

Public Document Pack



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Service Delivery Policy and Challenge Group.

Bedford Borough Councillors: C Atkins and J Mingay

Central Bedfordshire Councillors: J Chatterley, P Downing, P Duckett and D McVicar

Luton Borough Councillors: D Franks and T Khan

A meeting of **Service Delivery Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK41 7NR on Thursday, 15 June 2017** 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.	Election of Vice Chair 2017/18	Chair	
3.	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.
4.	Communications	Chair	
5.	Minutes	Chair	*To confirm the minutes of the meeting held on 23 March 2017 (Pages 1 - 8)
6.	Review Terms of Reference	Chair	*To consider Terms of Reference (Pages 9 - 12)

Item	Subject	Lead	Purpose of Discussion
7.	Service Delivery Performance Monitoring Report (Annual Review) and Programmes to Date	DCFO	* To consider a report (Pages 13 - 28)
8.	Audit and Governance Action Plan Monitoring Report	DCFO	*To consider a report (Pages 29 - 34)
9.	Customer Satisfaction Report	HCS	* To consider a report (Pages 35 - 42)
10.	Operational Decision Making Procedures - Exception Report	HOps	* To receive a verbal update
11.	Corporate Risk Register	HPSBS	* To consider a report (Pages 43 - 46)
12.	CRMP	HCS	(Pages 47 - 84)
13.	Work Programme 2017/18	Chair	* To consider a report (Pages 85 - 90)
	Next Meeting		10.00 am on 14 September 2017 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
15 June 2017
Item No. 5**

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP
MEETING HELD ON 23 MARCH 2017 AT 10.00am**

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

DCFO G Ranger, SOC I Evans, SOC G Jeffery, GC J Clayton
and GC D Cook

A minute's silence was observed at the commencement of the meeting in memory of PC Keith Palmer and the others who tragically lost their lives or were injured in the Westminster terror attack that took place on 22 March 2017.

16-17/SD/034 Apologies

An apology for absence was received from Councillor M Riaz.

16-17/SD/035 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

16-17/SD/036 Communications

There were no communications.

16-17/SD/037 Minutes

RESOLVED:

That the Minutes of the meeting held on 1 December 2016 be confirmed and signed as a true record.

16-17/SD/038 Service Delivery Performance Monitoring Report Quarter 3 and Programmes to date

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

The Emergency Services Mobile Communications Programme project was rated as amber due to ongoing national delays. This was a national programme to replace the current Airwave system. The local project team was led by AC C Ball.

The Replacement Mobilising System was also rated as amber as the progress in implementing the mobile data terminals was ongoing with an expected completion date in May 2017.

GC D Cook advised that the Code of Connection had been submitted to the Home Office and had recently been approved. Essex Fire and Rescue Service had commenced a pilot of the mobile data terminals at four of its stations and this had been well received, with only minor issues identified.

The Retained Duty System Improvement Project was rated as green and significant progress had been made. It was acknowledged that RDS availability was a long term challenge and that the aim of the project was to improve the effectiveness and efficiency of the RDS. The introduction of an online application process for on-call firefighters would help reduce the length of the recruitment process.

Future improvements planned included the integration of the 4i mobilising system with the Garton RDS availability module.

In relation to the performance data, Members noted that it was a largely positive report with the majority of performance indicators reaching or exceeding target levels.

DCFO Ranger reported on PI02 (primary fire fatalities). There had been four fire fatalities during the year to date, which was over the target of fewer than three. Although the view was expressed that there were circumstances beyond the control of the Fire Service that contributed to fire fatalities, it was recognised that prevention work reduced the risk of loss of life and there had been a continuing downward trend nationally in the number of fire fatalities.

PI04 (deliberate (arson) fires) was reporting as amber for the quarter as the figures were still being impacted by the seasonal spike in quarter 2. It was anticipated that this would be rectified by year-end.

DCFO Ranger advised that PI06 (number of deliberate building fires) had achieved 50% better than its target. There was no seasonal trend in this type of arson fire.

It was suggested that arson was an area that would benefit from collaborative working and that this should be referred to the next meeting of the Collaboration Working Group.

The issues affecting the performance of PI11 (the percentage of occasions when our response time for critical fire incidents were met against agreed response standards) had been discussed previously and largely related to RDS availability. Members were assured that the first fire appliance arrived at the incident within the time period set out in the agreed response standards. This indicator measured the arrival of the second fire appliance.

PI19 (percentage of FAM and HOAX calls – not attended) was missing its target by 9%.

PI24 (the percentage of building regulation consultations completed within the prescribed timescale) had only missed its target by 1%. It was noted that this was a statutory requirement; however, it was suggested by Members that the timescale only be measured from the point at which all the information had been received that would enable the Service to take a view. It was noted that this was common practice at Local Planning Authorities.

PI26 (total number of fire safety audits carried out on very high risk and high risk premises) was missing target by 40% as 31 premises were no longer assessed to be high or very high risk premises, some had been found to be un-occupied and some had been converted back into private dwellings. SOC Jeffery advised that 100% of the very high and high risk premises would receive an audit by the end of the reporting year. It was being suggested in the target-setting report that the target for this indicator be reported as a percentage rather than a figure as this would give a more accurate measure of performance.

In response to a question, SOC Jeffery reported that fire safety audits/inspections measured by PI25 were for medium or low risk premises such as smaller business premises. These were not carried out on an annual basis as the risk of fire associated with those premises was much lower.

DCFO Ranger highlighted the good performance against PI27 (total number of fires in non-domestic buildings). Fires in this type of premises were the greatest risk to firefighter safety.

Performance against PI28 (Automatic Fire Detector false alarms in non-domestic properties) would improve once the revised Automatic Fire Alarm mobilisation procedure was implemented in April 2017. This would place more responsibility on the occupier of the premises.

In relation to questions about incidents listed on the daily incident sheet, the Group was advised that charges were imposed for special services which arose from attendances to non-emergency calls.

The Group noted that there had been a significant increase in the number of Road Traffic Collisions attended by the Service.

RESOLVED:

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

16-17/SD/039 Proposed Service Delivery Indicators and Targets 2017/18

DCFO submitted the proposed Service Delivery Performance Indicators and associated targets for 2017/18 to the Group for approval. He reported that it was proposed that a number of the targets be based on a 5% reduction to the three-year average.

As discussed under the previous item, it was being proposed that the target for PI26 (the percentage of fire safety audits carried out on high and very high risk premises) be changed from a number to a percentage as the number of premises in those categories fluctuated throughout the year.

This was agreed with the proviso that the full-year numerical figure of audits undertaken on high and very high risk premises be reported to Members at year-end.

RESOLVED:

That the proposed Service Delivery Performance Indicators and Targets and Information Measures for 2017/18 as set out in Appendix A of the submitted report be endorsed.

16-17/SD/040 New Internal Audits Completed to Date

The Group received the internal audit in relation to the Data Quality- Incident Recording System. The audit had been awarded an opinion of reasonable assurance and had identified gaps in the control framework for data quality from the Incident Reporting System.

An action plan had been developed and was currently being progressed for implementation in May 2017.

RESOLVED:

That the associated managements comments and actions which will be added to the Service Delivery Audit and Governance Action Plan Monitoring Report be acknowledged.

16-17/SD/041 Effecting Entry for Medical Emergencies Pilot Results

SOC I Evans provided the Group with an update on the outcomes of the pilot to provide assistance to gain entry to premises in case of medical emergency. The pilot had originally been intended for a 6 month trial period. This period had already been exceeded and a final evaluation by this Service, the Police and Ambulance Service had not yet been undertaken.

The results of the pilot to date indicated that the Service was making a positive improvement to outcomes and providing a valuable service to the community and appeared to be a good use of the Service's resources.

There had been a number of issues raised, particularly in relation to call handling and the boarding up of premises.

It was noted that on 63 of the 220 incidents, the Fire and Rescue Service was the first emergency service in attendance. The Service's role as set out in the memorandum of understanding was to gain access in cases of medical emergencies, although there had been occasions when an initial medical response had been provided whilst Ambulance Service attendance was awaited.

RESOLVED:

That the report be acknowledged.

16-17/SD/042 Operational Decision Making Procedures – Exception Report

There were no exceptions to report.

SOC Evans advised that the operational decision making procedures were being updated in line with national guidance on operational discretion.

16-17/SD/043 Customer Satisfaction Report

SOC Jeffery introduced the customer satisfaction results for the third quarter of 2016/17 (1 October – 31 December 2016). 99% of respondents across all survey areas were either very or fairly satisfied with the overall service provided.

The Service had received three complaints during the quarter. SOC Jeffrey advised that these had now been resolved. 21 compliments had been received during the same period.

RESOLVED:

That the report and the continuing excellent levels of customer satisfaction be acknowledged.

16-17/SD/044 Corporate Risk Register

GC Cook submitted the update on the review of the Corporate Risk Register in relation to Service Delivery. There had been no changes to individual risk ratings and updates had been provided for 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) and 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).

RESOLVED:

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

16-17/SD/045 Work Programme

The Group considered its work programme for 2016/17.

RESOLVED:

That the work programme be received.

16-17/SD/046 Police and Ambulance Collaboration

Mr I Howarth, Partnership Development Manager, gave a presentation on current and proposed collaboration with other emergency services. The Service had positive working relationships with both the Police and the Ambulance Service and a number of collaborative workstreams were in progress.

This included the sharing of estate, with Bedfordshire Police having a presence at Ampthill, Bedford and Leighton Buzzard fire stations and Shefford and Luton being considered as tri-service stations with the Police and Ambulance Service.

The Service was also working with the Police in relation to vulnerable people searches, use of unmanned aircraft vehicles and the operational deployment of body worn cameras.

Closer working between the tri-service control rooms had been agreed with daily briefings to share intelligence over the JESIP channel planned. This would also fulfil the line test requirements.

Mr Howarth reported on future opportunities for collaboration that were currently under consideration. These included joint training, occupancy of Bury Park Community Centre, active listening training for Fire Control staff, joint working on community safety initiatives with Luton Borough Council and cooperation with the Police on the 'Herbert Protocol' to search for missing vulnerable people with dementia.

RESOLVED:

That the presentation be received.

The meeting finished at 11.20am.

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 June 2017
Item No. 6**

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: TERMS OF REFERENCE

For further information on this Report contact: Mrs 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 the Terms of Reference for the Service Delivery Policy and Challenge Group.

RECOMMENDATIONS:

That Members consider the Terms of Reference for the Service Delivery Policy and Challenge Group and recommend any changes for 2017/18 to the Fire Authority.

1. Introduction

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

- Emergency Response
- Prevention
- Protection

2. Terms of Reference

2.1 The Terms of Reference for the Policy and Challenge Group were last revised in July 2016 and are appended to this report.

2.2 Members are asked to consider the current Terms of Reference and recommend any changes required for 2017/18 to the Fire and Rescue Authority

J ATKINSON
SECRETARY/MONITORING 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
15 June 2017
Item No. 7**

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

**SUBJECT: SERVICE DELIVERY PROGRAMME AND PERFORMANCE
2016/17 - QUARTER 4 (APRIL TO MARCH 2017)**

For further information on this Report contact: Adrian Turner
Service Performance Analyst
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 4, 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 4 2016/17 (1 April 2016 to 31 March 2017).

RECOMMENDATION:

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

1. Programmes and Projects 2017/18
 - 1.1 Projects contained in this report have been reviewed and endorsed in February 2017 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 2017/18 to 2020/21 has been taken within the proposed 2017/18 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2017.
- 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 will now review the Programme quarterly with the next Programme Board review scheduled on 23 May 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 4 2016/17 which covers the period 1 April 2016 to 31 March 2017. 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 Q4 – 2016/17

Project Exceptions:

- 3.1 The Replacement Mobilising System (RMS) project remains on Amber as the COCO Accreditation has still not been received, and User Acceptance Testing (UAT) cannot take place until the Service has Home Office permission to use the Airwave service.
- 3.2 The Emergency Services Mobile Communications Programme (ESMCP) also remains on Amber due to national changes to the timeline for delivery which are outside Service control.

1. Performance

- 1.1 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.
- 1.2 This report presents Members with the fourth quarter performance summary and year end outturn for 2016/17 and covers the period April 2016 to March 2017. 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.
- 1.3 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%

2. Summary and Exception Reports

All performance indicators are on target, except for:

- 2.1 **Pi 01 - Primary Fires:** The number of primary fires is slightly higher than 15/16 indicating that we have not met the challenging target set for the last 12 months. Although having missed the 16/17 target by 2% the overall performance target remains lower than the five year average.
- 2.2 **Pi 02 - Primary Fire Fatalities:** Despite the excellent prevention and protection work delivered throughout the year, reaffirmed through exceeding the performance targets for fire safety, we have unfortunately experienced four fire fatalities during 16/17. Causes associated to these fire fatalities include, alcohol, electrical, smoking and suicide.
- 2.2 **Pi 03 - Primary Fire Injuries:** We have missed the 12 month target by a total of 3 fire injuries. The 25 injuries from 16/17 were associated to 21 incidents and from these, during Q4, there were 7 injuries associated to 5 separate incidents. Reviewing the data for 16/17 we have identified no particular trends, but we continue to monitor these incidents.

2.3 Pi 04 - Deliberate (Arson) Fires: Due to the high spike in Quarter 2, we have exceeded the annual target by 4%. This remains lower in comparison to the last five year average and from the information available there is no evidence to suggest any trends. The Community Safety Arson Adviser continues to monitor these figures.

2.4 Pi 11 - The % of Occasions when our Response Time for Critical Fire Incidents were Met against Agreed Response Standards: In Q4 the target attendance time was not achieved for 39 (out of 155) critical fire incidents. Just over half of these were in urban areas such as Bedford, Luton and Dunstable. There were a variety of reasons identified that the response time target was not met including:

- Distance/travel time to the incident (13)
- Non-availability (due to insufficient crew) of closest RDS appliance (12)
- Non-availability (committed to another incident) of closest WDS appliance (5)
- Impact of RDS 'turn-in' time on overall response time (3)

Work is ongoing through the RDS improvement project to improve the crewing and availability of RDS appliances.

2.5 Pi16 - CH 1 - % Calls Answered in 7 seconds: We are currently unable to abstract the data for this measure due to configuration of the replacement mobilising system which is hosted in Essex. Essex FRS IT are currently looking at ways to provide direct web access for BFRS.

2.6 Pi17 - CH 2 - % of Calls Mobilized in 60 Seconds or Less: We have missed the 12 month target by 9% and the last quarter was significantly lower than the previous three. This measure may have been affected by changes to call handling protocols for Special Services (Lifts, lockouts) and AFD's which now may require a more detailed exchange of information with the caller to determine whether a response is appropriate. We will investigate what has affected performance against this target and what needs to be done to improve.

2.7 Pi 18 - CH 3 - Number of Calls to FAM (Hoax) - Mobilized To: The target was missed by 4% (145 calls against a target of 140).

