.

3.3 **Review of Work Carried Out:**

The Service Delivery Policy and Challenge Group reviews their Work Programme each meeting and the following items have been discussed:

- Review of Terms of Reference (first meeting of the year)
- Performance Monitoring and Report on Programmes (each meeting including updates on Replacement Mobilising System, Retained Duty System Improvement, Emergency Services Mobile Communications Programme Projects)
- Audit and Governance Action Monitoring Reports (each meeting)
- Corporate Risk Register (each meeting)
- Annual Service Delivery Performance Indicators and Targets for the next financial year
- Customer Satisfaction Report (each meeting)
- Operational Decision Making Procedures – Exception Report (each meeting)
- Community Risk Management Plan (CRMP)
- Attendance Standards – Update on Performance Figures
- Police and Ambulance Collaboration
- Review of the Fire Authority's Effectiveness

GLEN RANGER
DEPUTY CHIEF FIRE OFFICER

SERVICE DELIVERY POLICY AND CHALLENGE GROUP

The Service Delivery Policy and Challenge Group has been established to ensure that the following areas of Service are functioning efficiently and effectively, challenging areas of under performance as required and approving any associated policy as necessary:

- Emergency Response
- Prevention
- Protection

Membership

The Group is to consist of those Members appointed by the Fire and Rescue Authority for the ensuing year or as determined by the Fire and Rescue Authority.

One elected Member will be nominated as Chair of the Group by the Fire and Rescue Authority at its annual meeting and another elected Member will be nominated as Vice Chair at the first Group meeting held after the annual meeting. The Group may co-opt onto its membership any person, such as representatives or members of groups, who may provide specialist information or skills in assisting the Group to reach its aims and objectives set out below.

Quorum

Business shall not be transacted at any meeting of the Service Delivery Policy and Challenge Group unless at least three Members are present and at least one Member from two constituent authorities.

Support

The Group will be supported by the individual Principal Officer with responsibility for Service Delivery, the Service Delivery Team and members of the Strategic Support Team.

Regularity of Meetings

The Group is to meet a minimum of four times a year. Other meetings can be called when deemed necessary by any member of the Group and following agreement with the Group Chair.

Reporting

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

Terms of Reference

1. To consider and report as necessary on performance in respect of the Service Delivery Directorate functions and be involved in the setting and monitoring of Service targets.
2. To approve the Service Delivery Sections of the Fire and Rescue Authority's Community Risk Management Plan (CRMP) and associated annual action plans.
3. To consider and approve the Service Delivery Strategy and associated annual action plans.
4. To monitor the progress of the Service Delivery projects identified in the Community Risk Management Plan.
5. To commission and oversee reviews into specified areas of work within the Service Delivery Directorate.
6. To oversee the Community Risk Management Plan consultation processes, consider any responses, and make changes where appropriate.
7. To consider any external reports relating to the Service Delivery functions.
8. To monitor and review matters arising from the former FiReControl project.
9. To monitor the effective identification and management of corporate risks relating to Service Delivery functions.

Revised Terms of Reference agreed by the CFA on 7 September 2011

Updated for change of Authority name – December 2012

Quorum included – 25 June 2014

Reporting Statement included – FRA Meeting 21 July 2016

For Publication

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

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2016/17

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 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 |
| 1 December 2016 | <ul style="list-style-type: none"> • 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 (Q2) • Operational Decisions Made • Work Programme 2016/17 • Review of the Fire Authority's Effectiveness | | <p>Attendance Standards – update on performance figures</p> <p>Presentation of Fire Special Operations Team (FSOT) (provisional depending on attendance at same presentation at Members Development Day on 1 November 2016</p> <p>Presentation on Police and Ambulance collaboration</p> | <p>Added by SDPCG 15 September 2016</p> <p>Added by DCFO at 15 September 2016</p> <p>(Included on Members Development Day Programme 1 November 2016)</p> <p>Added by SDPCG 15 September 2016</p> |

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 |
| 23 March 2017 | <ul style="list-style-type: none"> • 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 (Q3) • Operational Decisions Made • Review of the Work Programme 2016/17 | Verbal Update | Forced Entry Pilot Results | Added by SDPCG 15 September 2016 |

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 | <ul style="list-style-type: none"> • 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 | | |

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 |
| September 2017 | <ul style="list-style-type: none"> • 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 • Operational Decisions Made • Annual Review of Partnerships • Work Programme 2017/18 | Verbal Update | | |

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