2.8 Pi 19 CH 4 - Percentage of FAM & HOAX Calls - Not Attended: This is the end of the first year of this revised measure where the target was set on the analysis of historical data. The target has been missed by 9% this is due to an attendance being made to 145 out of 294 false calls over the year, training for Control staff will be enhanced to see if we can close the gap for next year.

2.9 Pi 26 - Total number of Fire Safety Audits Carried Out on Very High and High Risk Premises: As reported during quarter three, the performance figure remains lower than targeted; the following reasons explain the differential:

The annual target for 2016/17 is 224 and this was set by members of the SD P&C Group at their meeting 10/03/2016.

Therefore measured against the annual target of 224:

- 31 Premises, during Q4 2015/16, had their risk rating reduced from high to medium (post 2016/17 annual target setting approval by SD P&C Group meeting 10/03/2016), so these will no longer form part of the 224 targets set.

- 3 High risk premises have been demolished - so no audit was conducted.
- 4 High risk premises have converted back into private dwellings - so no audit was conducted.
- 1 High risk premises (Luton Town Football Club) is not enforced by BFRS but by Luton Borough Council.
- 13 High risk premises (HMO's) were visited with the aim of completing a full audit, however, a full audit is not always possible (an example would be absent landlords who may live elsewhere, even overseas).

This can mean that documentation/records are not available to conduct the audit according to Home Office benchmark standards. When this happens Fire Inspectors conduct a physical check of the common areas - including the condition of the fire alarm, emergency lighting, fire doors and escape routes. In short it is confirmed that the building is safe from fire.

For Q3 reporting period this was identified as 40 audits not fully completed and further efforts have resulted in an additional 27 successful audits.

Add the above to the 163 completed audits provides a final total of 224.

2.10 Pi 28 - AFD FA's in Non – Domestic properties: As per previous reports throughout 16/17, the draft target set was challenging and reaching this was always going to be subject to the implementation of revised AFA mobilisation procedure.

The new policy has been implemented, as from April 3rd 2017, and we have begun to see significant reductions in mobilisation to AFA to non-domestic premises are predicted.

**GLEN RANGER
DEPUTY CHIEF FIRE OFFICER**

SERVICE DELIVERY PROGRAMME REPORT

Project Description	Aim	Performance Status	Comments
Co-responding	To develop a co-responding capability with support East of England Ambulance to support community health and outcomes.	Green	<p>09 May 2017:</p> <p>The Co-responding pilot has been underway at Leighton Buzzard and Biggleswade stations for over ten months. To date 70 calls have been received and BFRS has attended scene on 50 occasions.</p> <p>BFRS co-responders have provided medical treatment on 28 occasions and assisted East of England Ambulance Service (EEAS) in achieving a return of spontaneous circulation on 6 occasions.</p> <p>A BFRS Co-responding Working Group continues to meet regularly to support and evaluate the pilot.</p> <p>The Service continues to share information and collaborate with all other FRS in the Eastern Region through the Regional Co-responding Group. Evaluation of the regional pilot is currently underway with EEAS.</p> <p>BFRS is part of the national NJC co-responding trial. A research report commissioned by the NJC was published in March 2017 and concluded that 'Appropriately trained and equipped firefighters co-responding to targeted, specific time-critical medical events, such as cardiac arrest, can improve patient survival rates'.</p> <p>The national trial has been extended pending the outcome of national negotiations on issues relating to co-responding including pay, and health safety and welfare arrangements. BFRS trial will be extended in line with the NJC trial extension.</p>

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>02 May 2017: The Emergency Services Mobile Communications Programme (ESMCP) is gathering pace, with multiple requests coming from the Home Office, either for attendance at stakeholder events, or requests for information and completion of forms.</p> <p>The Home Office has announced revised dates for transition. Mobilisation Phase 3 ESN is being extended by 9 months, taking us to Spring 2018 to a new milestone known as 'Service Ready'. This will be followed by a further anticipated 2 months of major operational trials (MOTs), so this means that user transition onto ESN will not commence until Summer 2018. East of England (EoE) region has proposed a transition date of November 2019 (still to be confirmed by the Home Office).</p> <p>In the last period, the following work has been undertaken at BFRS:</p> <ul style="list-style-type: none"> - Completion and submission of Fleet Data forms, device requirements specifications, and ESN Enrolment forms; - Attendance at BAPCO in March where EE hosted Q&A workshops; - Attendance at a Coverage workshop in March; - Attendance at Police ESMCP Road show in Kent on 04 May; - Attendance at ESMCP Interworking and Applications workshops at the Home Office on 05 May; - Attendance at the East of England Strategic Board on 23 May. <p>New Group Transition Manager (GTM) and Regional Implementation Manager (RIM) are in place. Expressions of interest have been received from Essex and BFRS for the Bi-Service Project Manager role and shortlisting is underway.</p> <p>The Home Office has announced Grant funding for the DNSP will be available and will cover connection, installation, and service fees for two years. Further funding will be available for Control Room upgrades. There will be a contingency available in the event that Control Room upgrades cost more than expected. 'Incidentals' budget for 2016/17 has now been received from Essex, and we are waiting for similar funding for 2017/18.</p> <p>Service-wide communication bulletins remain on hold until there is more detailed information to share.</p>

Project Description	Aim	Performance Status	Comments
Replacement Mobilising System (RMS)	Replace mobilising system to provide resilient, dynamic mobilisation of Fire Service assets.	Amber	<p>02 May 2017: Since BFRS 4i go-live on 29 November 2016 BFRS Control has now successfully raised and managed just over 3,500 incidents, with over 12,000 between Essex and BFRS in total. On one occasion loss of connectivity to 4i for approximately 4 hours was encountered by BFRS, requiring fall-back to Essex for mobilising, which was successful and in line with previously agreed procedures. Essex was able to continue an already established mobilisation, and mobilise to further incidents within Bedfordshire. Minor functional and configuration issues are being progressed as part of business as usual.</p> <p>The Penetration Test on 20 March was completed successfully, and the COCO application sent to the Home Office Liaison Officer on 23rd March, and we await a response from the Accreditation Panel following a formal request in January to the Home office to expedite the application.</p> <p>In parallel to this, work is on-going with Essex and Remsdaq to configure the MDTs and the Gateway to enable GPS services. 9 BFRS call status messages are being configured. Fleet wiring is being tested to ensure all the cradles are fully operational. A training session has been held with the Operational Delivery Team (ODT), and training guides developed for rolling out the data services to operational staff.</p> <p>The Service Level Agreement with Essex is undergoing iterative review. Agreeing joint ways of working is still in progress.</p> <p>The project remains on track to roll out data services in May, however, this is dependent on receiving the COCO application approvals from the Accreditation Panel.</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>10 May 2017: The new RDS availability software system is now fully embedded with improved management of retained Firefighters' availability. The system provides reliable real time information on appliance availability which takes account of required crew skills (eg Drivers, BA and Incident Commander).</p> <p>Configuration of the replacement mobilising system to enable phased alert at all RDS stations is now complete. Proposals for self-rostering and for phased alert at each RDS station have been developed and consultation with staff and representative bodies is underway.</p> <p>A policy and procedure for more flexible deployment of RDS firefighters to improve appliance availability has been developed whereby firefighters can provide cover at other RDS stations on 'standby'. The formal consultation period on this policy concludes 17 May 2017.</p> <p>The Strategic Reserve policy has been amended to give more flexibility on the deployment of WDS firefighters to RDS stations.</p> <p>An online RDS recruitment process has now been put in place, significantly reducing the time taken to complete applications and selection processes. Additional physical selection test equipment has been provided to enable selection tests and positive action initiatives to be undertaken locally within shorter timeframes. A revised modular training programme has been agreed which will significantly reduce the time taken to deliver foundation training.</p> <p>A review of turn in area for each RDS station has been conducted to identify those stations where a marginal increase in turn in time could be offset by a significant increase in the potential recruitment pool and consequent increase in appliance availability. Proposals are set to be put forward for approval.</p> <p>Corporate social media for each RDS station for use in RDS recruitment was introduced from March 2017 increasing the number of applications received for RDS firefighter vacancies.</p>

Project Description	Aim	Performance Status	Comments
Retained Duty System Improvement Project (RDSIP), Cont....			<p>Trial of the new RDS payroll system at three stations began 1 April 2017 and indications are that this will lead to cashable savings in payroll administration (by replacing the current time consuming paper based system).</p> <p>Configuration of the RDS payroll system to support pro-rata retainer payments and more flexible annual leave arrangements is underway.</p>

SERVICE DELIVERY PERFORMANCE 2016/17 Quarter 4

Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Average over last 5 years	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
PI 01	CPI 01 - Primary Fires per 100,000 Population	Smaller is Better	156.28	166.36	155.56	157.71	156.28	Amber	Missed target by 2%
	FPI 01 - Primary Fires		1010	1055	1010	1033	1010		
PI 02	CPI 02 - Primary Fires Fatalities per 100,000 Population	Smaller is Better	0.5	0.28	0.46	0.61	0.5	Red	Aim to achieve fewer than 3 annual fatalities
	FPI 02 - Primary Fire Fatalities		3	2	3	4	3		
PI 03	CPI 03 - Primary Fire Injuries per 100,000 Population	Smaller is Better	3.41	3.47	3.54	3.82	3.41	Red	Aim to achieve fewer than 22 annual injuries
	FPI 03 - Primary Fire Injuries		22	22	23	25	22		
PI 04	CPI 04 - Deliberate (Arson) Fires per 10,000 Population	Smaller is Better	11.31	13.59	11.53	11.56	11.31	Amber	Missed target by 4%
	FPI 04 - Deliberate (Arson) Fires		731	860	748	757	731		

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

Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Average over last 5 years	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
PI 05	CPI 05 - Accidental Dwelling Fires per 10,000 dwellings	Smaller is Better	15.52	15.04	12.92	14.41	15.52	Green	4% better than target
	FPI 05 - Accidental Dwelling Fires		391	376	334	377	391		
PI 06	FPI 07 - Number of Deliberate Building Fires	Smaller is Better	112	122	64	54	112	Green	52% better than target
PI 10	FPI 14i - The % of Occasions Global Crewing Enabled 5 and 4 (Whole-time)	Higher is Better	90%	97%	96%	92%	90%	Green	2% better than target
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%	76%	75%	75%	80%	Amber	Missed target by 6%
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%	87%	85%	80%	Green	6% 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

APPENDIX B

Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Average over last 5 years	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
PI 16	CH 1 - % Calls Answered in 7 seconds	Higher is Better	90%	96%	97%	n/a	90%	See exception report	
PI 17	CH 2 - % of Calls Mobilized in 60 Seconds or Less	Higher is Better	60%	61%	59%	55%	60%	Amber	Missed target by 9%
PI 18	CH 3 - Number of Calls to FAM (Hoax) - Mobilized To	Lower is Better	140	141	171	145	140	Amber	Missed target by 4%
PI 19	CH 4 - Percentage of FAM & HOAX Calls - Not Attended	Higher is Better	55%	54%	46%	50%	55%	Amber	Missed target by 8%
PI 20	CH 5 - Number of calls to FAGI – Mobilized to	Lower is Better	721	511	496	547	721	Green	24% better than target

APPENDIX B

Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Average over last 5 years	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
PI 24	FS01 - The percentage of Building Regulation consultations completed within the prescribed timescale	Higher is Better	95%	98%	96%	96%	95%	Green	1% better than target
PI 25	FS02 - Fire Safety Audits/Inspections Completed	Higher is Better	1900	1498	1647	1956	1900	Green	3% better than target
PI 26	FS04 - Total number of Fire Safety audits carried out on very high & high risk premises	Higher is Better	224	284	221	163	224	Red	Missed target by 27%
PI 27	FS05a - Non Domestic Fires per 1,000 non – domestic properties	Smaller is Better	8.63	9	7	7	8.63	Green	18% better than target
	FS05b - Total No of Fires in Non-domestic Buildings	Smaller is Better	152	153	133	125	152		
PI 28	FS06a – AFD FA’s / Non Domestic properties per 1,000 non – domestic properties	Smaller is Better	44.41	57	49	57	44.41	Red	Missed target by 28%
	FS06b – AFD FA’s in Non – Domestic properties	Smaller is Better	782	994	919	1100	782		

Measure				2016-17 Quarter 4					
No.	Description	Aim	Full Year Target	Average over last 5 years	2015-16 Q4	Q4 Actual	Q4 Target	Performance against Target	Comments
Inf01	RTC 01 - Number of RTC's Attended	Smaller is Better	n/a	378	376	401	n/a	n/a	n/a
Inf02	RTC 02 - KSi - No. of People Killed or Seriously Injured in Road Traffic Collisions (Partnership Indicator)	Smaller is Better	n/a	213	214	Awaiting fresh data from third party			
Inf03	SSI 01 - Number of water related deaths	Smaller is Better	n/a	2	2	0	n/a	n/a	n/a
Inf04	SSI 02 - Number of water related injuries	Smaller is Better	n/a	2	2	0	n/a	n/a	n/a

IRS Status - At the time the data was downloaded there were 124 IRS incomplete and 1285 unpublished.

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 June 2017
Item No. 8**

**REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER
(SERVICE DELIVERY)**

**SUBJECT: AUDIT AND GOVERNANCE ACTION PLANS
MONITORING REPORT**

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

Background Papers:

- Action Plans contained in Internal and External Audit Reports
- Action Plan contained in the Annual Governance Statement 2015/16
- Minutes of the Audit Committee dated 5 April 2012

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 progress made to date against current action plans arising from internal and external audit reports.

RECOMMENDATION:

That Members acknowledge progress made to date against the action plans and consider any issues arising.

1. Introduction

1.1 The Members of the Audit and Standards Committee previously endorsed that the Committee should receive monitoring reports at each of its meetings advising of progress against current action plans arising from internal and external audit reports, and the Authority's Annual Governance Statement.

1.2 In their meeting on 5 April 2012, Members of the Audit and Standards Committee agreed that progress on the action plans be reported to each meeting of the appropriate Policy and Challenge Group and action point owners report progress by exception to the Audit and Standards Committee. This is the first such report to the Service Delivery Policy and Challenge Group for the year 2017/18.

2. Monitoring Report of Actions Arising From Internal and External Audit Reports

2.1 The monitoring report of progress made to date against agreed actions arising from internal and external audit reports is attached as Appendix A.

2.2 The monitoring report covers, in order, the following:

- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which have a proposal to extend the original completion date. There are no requests to extend the original completion date.
- Outstanding actions from internal and external audit reports, including those reports received during 2017/18 and those from previous years, which are on target to meet the original or agreed revised completion date.
- Completed actions which are subject to a subsequent or follow up audit. These will remain on the report until this audit is complete and the action validated.
- Completed actions that are of a Low risk and do not require a follow-up audit. These will be removed from the report once they have been reported as completed to the Policy and Challenge Group.
- Any actions that have been superseded by new actions. (Actions are removed from the report once they have been reported as superseded to the Policy and Challenge Group.)

2.3 There are no requests to extend the original completion date. All actions are completed subject to follow-up audit.

3. Monitoring Report of Actions Arising from the Authority's Annual Governance Statement
- 3.1 The monitoring report covers the actions within the 2015/16 Annual Governance Statement (if applicable) which was formally adopted by Members of the Audit and Standards Committee, on behalf of the Authority, at their meeting on 7 September 2016, as part of the 2015/16 Statement of Accounts.
4. Organisational Risk Implications
- 4.1 The actions identified within internal and external audit reports and the Annual Governance Statement represent important improvements to the Authority's current systems and arrangements. As such, they constitute important measures whereby the Authority's overall management of organisational risk can be enhanced.
- 4.2 In addition, ensuring effective external and internal audit arrangements and the publication of an Annual Governance Statement are legal requirements for the Authority and the processes of implementation, monitoring and reporting of improvement actions arising therefore constitute an important element of the Authority's governance arrangements.

**GLEN RANGER
DEPUTY CHIEF FIRE OFFICER**

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
DQIRS 1.3a 16/17	RSM Feb 17: Final Report (16/17)	Data Quality – Incident Reporting System Head of Operations	Medium	The Head of Operations will undertake periodic lessons learnt exercise to ensure that frequent issues can be identified with regards to the input of data. Action plans to address these issues will then be developed and monitored.	New An IRS management log exists on sharepoint which allows control personnel to input status issues and allocate back to original IRS owner or IT department for system issues. Common issues relating to owner completion are communicated via email to all PUC owners. IT issues are logged through IRS sharepoint management site.	Original May 17	Completed – To be confirmed by follow up audit
DQIRS 1.3b 16/17	RSM Feb 17: Final Report (16/17)	Data Quality – Incident Reporting System Head of Operations	Medium	The Control Team will ensure that data on the number of outstanding IRS to be checked is produced and provided to ODT meetings on a monthly basis as prescribed. The Head of Operations will ensure that findings are actively discussed in meetings.	New Outstanding IRS reports are discussed at both Operational Command Team (OCT) meetings and Operational Delivery Team (ODT).	Original May 17	Completed – To be confirmed by follow up audit
DQIRS 1.4 16/17	RSM Feb 17: Final Report (16/17)	Data Quality – Incident Reporting System Head of Operations	Medium	The Head of Operations will consider whether full programme refresher training will be beneficial for all staff involved in the input of IRS data. The Head of Operations will progress development of a training package to support induction of new control staff and new fire officers.	New A training package is being produced and will be available to all Primary User Code (PUC) owners as refresher training and given to all newly promoted supervisory officers as part of their development program.	Original May 17	Completed – To be confirmed by follow up audit

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

APPENDIX A

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
DQIRS 1.1 16/17	RSM Feb 17: Final Report (16/17)	Data Quality – Incident Reporting System Head of Operations	Low	The Service Control Manager will develop an IRS Quality Assurance procedure outlining the checking and publishing process for IRS data. This will include the frequency as to which checks take place in the Control Team and how often outstanding incidents will be followed up.	New Each incident generated will be the responsibility of the specific watch on duty in service control at that time. Incident Commanders are given 2 weeks to complete each IRS Report, Control Watch Commanders are responsible for ensuring outstanding reports are chased up for completion through individual owners. A report is generated each month by each watch and forwarded to the Service Control Manger detailing all outstanding IRS reports by Station and individual owner. This is reported at the monthly Operation Command Team meeting attended by all Station Commanders. outstanding IRS reports are then given to the relevant Station Commanders to action.	Original May 17	Completed – No follow up audit required
DQIRS 1.2 16/17	RSM Feb 17: Final Report (16/17)	Data Quality – Incident Reporting System Head of Operations	Low	The Head of Operations will ensure that the IRS Checking and Publishing spreadsheet is updated periodically and reconciled to the IRS system on a period basis. This frequency will be outlined in the aforementioned procedure and will be adhered to.	New The IRS checking and publishing spread sheet is updated by each watch on a shift by shift basis. The information entered by the Primary owner (incident Commander) is quality checked by a member of service control before publishing.	Original May 17	Completed – No follow up audit required

**Monitoring Report of Actions Arising from Audit Reports
(incorporating any actions outstanding at 31 March 2017 from earlier reports)**

URN	Auditing Body & Source	Audit Area and Responsible Manager	Priority	Agreed Action	Progress Report to Date	Timing For Completion	Status ('Not Started', 'In Progress' or 'Completed')
				This will be achieved via secondary checks performed by another member of staff in the Control Team and will be evidenced as such.			

For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 June 2017
Item No. 9**

REPORT AUTHOR: HEAD OF COMMUNITY SAFETY

**SUBJECT: CUSTOMER SATISFACTION SURVEY REPORT
END OF YEAR REPORT 1/4/16 - 30/3/17**

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

Background Papers: None

PURPOSE:

To report year end results of Customer Satisfaction surveys conducted from 1 April 2016 – 31 March 2017.

RECOMMENDATION:

To acknowledge the high levels of customer satisfaction achieved throughout the year and note that changes in the method of gathering data have been trialled during 2016/17 and will be implemented in 2017/18.

To note that changes in the way customer satisfaction surveys will be conducted in 2017/18 following the change from Home Fire Safety Checks to Safe and Well visits.

1. Executive Summary

1.1 The Service received 99.6% satisfaction rating from local people during 2016/17 for the services that we provided to them.

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

1.3 During 2016/17 Quarterly Customer Satisfaction Surveys were undertaken to establish the levels of customer satisfaction in the following service areas:

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

- 1.4 Throughout the year survey results have been reported to the Service Delivery Management Team, Corporate Management Team and Fire and Rescue Authority and the findings have provided opportunities for where the Service have been able to build upon areas of sound performance and where necessary identify potential improvements.
- 1.5 During 2016/17 the Service have made every effort to ensure a consistent approach for gathering data and information against our performance, and there is no better way than gaining actual feedback from those affected by the Services we provide.
- 1.6 The Communications and Engagement Manager has taken responsibility for the customer satisfaction survey and made every effort to stabilise, and where possible improve, the return rates of completed surveys during 2016/17, however results are not directly comparable to those of the previous year due to the variations in the way the 2015/16 surveys were conducted.
- 1.7 Due to the change from Home Fire Safety Checks to Safe and Well visits the profile of those visited will change in 2017/18 and a revised survey, and survey process, is set out below. Also due to the change in the attendance at lock-ins, lock-outs, automatic fire alarms and other special services, together with the increase in co-responding with the ambulance service to cardiac arrests and to force entry in emergency incidents, the profile of response to domestic incidents has also changed.

2. Overall Results

During 2016/17 we received a total of 1,186 completed surveys, compared to 767 in 2015/16, and of the 1,138 people who responded to the question '*How satisfied were you with our overall service?*' 1,124 (99.6%) agreed they were very or fairly satisfied with the service they had received.

Area Surveyed	Surveys Issued	Surveys Returned	Rate of Return 2016/17
After the Incident (Domestic)	537	214	40%
After the Incident (Non-Domestic)	109	55	50%
Home Fire Safety Check Follow Up Surveys	1194	584	49%
Fire Safety Audits	794	333	42%

Area Surveyed	Return rate 2016/17	Return rate 2015/16	Return rate 2014/15	Return rate 2013/14
After the Incident (Domestic)	40%	50%	66%	56%
After the Incident (Non-Domestic)	50%	57%	60%	58%
Home Fire Safety Check Surveys	49%	30%	79%	54%
Fire Safety Audits	42%	75%	64%	30%

3. Individual Survey Results

3.1 **After the Incident (Domestic):**

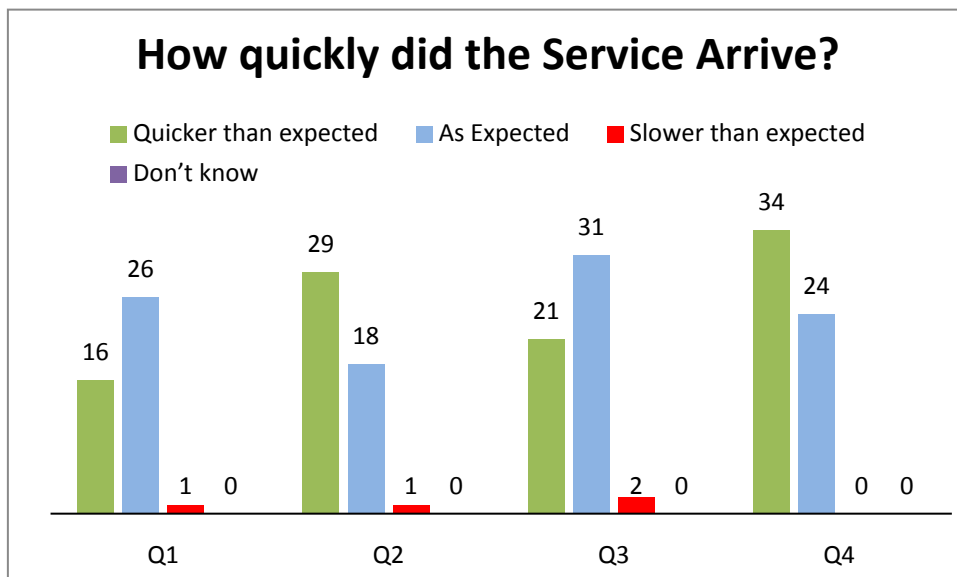
No complaints were received through the customer satisfaction surveys.

A total of 214 completed surveys were received back during the year (up from 178 in 2015/16).

Of the 214 respondents who said they contacted our Service Control, all said they were either very or fairly satisfied with the initial contact.

3.1.1 Q1 – Q4 Incident response times

100 responders out of 201 who replied to this question (49%) stated the fire service arrived quicker than expected, whilst four felt that we were slower than expected.



3.1.2 Q1 - Q4 Overall satisfaction with Service received

All 203 respondents who replied to the question 'How satisfied were you with our overall service?' Were either very or fairly satisfied with the service they received.

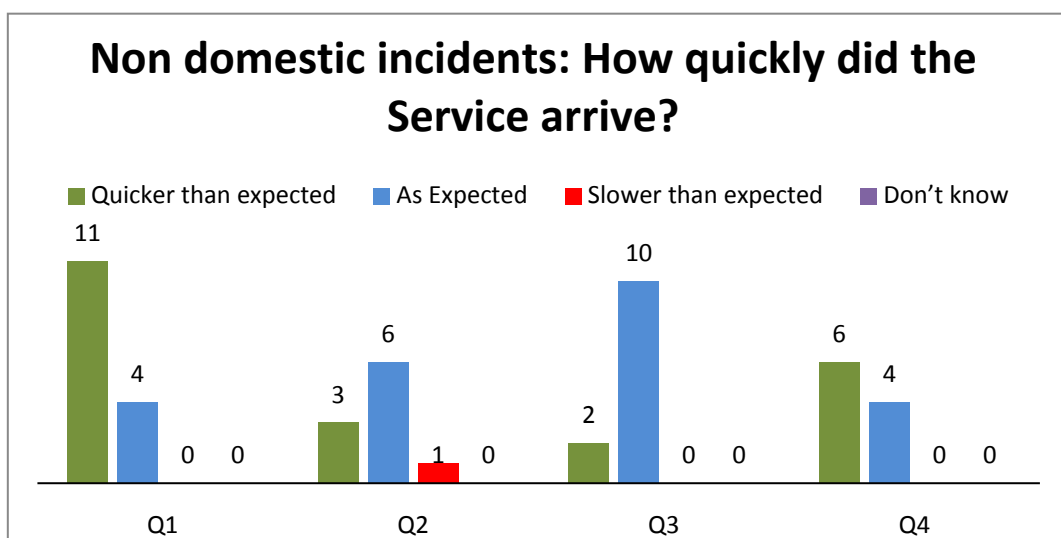


3.2 After the Incident (Non Domestic):

109 surveys were issued by post and 55 completed surveys were received back for reporting purposes. No complaints were received through the customer satisfaction surveys.

3.2.1 Q1 – Q4 Incident response times

22 of the 47 responders (47%) to this question said the Fire Service arrived quicker than expected. Only one thought the response was slower than expected.



All of the 48 people who responded to the question said they were very or fairly satisfied with the service they received.



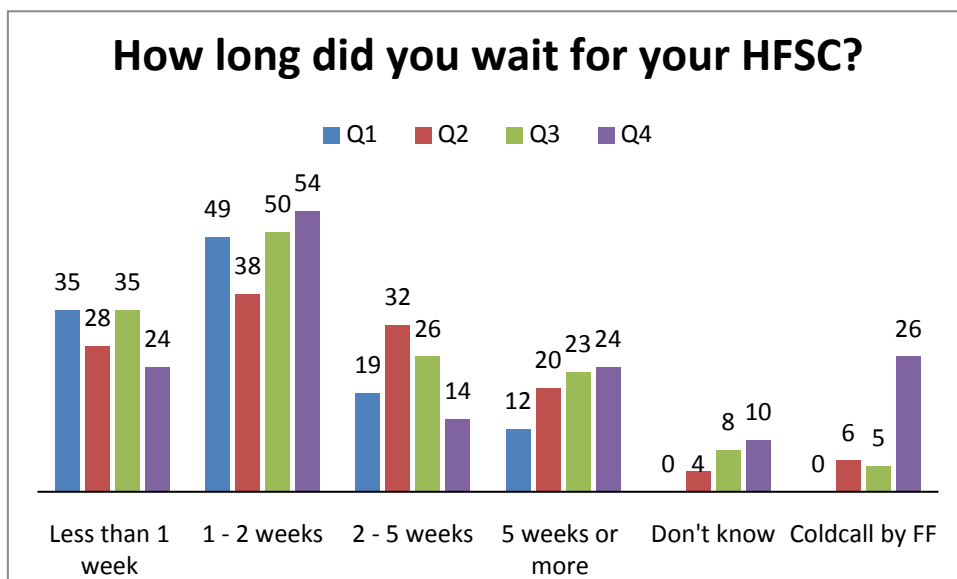
3.3 Home Fire Safety Check Surveys:

Through the year 584 people responded to our survey and almost all stated they were either very or fairly satisfied with the service they received.

122 respondents said they received a HFSC within less than one week, with 191 saying they waited between 1-2 weeks and 79 respondents waited five weeks or more. There was also a noticeable increase in cold-calls by Firefighters, a majority of which were following up after local fire incidents.

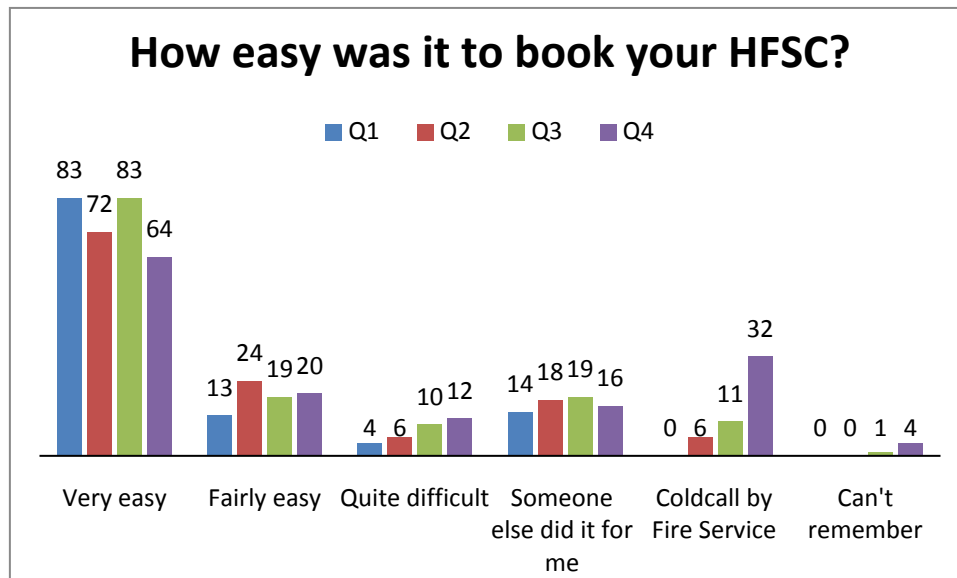
3.3.1 Q1 – Q4 How long did you wait for your Home Fire Safety Check?

In general those requesting HFSC received these within a fortnight of requesting them. However, there has been a small increase in the numbers waiting five weeks or more. The number of people receiving coldcalls from the service increased during the last quarter which is likely a result of impact of the Safe and Well Visit pilot, when no request for a visit was made.



3.3.2 Q1 – Q4 How easy was it to make the appointment?

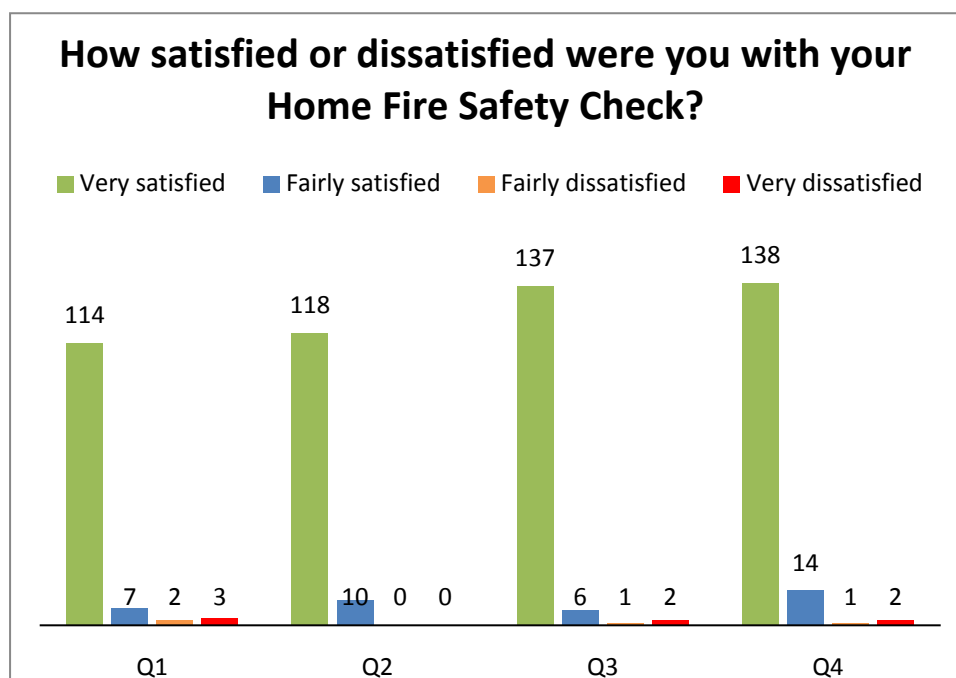
Of the 531 who responded to this question, 378 said that it was very easy or fairly easy to make the appointment, whilst 67 indicated that someone else had made the appointment on their behalf. 32 said it was quite difficult to book the appointment and 49 had received a cold-call from the Service.



Almost all of the comments received from those receiving Home Fire Safety Checks praised the attitude, helpfulness and friendliness of Service personnel.

3.3.3 Q1 – Q4 Overall satisfaction with HFSC service

544 of 555 respondents (98%) said they were either very or fairly satisfied with the HFSC service.



From April 2017 we no longer undertake Home fire Safety Checks, instead we are carrying out more targeted Safe and Well visits to the most vulnerable members of our communities.

This change has required us to consider questions like ‘How did you find out about HFSCs’ and ‘How easy was it to book your HFSC’ for they are no longer relevant.

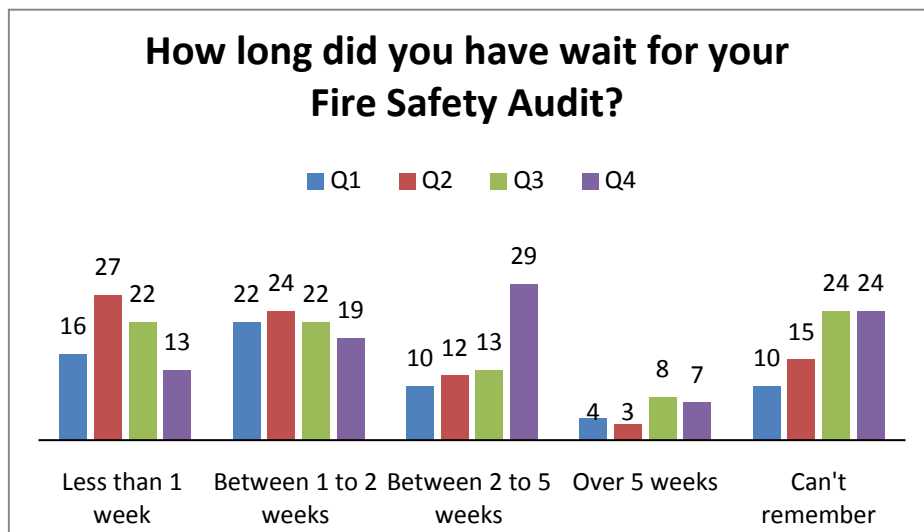
The survey questionnaire has been revised to remove these questions and include additional ones that better reflect the level of knowledge gained from the Safe and Well Visit. In addition to this and rather than send the survey through the post some weeks after the visit has taken place, the surveys will now be delivered directly at the end of each visit. An option to complete and return the survey using a pre-paid envelope will also be offered.

3.4. Fire Safety Audit Surveys:

No complaints were received through the customer satisfaction service.

A total of 794 Fire Safety Audit surveys were issued throughout the year with a return of 333 completed surveys (42%).

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

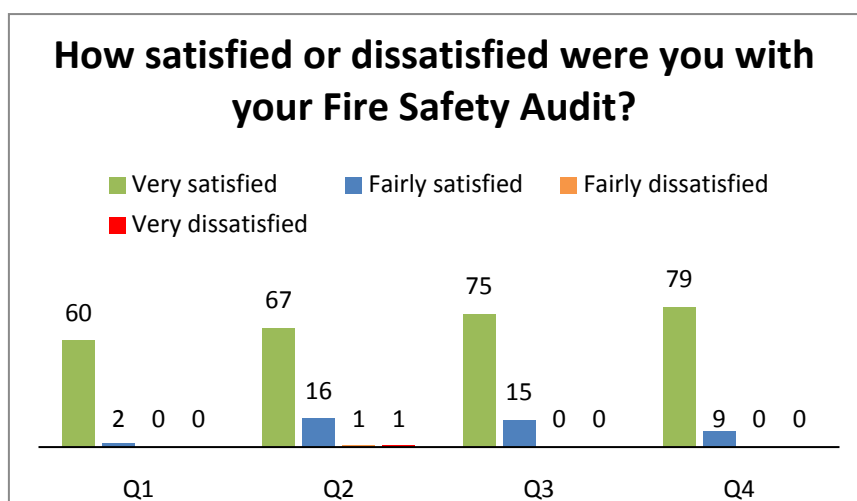


In general businesses only waited a fortnight between requesting a FSA or being notified of one. However, there is a significant increase in those waiting between two and five weeks in the last quarter of the year.

3.4.2 Q1 – Q4 Did you receive a written report?

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

3.4.3 How satisfied were you with your Fire Safety Audit?



323 responders said they were either very or fairly satisfied with the audit process, only one was fairly dissatisfied and one very dissatisfied.

4. Compliments

The Service is pleased to have received 61 compliments from members of the public by letter and email during the past year, compared to 63 in 2015/16.

5. Complaints

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

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

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

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

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

5.3 During the year the Service received 14 complaints. Compared to 21 in 2015/16.

5.4 One complaint was withdrawn, 13 complaints were satisfied at Stage 1, of which five were upheld and eight were not upheld.

GARY JEFFERY
HEAD OF COMMUNITY SAFETY

For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 June 2017
Item No. 11**

REPORT AUTHOR: HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT

SUBJECT: CORPORATE RISK REGISTER

For further information on this Report contact: Group Commander Darren Cook
Head of Projects, Safety and Business Support
Tel No: 01234 845163

Background Papers: None

Implications (tick ✓):

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

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. Individual risk ratings have been reviewed and are unchanged.

2.3 Updates to individual risks in the Corporate Risk Register:

CRR00022: If we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our fire-fighters and staff. The National Operational Guidance programme is due to complete by August 2017 which has provided operational doctrine allowing for consistency in the application of firefighting standards across other FRSs which the Service has adopted in full to date.

**GROUP COMMANDER DARREN COOK
HEAD OF PROJECTS, SAFETY AND BUSINESS SUPPORT**

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

Risk Rating

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

Risk Strategy

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

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 June 2017
Item No. 12**

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

SUBJECT: DRAFT COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2017 - 2021

For further information on this Report contact: Service Operational Commander 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	✓	OTHER (please specify)
	New		CORE BRIEF

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 first version draft of the 2017 – 2021 Community Risk Management Plan (CRMP).

RECOMMENDATION:

Members of the Service Delivery Policy and Challenge Group acknowledge the progress made on developing the new CRMP for 2017 – 2021 and to consider any issues arising.

1. Introduction

- 1.1 The CRMP is a legally required public document, the content prescribed in the 2012 National Framework Document. The Service refreshed its current CRMP and published a revised summary version during 2016, this remains extant and would take us through to 2019.
- 1.2 Notwithstanding the above timeframes, due to the refresh of our Customer Insight tool, this significantly contributes to the risk profile within the CRMP, and the continued improvements to our Prevention, Protection and Response arrangements, there is a need for a new CRMP which better reflects the exceptional work carried out since the last publication, whilst also detailing the Service intentions as we further develop the excellent services we provide to our community.

2. Contents

- 2.1 The draft CRMP forms part of this report and it follows a similar format to the summary document produced during 2016. The content of the document provides demographic information on Bedfordshire and then details the risks associated to our diverse community.
- 2.2 When detailing how we work with partners, and our community, to mitigate any identified risk, through first class Prevention, Protection and Response arrangements, we demonstrate the importance of collaboration and maximising opportunities to deliver excellence in everything we do.
- 2.3 Fire and Rescue Service Reform is extremely high on our agenda and the Service has already made significant headway with collaboration, resilience and interoperability with Fire, Police and Ambulance Services, locally, regionally and nationally.
- 2.4 CRMP 2017 – 2021 marks the beginning of an organisational shift that enhances our delivery of life saving services beyond anything previously provided.

3. Recommendations

Members of the Service Delivery Policy and Challenge Group acknowledge the progress made on developing the new CRMP for 2017 – 2021 and consider any issues arising.

**GLEN RANGER
DEPUTY CHIEF FIRE OFFICER**

Bedfordshire Fire and Rescue Service
Community Risk Management Plan
2017-2021



Forward

Our Community Risk Management Plan (CRMP) lays out the actions and activities of Bedfordshire Fire and Rescue Service (BFRS) over the next four years to meet the challenges facing our community

Your local Fire and Rescue Service is acknowledged as a well governed and well led organisation that continues to provide high quality services to both the residents and visitors to the county as shown by our Peer Review, Customer Satisfaction surveys and Key Performance Indicators.

Built upon a strong supporting infrastructure the Service is able to deliver first class prevention, protection and response activities utilising our highly trained and well equipped personnel. For many years the Service has progressively tailored its services to the risks faced by communities at local, regional and national levels; it is now time to raise the bar higher than ever before.

Working with our partners, the opportunity to save more lives by utilising the culture, skills, training and equipment already intrinsic within the Service is a clear and present prospect. This CRMP marks the beginning of an organisational shift that will enhance our delivery of life saving services beyond anything previously provided.



Colleen Atkins

Councillor Colleen Atkins
*Chair, Bedfordshire Fire
and Rescue Authority*



Paul M Fuller

Paul M Fuller CBE QFSM MSc BSc MinstLM
Chief Fire Officer

Tackling key risks over the next four years



Local government in Bedfordshire is responsible for the provision of a fire and rescue service across the county and the Bedfordshire Fire and Rescue Authority (BFRA) is the public body responsible for ensuring local communities are protected by a high performing and effective fire and rescue service. The BFRA is accountable to local residents through the 12 elected councillors serving on it. These are appointed by Bedford Borough (3 Cllrs), Central Bedfordshire (5 Cllrs) and Luton Borough (4 Cllrs) Councils.

Each Fire and Rescue Authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. In addition, risks identified by the Local Resilience Forum and other appropriate local risk analyses are also taken into account.

We aim to promote safety in our communities, and work very closely with businesses, schools and communities to inform and educate people on how to be safe in their homes, places of work and when travelling within our county. Our Community Risk Management Plan also builds on the Service's commitment to promote inclusion and diversity in all we do, having due regard for our statutory obligations.

Collaborating with other emergency services



The government has made clear that it wants to see greater fire, police and ambulance collaboration, resilience and interoperability, as well as improved governance of the emergency services. With a view that joint working will strengthen emergency services,

government has legislated through the Policing and Crime Act 2017 the need for greater collaboration. This is being further stipulated and the need identified through a Fire and Rescue Service Reform agenda comprising three distinct pillars: efficiency and collaboration, accountability and transparency, and workforce reform.

The 2017/21 CRMP provides an overview of the work already undertaken by the Service to ensure that it is at the forefront of change and championing the reform agenda set by government. The following sections identify the successes achieved over recent years, and provide information on the Service's direction of travel, whilst maintaining the vision of providing an excellent Fire and Rescue Service to the communities of Bedfordshire.

Tackling key risks over the next four years cont

Collaborating with other emergency services cont.

We are increasing our partnership working with local organisations to improve prevention, response and protection of our communities. Collaboration with other Blue Light services is at the heart of this and BFRS now routinely undertakes a “Co- Responder” role in partnership with

East of England Ambulance Service, and works with Bedfordshire Police in searching for, and locating missing vulnerable people. This has a positive impact upon incident outcomes and therefore the lives of our residents.

Collaborating with the Police



Bedfordshire Fire and Rescue Service are collaborating closely with Bedfordshire Police on a number of joint initiatives to share resources, work together and purchase new equipment together.

In 2016 we took over from the Police in forcing entry to premises in medical emergencies (see below), and in 2017 will be supporting them in searches for missing persons. To assist in this we are currently working with the Police to jointly purchase a drone which will have multiple uses for firefighting, searching for missing people and other uses.

To assist the Police to maintain close links to our communities they will begin sharing space in a number of our Community Fire Stations during 2017, including Ampthill and Leighton Buzzard. This will enable officers to work closer to their communities and complete any necessary paperwork without having to return to their bases in Bedford or Luton. Our Community Safety Team will also be based alongside Police Community Support Officers (PCSOs) in Bedford and Luton to explore synergies in promoting public safety.

In early 2017 in support of the Police and Crime Commissioner’s own Police

and Crime Plan 2016 we are working on closer integration with Bedfordshire Police. Policing Hubs are being established at Community Fire Stations in Ampthill, Luton, Bedford and Leighton Buzzard to provide working bases for Police Officers and Police Community Support Officers, improving local response times and enabling more time for Police Officers to work in the communities they serve.

Tri-Service Collaboration between BFRS, Police and the Ambulance Service has already been achieved in Shefford, with Luton station being the next project in sharing premises on a Tri-Service basis.



Also in 2017, BFRS in collaboration with the Police we will begin using a drone (a remote controlled pilot-less micro-aircraft) which will be invaluable in managing fires and other incidents to reduce risk of serious injury and save lives, and will also greatly assist with vulnerable people searches.

Tackling key risks over the next four years cont

Co-responding with EEAST



We are currently working closely with the East of England Ambulance Service Trust (EEAST) in a

number of areas including co-responding to cardiac arrests, forcing entry to premises in medical emergencies, and co-locating paramedics on our community fire stations. We are now exploring using our Fire Bikes to assist with the emergency movement of blood supplies and other medical requirements.

Since we began mobilising to cardiac arrests in the Leighton Buzzard and Biggleswade areas in May 2016 we have attended 49 incidents and on four occasions our crews effectively saved that person's life.

Bedfordshire are fully committed to this work and have had positive feedback from our NHS colleagues and from our crews at Leighton Buzzard and Biggleswade, so would like to be in a position to roll out this co-responding at more of our stations.

Also since the summer we have been using our specialist skills and equipment to force entry to premises where paramedics need urgent access to assist someone in a medical emergency. In many cases we have enabled paramedics to get to patients whose condition may have

been much worse without our timely intervention.

We currently have paramedics based at our Luton and Shefford Community Fire Stations, and this could be extended to other locations if there is a need.

Finally we are examining whether our Fire Bikes could be used to transport urgently required blood, other medical supplies, or information around the county.

We are also investigating working in partnership with the National Health Service and local authorities to help them deal with the challenge they face within primary care and domestic social welfare, assisting them to support isolated and vulnerable people to live more safely within their homes and community. 2017 will see us exploring a number of initiatives to directly engage with and support people in high risk groups to promote home safety, health and social care priorities.

Another way to extend the use of Fire resources as a health asset is the potential use of our four specially adapted Fire Bikes to support our health partners by delivering blood and supporting the transplant service.

In the coming year we will explore commercial partnerships which could generate resources for investment in our delivery of our Community Risk Management Strategy.



Tackling key risks over the next four years cont

Below is the key collaborative and development work that Bedfordshire Fire and Rescue Service is currently undertaking. This is just a sample of some of the excellent work already under way by the Service.

Efficiency & Collaboration	Accountability & Transparency	Workforce Reform
<p>Sharing Resources</p> <p>Sharing Operational Strategic Commanders with Cambridgeshire Fire and Rescue Service</p> <p>ICT Shared Service with Cambridgeshire Fire and Rescue Service</p> <p>Co-Responding with East of England Ambulance Service</p> <p>Forced Entry with East of England Ambulance Service & Bedfordshire Police Constabulary</p> <p>Undertaking vulnerable persons search with Bedfordshire Police</p> <p>Collocating East of England Ambulance Service and Bedfordshire Police at Fire Stations</p> <p>Joint mobilising resource arrangements and system with Essex County Fire and Rescue Service</p>	<p>Ensuring excellent standards of service</p> <p>Operational peer review completed in [date]</p> <p>Peer review process and trained peer assessors within Service</p> <p>Preparing for equality peer challenge in 2017/18</p> <p>Proud of our Performance</p> <p>Performance reports approved by members of Bedfordshire Fire Authority and published on the Service website</p> <p>Transparency data published and available on the Service website</p>	<p>Developing Flexible Crewing</p> <p>24 hour shift system introduced in [date]</p> <p>Resilience contracts supporting business continuity</p> <p>Strategic reserve to support a flexible solution for maximum crewing</p> <p>Alternate Crewing</p> <p>Better use of Retained (on-call) firefighters</p> <p>Co-responding with East of England Ambulance on cardiac arrest calls</p> <p>Community Safety deliver crime prevention and safety advice through Safe & Well Visits and community engagement</p> <p>Special operations teams to deal with threats like terrorism</p> <p>Greater focus on equality, diversity and culture change</p> <p>Accredited Disability Confident Employer</p> <p>Professional Standards Training</p> <p>Introduced a Single Equality Scheme</p> <p>Positive Action Plan for increasing diversity</p> <p>Promoting excellent leadership</p> <p>Senior Managers participate and support the National Executive Leadership Programme</p> <p>Senior Managers participate within the Skills for Justice Level 4 Incident Command</p> <p>Supporters of the Cross Sector Leadership Programme.</p>
<p>Procurement</p> <p>Part of the Fire Appliance and Personal Protective Equipment Consortium</p> <p>A partner in the Joint Insurance consortium (with other Fire and Rescue Services)</p>		

Tackling key risks over the next four years cont

Upgrading Our Communications



The Fire, Police and Ambulance Services rely on communications between control rooms and their personnel to provide key information and ensure safety. Over the next few years,

the emergency services are planning to upgrade communication provision to take advantage of high-speed data and new technology. This complex project is being managed at a national level, but we will be required to invest resources in training staff and providing key equipment to enable the transition



Patterns of Risk

Changes in population, in our environment and in lifestyle, together with social and economic changes all have impacts upon the risks the people of Bedfordshire face every day. Below are some of the major changes currently underway and examples of how they impact on everyday risks.

Population: Between 2015 and 2020 the general population is expected to rise by 3% with the numbers aged over 65 expected to increase by 12%; the numbers aged over 85 by 18%; and the number of centenarians by 40%.

Between 2001 and 2015 the population of Bedford Borough increased by 12.41%, Central Bedfordshire by 17.28% and Luton Borough by 16.47% and is likely to continue to increase. Average life expectancy in Bedford Borough is 79.3 years for men and 83.1 years for women, in Luton Borough it is 78.1 years for men and 82.0 years for women and in Central Bedfordshire it is 81.5 years for men and 83.8 years for women.

In Bedfordshire the growth in the over 65 population is more pronounced than in many other areas of the country and is creating an ageing population. As the numbers in the under 24 age group fell during the past decade from 34.19% to 25.97% the proportion of the population over 65 increased to 15.37% in 2014.

As the population ages, so do the rates of those with dementia, in the over 65's 7.1% of whom have the condition (based on 2013 population data).

Older people are more likely to be involved in home fires and trips and falls as well as suffering from fuel poverty and loneliness, something our Safe and Well Visits are addressing.

Ethnicity: Bedford Borough is one of the most ethnically diverse places in the East of England, with up to 100 different ethnic groups living there. Between 2001 and 2011 the Black and Minority Ethnic (BME) community grew from 19.2% of the Borough's population to 28.5% (defined as all ethnic groups other than White British). In particular there is a large Asian (especially Indian) community with substantial Black Caribbean, Black African, Pakistani, and Bangladeshi populations.



In Bedford 88.9% of children speak English as a first language, with more than 60 other first languages spoken, the most common being Polish (2.5%), Punjabi (1.6%), Bengali (1.1%), and Italian (1.0%). Only 0.5% of the population of Bedford Borough cannot speak English at all.

Patterns of Risk cont



Recently **Luton** has experienced significant in-migration from Eastern Europe (particularly Poland), West Africa and elsewhere, joining the large Pakistani community already established there. In 2015 only 44.5% of residents were White British. Luton is also the most densely populated area in England.

In Luton only 79% spoke English as a first language, with 122 languages spoken and 11.3% of households having no-one speaking English as a first language with the most predominant languages being Urdu, Gujarati, Bengali and Polish.

In contrast **Central Bedfordshire** is less diverse than England as a whole with a greater proportion of people who are White British and low in-migration. In Central Bedfordshire 95% of pupils of compulsory school age spoke English as a first language.

Households: It is estimated that household numbers across Luton and Central Bedfordshire will increase by 53,300 between 2011 and 2031. In Bedford 16,270 additional urban dwellings have been planned between 2001 and 2021, with an additional 1,300 rural dwellings.

The Service is working to ensure that we have a diverse workforce as well as ensuring that any cautionary messages given out prior to cultural festivals is communicated effectively to all communities and translated where necessary

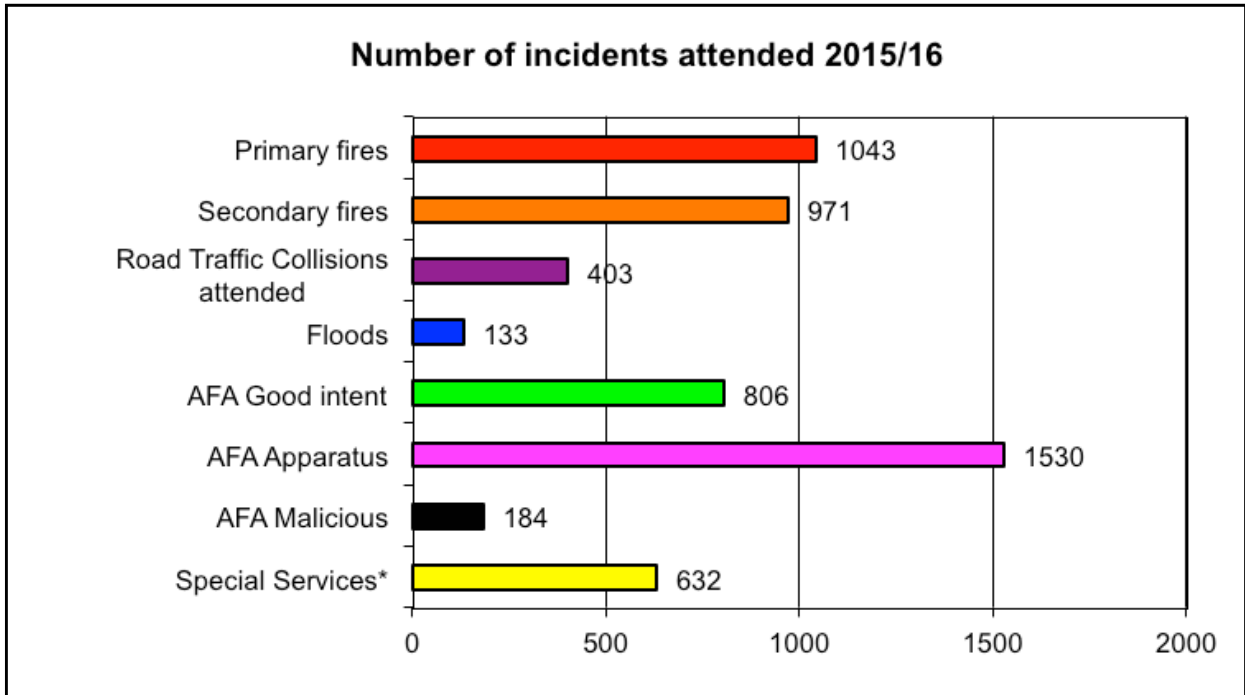
Across the county a large proportion of properties are rented, in Bedford Borough 18% are socially rented and 17% privately rented, in Luton 18.7% are socially rented and 23% privately rented while in Central Bedfordshire 13% are socially rented and 13% privately rented.



Residents of rented properties are more likely to suffer from kitchen fires, something our Prevention Team are addressing through social media campaigns and interventions in local communities.

Responding to Incidents

Bedfordshire Fire and Rescue deal with approximately 6,000 incidents each year and during 2016/17 Fire Control received 10,792 calls. The type of incidents we are called to is shown below:



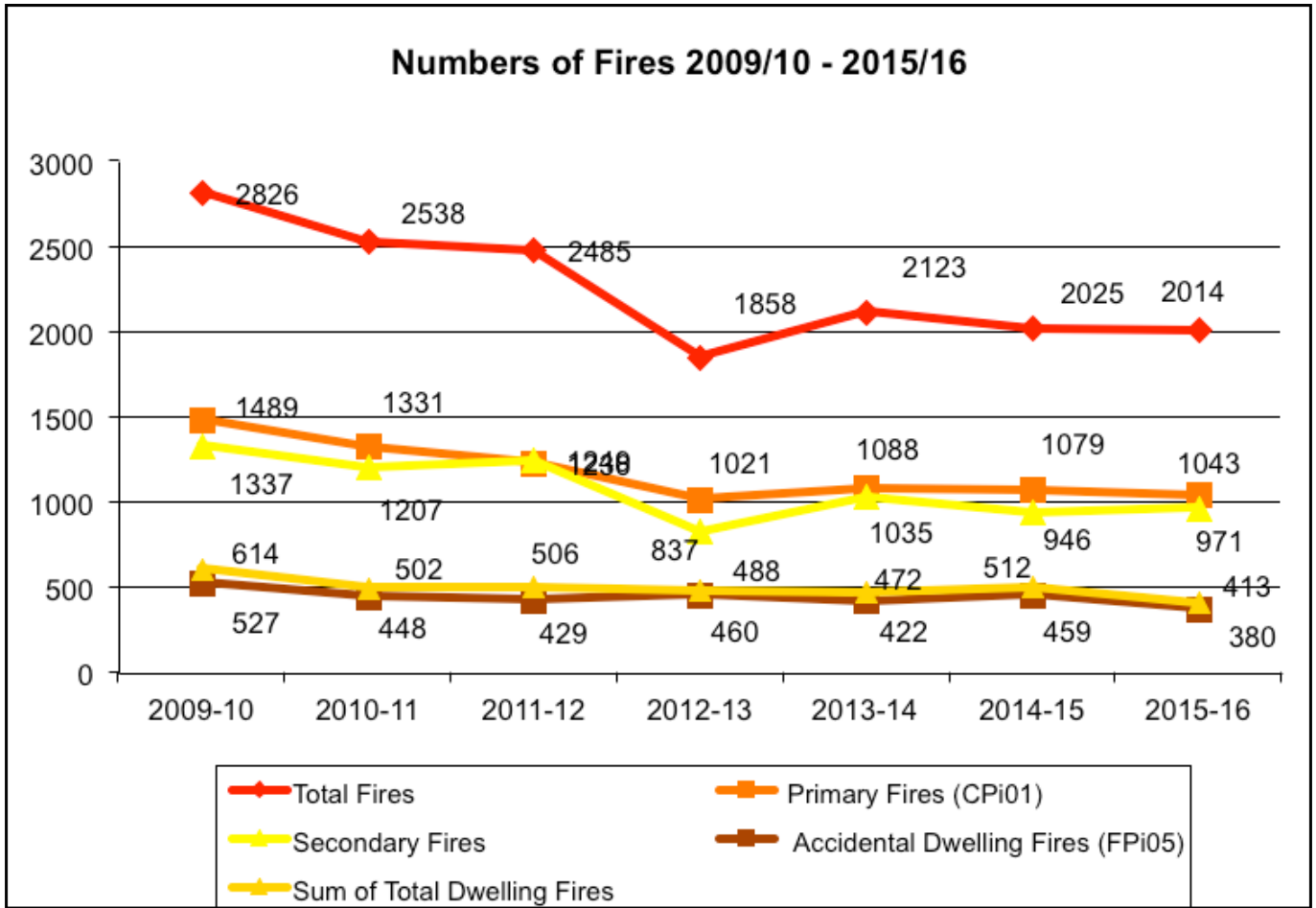
Primary fires are serious fires affecting buildings, caravans or trailers, vehicles and other methods of transport, those involving casualties or rescues, or attended by five or more appliances.

Secondary fires are less serious fires confined to outdoor locations such as in fields, grassland or heathland, or that involve rubbish, derelict buildings or vehicles and which do not involve casualties or rescues and are not attended by five or more appliances.

AFA = Automatic Fire Alarm

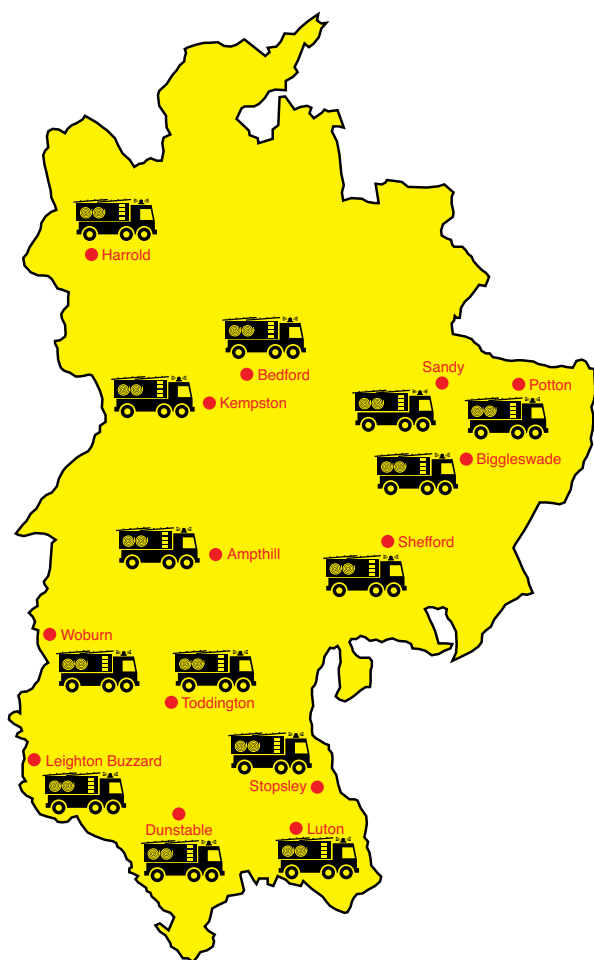


Responding to Incidents cont



To ensure we provide a swift and effective response to these incidents we have 280 full-time Firefighters and 142 on-call Firefighters based at 14 Community Fire Stations around the county (see map pg 12 – awaiting more detail on location of appliances). Supported by 143 support staff

Responding to Incidents cont



What We Provide

Full-time Firefighters & Officers	280
On-call (Retained) Firefighters*	142
Control Room Staff	25
Support Staff**	143
Fire Stations	14
Fire engines	28
Specialist vehicles	16
Support vehicles	66
Aerial Platforms	2

* includes 29 who also work as full time Firefighters;

** includes 1 who also has on on-call contract.



Responding to Incidents cont

Maintaining Operational Crewing



We have invested in a new availability management system to provide more effective management of our on-call (retained) firefighters. This gives on-call firefighters a fast, mobile and effective way to book on and off call. The system provides real time and forecast information on appliance availability taking account of required crew skills.

As we experience increasing challenges in recruiting sufficient on-call firefighters we are exploring ways to improve our recruitment and retention of on-call

firefighters and maximise the availability of our on-call fire engines. We are exploring how we can make more flexible use of our on-call firefighters to support operational crewing across the county.

We have reviewed our full time firefighter crewing arrangements and introduced more flexible crewing arrangements which make the best use of the staff available to us, whilst maintaining our ability to respond with specialist appliances when required.

We have entered into an agreement with Cambridgeshire Fire & Rescue Service (CFRS) for sharing our strategic operational commanders. The new arrangements will enable either service to draw upon senior operational commanders from the other service in the event of large scale incidents. We are now actively exploring other areas where this approach may be beneficial, such as sharing specialist fire investigators and hazardous materials advisors.

Memorandum of Understanding with London Luton Airport



We have recently agreed an operational Memorandum of Understanding with London Luton Airport

(LLA) which sets out our agreed shared responsibilities for dealing with any aircraft related emergencies which may occur on or off the airport site. We work closely with LLA, including undertaking regular training exercises with the LLA firefighters and collaborating on compartment fire training

provision. We are actively exploring other areas where collaboration may be mutually beneficial.



Responding to Incidents cont

Up-to-Date Fire Appliances



Over the past year BFRS has purchased seven new fire appliances, with a further 10 expected to be completed by winter 2017/18, these have been purchased through a joint consortium with other FRSs.

Our Specialist Rescue Unit (SRU) is a multi-function response unit that deals with Road Traffic Accidents and has a greater capability to deal with Heavy vehicles such as LGV's that have been involved in an accident. The vehicle has a multitude of rescue capabilities in dealing with various and complex rescues. The SRU also has capabilities to deal with animal rescue, unstable ground rescues, water incidents and others.

These new appliances enable the service to have the highest technological advancements in driver safety such as Electronic Stability Programmes, Lane

Departure Warning and Active Braking Systems.

BFRS has also replaced our Water Response Unit with a 4x4 fully capable towing unit, for use as a national asset or for mutual assistance use in the region, to increase our resilience when dealing with large area flooding.

The Service is involved in the South Eastern Region Personal Protective Equipment (PPE) procurement consortium which has over 20 Fire and Rescue Service members. This will enable a joint tender for BFRS ready for our PPE replacement in 2018.

In collaboration with Essex County Fire and Rescue Service, BFRS has launched a new mobilising system. The new state of the art system provides a greater degree of resource management to ensure our firefighters and appliances continue to be dispatched to incidents as quickly and efficiently as possible.



Responding to Incidents cont

Our Mobilising Standards

Despite our significant efforts in delivering prevention and protection services to our communities, inevitably emergency incidents still occur. When they do, Bedfordshire Fire and Rescue Service responds quickly to undertake life-saving interventions.

This CRMP sets out the key response standards for how quickly we aim to arrive at incidents, and matches this against recent achievements for responding when needed. Our performance for 2015/16 is set out below:



We will:	Our Standard	Our Performance		
		2016/17*	2015/16	2014/15
* answer emergency calls within 7 seconds or less;	90%	95%	97%	95%
* provide an initial response of two fire appliances with crews of 5 and 4 (total 9) for fires threatening life, structures or the environment;	75%	74%	75%	75%
* ensure this arrives within 5 to 10 minutes;	80%	74%	75%	75%
* attend all Road Traffic Collisions we are called to within 13 minutes.	80%	85%	87%	94%
* provide an initial response of a fire appliance with a crew of five and this response will arrive within 20 minutes for incidents that are not potentially life threatening, such as lock-ins, lock-outs and animal rescues.	96%	99%	98%	98%

BFRS response standards

Dealing with Risks

Everyone in our community is susceptible to risks from fire and other emergencies, however, our research data and other supporting evidence reveals that some people in our communities are more vulnerable to risk than others.

Fires in the home and road traffic collisions are the highest risks facing people in Bedfordshire and certain sections in our community are more at risk of these; we focus our prevention work upon these groups.

Fires in the home:



Those most at risk from these are:

- The elderly, particularly those living alone.
- Those with chronic health problems such as Dementia or restricted mobility, learning difficulties or disabilities such as hearing or sight impairment.
- Those living in areas of deprivation, particularly young single parent families.
- Those living in low-cost housing, in particular those living in multiple occupation – in flats or rooms in larger buildings – or an inability to communicate effectively in English.
- Those on lower incomes.

To address these risks our Community Safety team use both past incident data and social profiles to create a data driven,

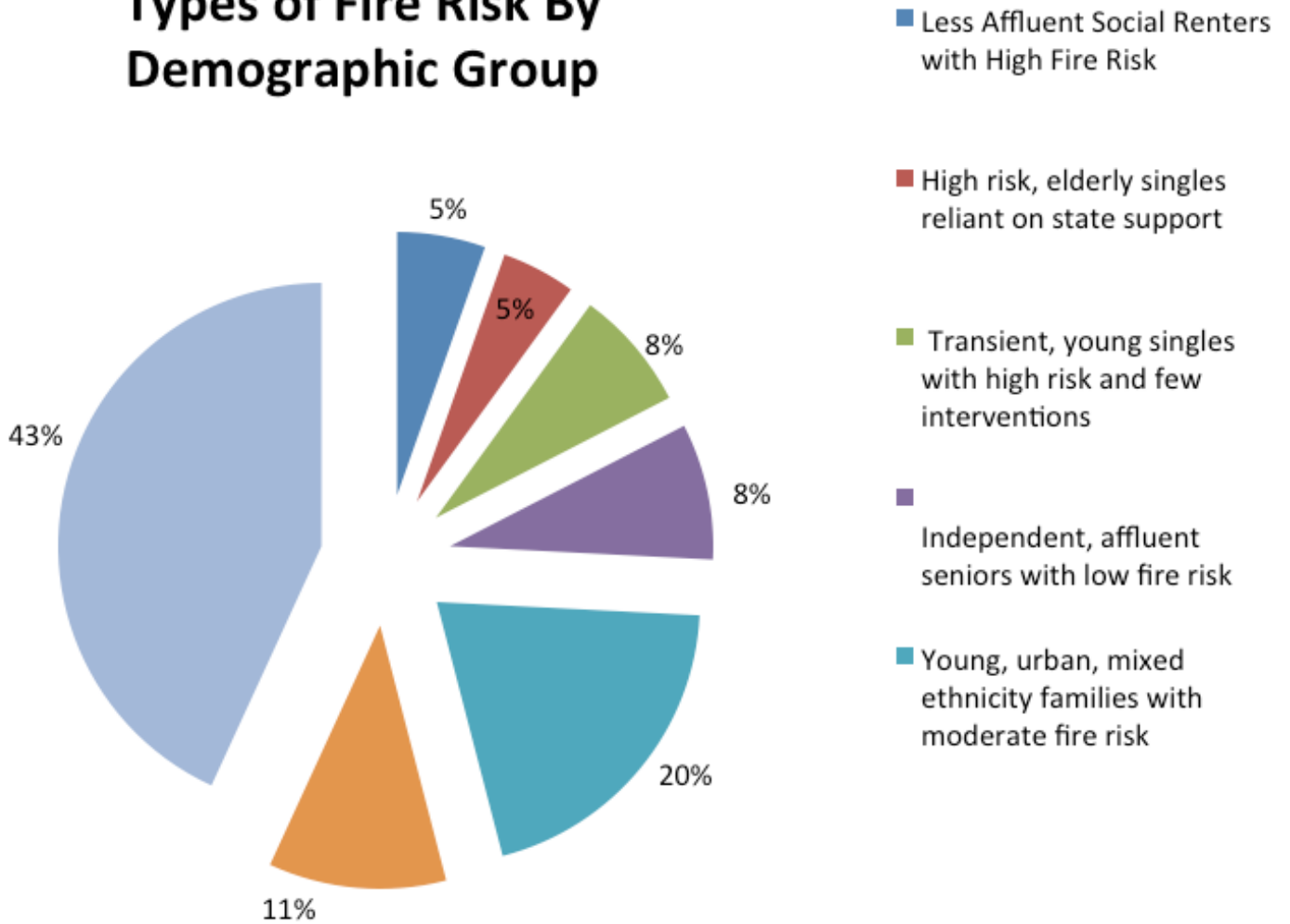
intelligence led and outcome focussed approach to risk reduction, predominantly addressed through public educational, safety campaigns and Safe and Well Visits generated through referrals to specific “at risk” households.



Using data gathered from five years of incidents and working with Experian we have created profiles of the three groups most at risk of fires in the home. To these we can add a fourth based upon the number of incidents that have occurred in particular properties. We address these groups by working in partnership to identify those individuals most at risk or vulnerable and providing safe and well visits, and through public awareness campaigns using a variety of communication channels, talks and events such as station open days.

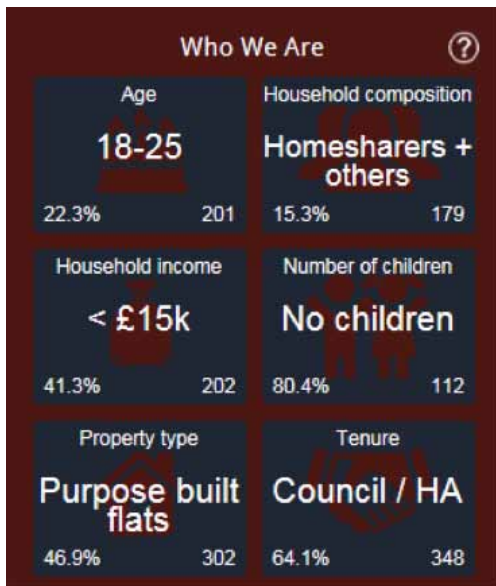


Types of Fire Risk By Demographic Group



Dealing with Risks cont

Less Affluent Social Renters with High Fire Risk

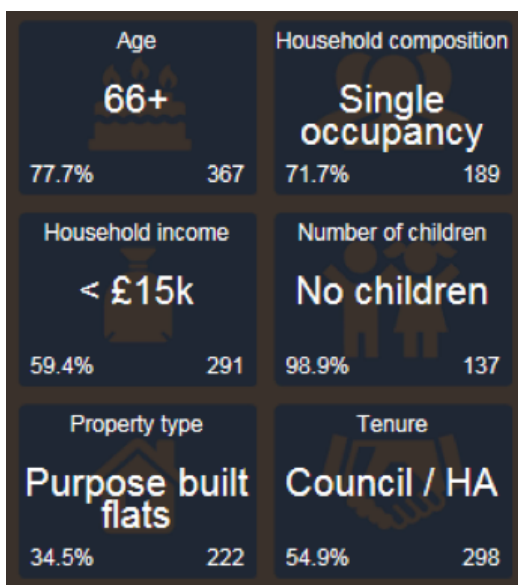


High risk of accidental dwelling fires caused by smoking, naked flame, combustible material or cooking

- 5% of households in Bedfordshire;
- low incomes, typically less than £15,000 per annum;
- likely to rent from the local authority or housing association;
- low levels of car and motorcycle ownership;
- frequent social media users;
- **we are expanding our use of social media to reach this group.**



High risk, elderly singles reliant on state support



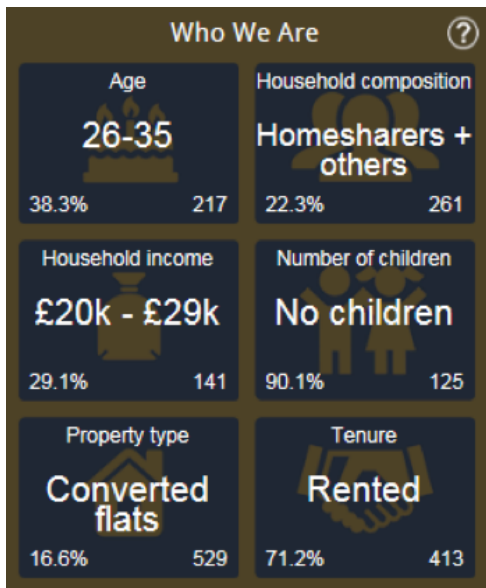
High risk of accidental dwelling fires classified as either cooking or electrical.

- 5% of households in Bedfordshire;
- low incomes typically less than £15,000 per annum;
- likely to rent from the local authority or housing association;
- low levels of car and motorcycle ownership;
- most likely household group to suffer from arthritis, have their Health Status classified as Bad or Very Bad;
- more likely than average to consume alcohol once or more a day;
- **main target audience for Safe & Well Visits (see next section).**



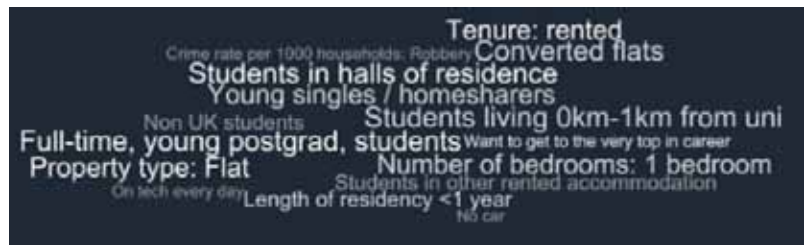
Dealing with Risks cont

Transient, young singles with high risk and few interventions

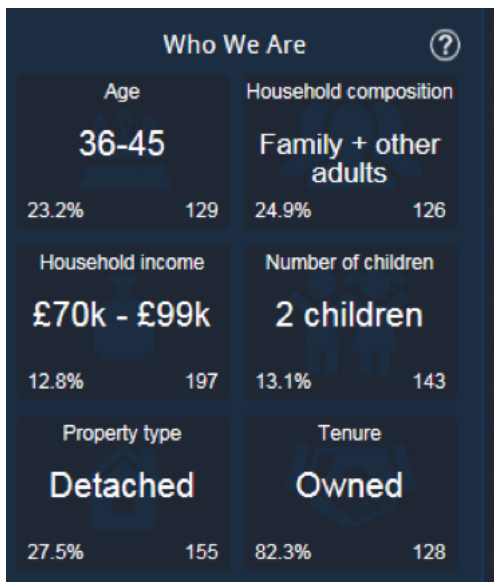


High risk of accidental dwelling fires classified as caused by either cooking, smoking related, naked flame or combustible material.

- 7% of households in Bedfordshire;
- typically rent in the private sector with many living in house or flat shares;
- low levels of car and motorcycle ownership;
- highest users of the internet and social media;
- **we will use social media to deliver key messages to this group.**

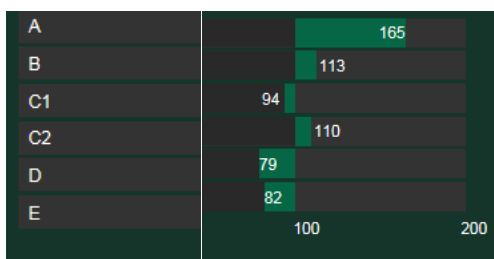


Rural families and couples with moderate risk



High risk of having a chimney fire with an above average risk of this type of fire and a moderate risk of accidental dwelling fires.

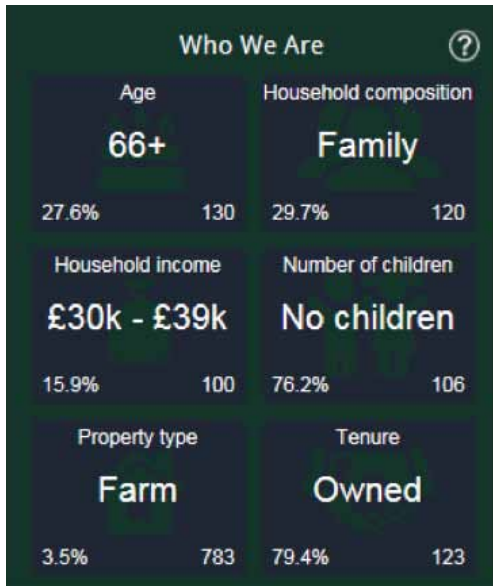
- 11% of households in Bedfordshire;
- Affluent;
- above average ownership levels of cars and motorcycles and complete high levels of annual mileage with these vehicles;
- **we will target this group with campaigns linked to Chimney Fire Safety week and road safety campaigns delivered in conjunction with our partners through the Bedfordshire and Luton Casualty Reduction Partnership.**



Dealing with Risks cont

The following three groups have much lower risks of fire or road traffic collisions.

Affluent families in suburban locations with very low risk



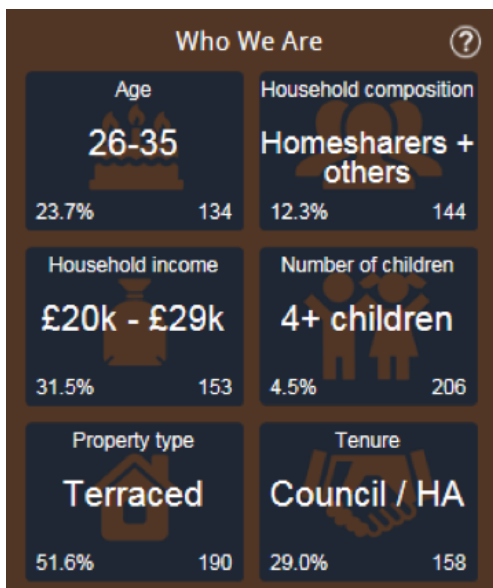
Above average risk of accidental electrical fire.

- 43% of households in Bedfordshire;
- low risk of accidental dwelling fires;
- above average ownership levels of cars and motorcycles and complete high levels of annual mileage with these vehicles;
- **we will target this group with campaigns linked to Electrical Safety Week and road safety campaigns delivered in conjunction with our partners through the Bedfordshire and Luton Casualty Reduction Partnership.**

Council tax band H & J
 4 bedrooms
 Affluence band 96-100%
 Household income £100k - £149k
 Have personal insurance
 Mortgage Short breaks abroad last year
 Mature family with children <18
 Affluence band 96-100%
 Detached National Social Grade A
 Residential property value £1m+
 Outstanding mortgage £150k-£249k
 Watlington

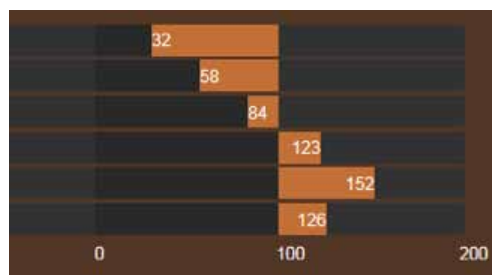


Young, urban, mixed ethnicity families with moderate fire risk



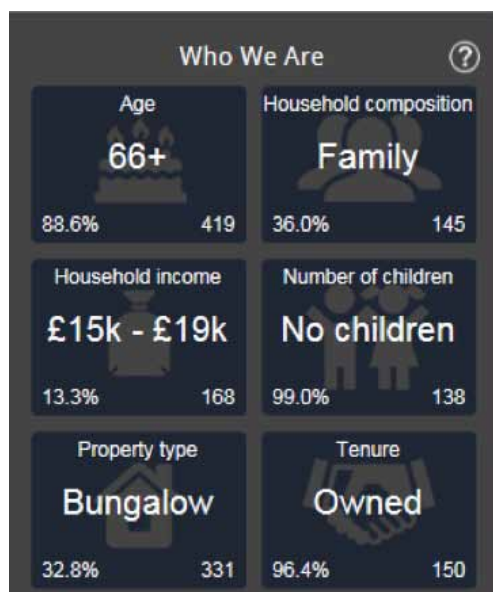
A higher risk of fires classified as Smoking related or Naked Flame/Combustible Material.

- 20% of households in the county;
- moderate risk of an accidental dwelling fires;
- **they are targeted through local and national safe smoking campaigns.**



Dealing with Risks cont

Independent, affluent seniors with low fire risk



- 8% of households in Bedfordshire;
- very low likelihood of experiencing an accidental dwelling fire;
- while the level of car ownership amongst this group is above average their annual mileage will be low;
- their risks are covered by our general safety campaigns.



Dealing with Risks cont

Road traffic collisions:

At most risk of a road traffic collision are:

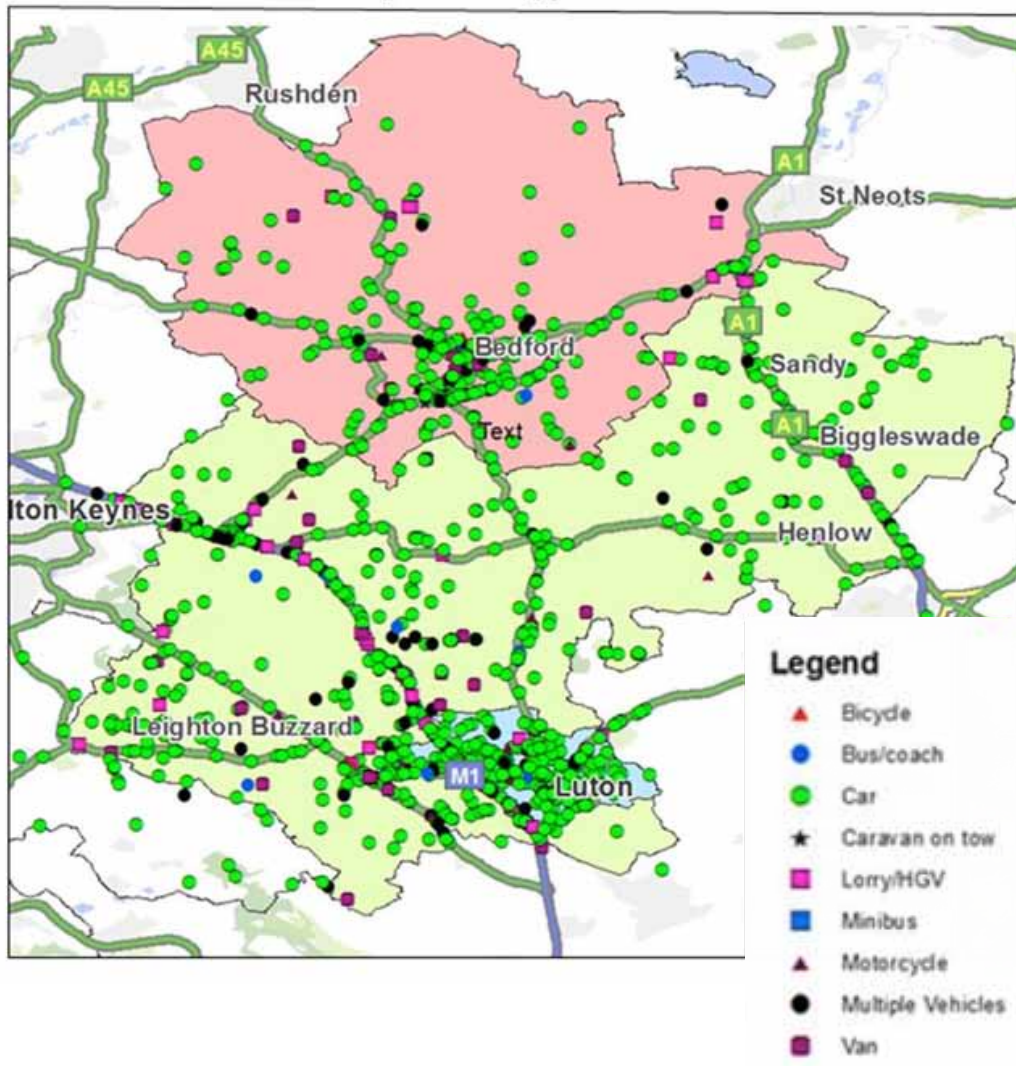
- Young and inexperienced drivers;
- Motorcyclists.

We address these risks by working with partners in the community to work with young people to raise their awareness of the risks to new drivers, and by organising a range of specialist training for motorcyclists, such as our “Biker Down” courses, to give them skills to improve their road safety.

We work collaboratively with Bedfordshire Police, Local Authorities

and the Bedfordshire Casualty Reduction Partnership to deliver targeted road safety events linked to the national calendar of safety campaigns, and to meet locally identified needs where incidents or data demonstrate increased risk of incidents or at risk groups. Our six dedicated road traffic collision reduction advisors attend a variety of events and undertake various initiatives, particularly with schools and colleges, to raise awareness of safe driving, using material produced by The Honest Truth, BRAKE and other national road safety organisations.

Road Traffic Collisions by vehicle type 2013 to 2016



Dealing with Risks cont

Road traffic collisions cont.



We deliver road safety messages to Year 5 students in schools on the following topics:

- What is road safety for pedestrians, cyclists, cars, lorries, buses;
- How do you practice good road safety – including the green cross code, wearing bright/reflective clothing, cycle helmets, lights on bikes, travelling safely in cars, care around large vehicles; and,
- How to stay safe when travelling in a car.

We have four specialist 'Firebikes' that improve engagement and education with motorcyclists; they are used as part of our free "Biker Down" courses held throughout the year to give motorcyclists and other road users the skills they need to help bikers who may have been involved in an accident or road traffic collision.



In addition we deliver "6th Form Safe" addressing road safety directly with young drivers and motorcycle riders aged 16-18.



Reducing Community Risks

Safe and Well Visits

These are enhanced Home Fire Safety Checks that cover a range of additional areas addressing personal safety and wellbeing. We engage with partners annually to ensure Safe and Well visits continue to meet the needs of the local community and our partner organisations.

At present Safe and Well Visits cover the areas of:

- home fire safety;
- crime prevention;
- smoking;
- alcohol; and,
- falls in the Home.

Supporting Local Business



There are more than 17,000 business premises operating in Bedfordshire and our aim is to ensure local businesses and public buildings are as safe as possible for staff, customers,

visitors and students to work, shop, enjoy and learn. We grade these properties in terms of their risk from very high to very low. 98% of our extensive business education programme goes into advising businesses and public organisations how they can be as safe as possible based on this risk assessment, and our previous fire safety inspections and enforcement action.

Generally high risks premises are those that present either a 'sleeping risk', that is places where people spend the night, such as hotels, hostels, residential care homes and houses of multiple occupation (HMOs), or those businesses that involve certain high risk manufacturing processes.

We conduct more than 4,000 Fire Safety Audits and consultations each year to

help businesses prevent fires, continue to trade and contribute to national wealth and sustainable employment. We also gather risk information to inform our firefighters about potential dangers from both the processes carried out at particular business premises, any chemicals or other items involved, and any risks inherent in the building itself that might present themselves if an incident occurs there.

Working with Luton Borough Council as part of the Rogue Landlord Scheme, we have had a number of successes in locating and shutting down illegal and dangerous private rented properties to ensure those renting can live in lawful and safe properties. This work will continue in 2017.

We work closely with the business community to ensure that premises are safe for public and staff to use. An important conduit in achieving this is widespread communication, especially when identified trends or themes need highlighting. On these occasions we rely on good working relationships with organisations such as The Chamber of Commerce, Federation of Small Businesses and the National Asian Business Association, to assist promulgating our safety messages to their diverse membership.

Reducing Community Risks cont

Dealing with Automatic Fire Alarms (AFAs)

Reducing the number of false calls generated by AFAs we attend by over 400 will enable Firefighters to be ready to respond to real emergencies and better utilise our increasingly limited resources.

From April 2017 Bedfordshire Fire and Rescue Service changed its policy on responding to automatic fire alarms (AFAs) as 98% of these are false alarms, in many cases causing repeat false alarms at the same premises.

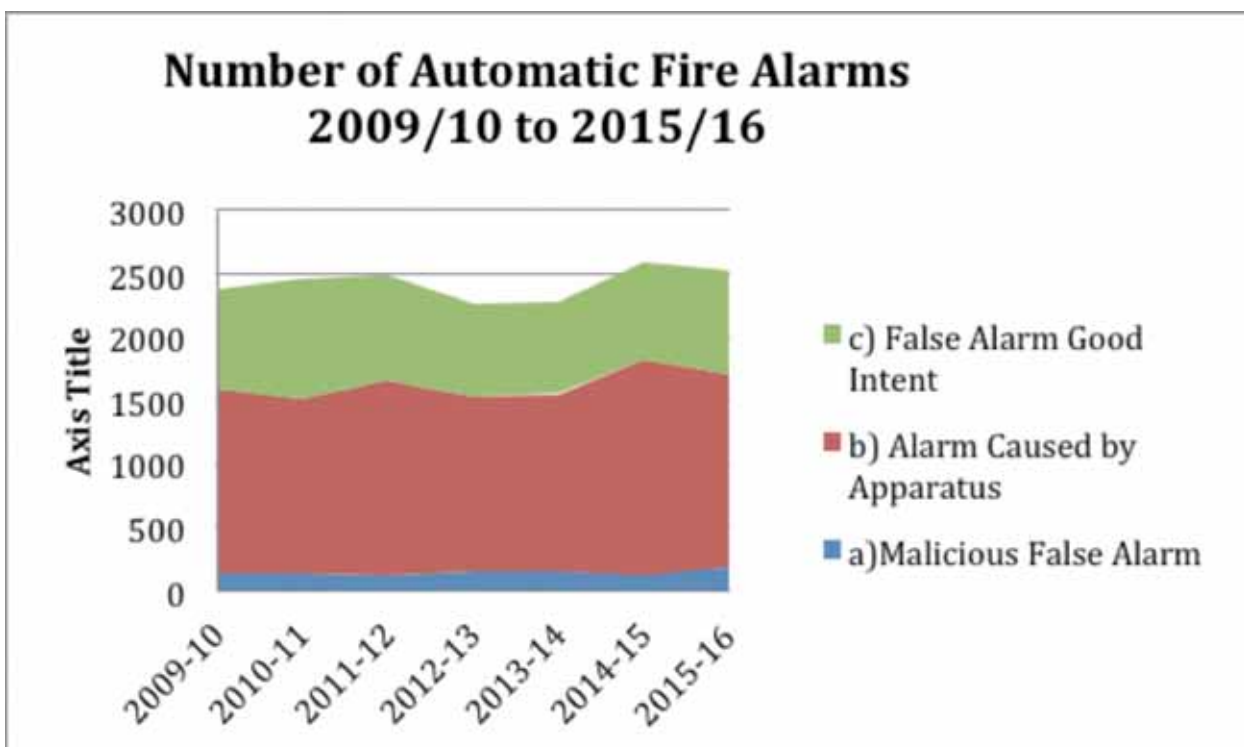
Under our proposed policy we continue to respond to all AFAs out of normal office hours but during office hours respond only to AFAs from occupied premises if verified as a real emergency by a call from that location, a call from a passer-by or from another emergency service.

This means that during office hours we will not attend AFA's from the premises listed below unless we receive confirmation from the affected location that there is an incident such as a fire at these premises:

- offices;
- shops;
- factories;
- schools;
- local authority buildings.

The new policy does not affect AFAs from domestic dwellings (e.g. houses, flats etc.) or premises where people sleep (such as residential care homes, hospitals, hotels or boarding schools), and heritage sites (such as listed buildings).

Attending AFAs only after a confirmation call will cut our mobilising to false alarms by up to 38%. False alarms mean that our Firefighters are not available to respond to real fires, and has financial consequences such as the cost of sending fire appliances needlessly, and the cost and inconvenience of taking on-call Firefighters from their jobs or homes for no purpose.



Tackling Arson



The Service has dedicated Arson Reduction Officers (ARO's) and intends in 2017 to collaborate more with Police Safer Neighbourhood Teams to work together in identifying and resolving arson trends. These Officers will work closely with Fire Investigators to follow up incidents involving deliberate fires, and link with Police colleagues to address and reduce arson.

We will continue to use effective initiatives, such as Environmental Action Days, and increase our partnership working activity in order to maintain the momentum that we have built in reducing the incidence of deliberate fires.

Arson Reduction Officers also visit and assess potential high risk premises, such as those with reports of hoarding, following referrals by partner agencies to alleviate hoarding and to share operational risk information to manage public and firefighter safety.

Our Arson Reduction Strategy aims to reduce arson by implementing interventions in three key areas:

Environmental Interventions: These are multi agency initiatives involving teams of people from the Fire and Rescue Service

and other partners to visit designated areas to identify, process, and where necessary remove the opportunities and targets for arsonists such as fly-tipped combustible waste and abandoned vehicles. Also to identify potential targets where improved security could deter arsonists, such as derelict or unused buildings, insecure outbuildings etc.

Investigation-based Interventions:

The AROs conduct analysis of Fire and Rescue Service data to identify 'hot spots', patterns, series and trends in respect of arson offences and share this information with relevant partners to ensure a joint approach is taken in dealing with arsons; the sharing of data often reveals that the arsons are part of a wider pattern of anti-social behaviour.

Educational Interventions: Our

Firefighters ensure that every Year 2 pupil across the county receives an educational input on the dangers of fire. Our support staff and partner agencies deliver 'Safety Squad' educational inputs to Year 5 and 6 pupils in Luton which includes a session on the dangers of fire and the crime of arson.

Our support staff and partner agencies deliver the 'Prison Me? No Way!' programme to Year 9 pupils in schools in Bedfordshire to raise awareness among young people about the causes, consequences and penalties of crime, including arson.

BFRS provides tailored Safety Awareness and Fire Education interventions for young fire setters to make them aware of the dangers and consequences of deliberate fire setting.

Reducing Community Risks cont

Our Home Safety Centre

Since 2000 we have operated a Home Safety Centre in Luton made up of a mock-up of a typical home and containing common hazards attached to two training rooms. The primary focus of the Home Safety Centre is to inform the general public and local partners about some of the most common hazards often found in the average home. As trends change and other hazards are introduced or advice changes the Home Safety Centre is adapted to keep the information current and relevant to those visiting.



Typically the Home Safety Centre is used by people living with dementia and their carers, foster carers, college students – some with additional needs, uniformed children's groups, parents expecting their first child, specific groups within the community where English is not their first language, members of local re-enablement teams, and children who are being home educated and their families.

Previously Bedfordshire Police have used the facility to train new Police recruits along with Luton Borough Council's dog warden team.

In 2015 the Home Safety Centre was turned into a replica hoarders home for a period of 5 days to educate both

professional care workers and the public on the fire and other associated risks that somebody with hoarding tendencies has to face. Professionals were given the opportunity to network and share good practice, also people with hoarding tendencies could feel and experience being in this type of home environment without it being their own home.

The two training rooms are often used by external/partner organisations for their own use - for a small fee.

Moving forward the Home Safety Centre will continue to build on previous successes, to increase footfall through the door and embark on projects that are relevant to the ever evolving change in times.



Working with Young People

Our Fire Cadets



The Service has four Cadet Units based at Kempston, Leighton Buzzard, Luton and Sandy Community Fire Stations. These are focused on teaching practical skills to young people and developing positive behaviours to create role models in society. Cadet units also take part in the Duke of Edinburgh Award scheme with Cadets working towards recognised qualifications.

Cadets support Station Open Days, take part in civic events such as Remembrance Day and assist at ceremonial activities such as the Service Awards Evening and the Christmas Christingle Service. The Service has ambition to further develop its Cadet Units and to collaborate with other Cadets such as Police, Army, Air and Sea through the Youth United Forum.

Each year one of our Fire Cadets joins Bedfordshire's Lord Lieutenant's Cadets to represent the Fire and Rescue Service. Together with Cadets representing the sea, air and armed forces they support the Lord Lieutenant during royal visits, honours receptions and civic ceremonies across the county. We are the first Service in the country to do this and it is a tremendous opportunity for the young person chosen and for relationship building for the Service. We are grateful

to the Lord-Lieutenant for her continuing support

The Cadet Units are currently staffed by teams of trained Cadet Instructors who are predominantly Operational Firefighters paid to undertake these duties in addition to their full time or on call Fire Fighting roles. They are currently supported by a small number of volunteer cadet instructors some of whom are young people who were previously serving Cadets.

There is an established pathway within the Cadet scheme to enable Cadets who turn 18 to continue their involvement with Cadets by undertaking training to become a volunteer Cadet Instructor. To ensure the sustainability of Cadets in Bedfordshire the Service will seek to transition to a volunteer instructor delivery model. This will be achieved by recruiting volunteers from local communities and supporting senior cadets in making the transition to cadet instructor.



Working with Young People cont

Working in Schools

We recognise the value of our positive role in the community and the influence we can have in encouraging young people to display behaviour and conduct that contributes to a positive society. To do this we undertake a wide range of initiatives and partnerships that contribute towards: keeping children safe; promoting well-being; helping them to make a positive contribution to society; and staying

healthy. We are ever mindful of the legislative framework that surrounds child protection and work closely with partners, sharing information as required.

We have an established Year 2 teaching package that is delivered by Firefighters in Lower and Primary schools and are developing initiatives in Schools to target children in other age groups.

Fire Forward

Fire Forward is a flexible 12 or 6 week programme that is created to work with young people between the ages of 13-25 deemed most at risk within our communities. The potential issues facing the young people include areas such as lack of qualifications, unemployment, drugs and alcohol addiction, teenage pregnancy, and anti-social behaviour. The course is designed to work with agencies who already engage with these young people to offer them more than an academic qualification.

By working closely with these young people the Service seeks to improve their

chances of becoming employed and deter them from behaviours that put them and others at risk.

The course will be delivered by the Community Safety Officers (Youth) using a range different engagement methods to ensure the young people are able to take part and to help them reach their full potential. Fire Forward will be focused towards the needs of the young people and will concentrate on areas relevant to them. The course will be accredited using ASDAN. The young people will be able to achieve up to 6 credits relating to the Personal Social Development Award.

Safer Through Social Media



The way we communicate has moved on. Online and social media channels like Facebook and Twitter are now important sources of information particularly for younger people.

In 2017 BFRS will relaunch its website (www.bedsfire.com) to offer a better looking place to get safety information, job opportunities and news that is easy to navigate.

Linked to our Facebook page (www.facebook.com/bedsfire) and Twitter feed (@bedsfire) this will provide range of useful information to help people stay safe. Improvements in our recruitment processes will make it easier for those wishing to join the service to find out about our requirements, and test themselves to see if their application could succeed.

Looking forward, improving the Service's website will make developments such as online self-service safety checks, online

Working with Young People cont

Safer Through Social Media cont

consultation and booking appointments possible.

In particular our social media output and our new website will target key risk groups such as young singles and less affluent

social renters who are high users of social media, as well as providing resources for parents and grandparents to use to help educate their children on risks in the home.

Bedfordshire Local Resilience Forum

BFRS is fully committed to working in partnership with the Bedfordshire Local Resilience Forum (BLRF) and undertakes key roles within each Group. BLRF is a statutory body made up of the following groups;

- **The BLRF Executive Group** – BFRS provides the Vice- Chair and is responsible for setting the strategic direction and work streams for each group in line with best practise and national guidance.
- **The BLRF Support Group** – BFRS provides the Vice- Chair and is responsible for carrying out the tasks from the Executive Group, and producing single multi-agency plans which contain the actions that would be taken by each agency if an emergency were to occur within the County, for example wide area flooding.
- **The BLRF Peer Review Implementation Team** – BFRS attends the meeting and is responsible for reviewing structures and process within the Local Resilience Forum.

- **The BLRF Risk Sub Group** - BFRS provides the Chair and is responsible for regularly reviewing the very high and high risks contained on the Local Resilience Forum Community Risk Register. Each risk is reviewed against a national risk assessment matrix and scored appropriately capturing control measures and actions. Counter Terrorism risks are also reviewed against the National Risk Register.
- **The BLRF Exercise and Training Group** - BFRS attends the meeting and is responsible for planning and testing the single multi-agency plans, and organises training and exercises for all the partners.

Members of each group are made up of category 1 responders; Fire, Police, Ambulance, Local authorities, NHS Primary Care trusts, the Environment Agency and category 2 responders; utilities companies – Gas, Electric and Water, telephone services, Network Rail, airport operators, Highways Agency and the Health and Safety Executive.

Delivering our Services

Budget Consultation 2016



Between 22 December 2016 and 22 January 2017 we undertook a consultation on whether the Bedfordshire Fire and Rescue

Authority (BFRA) should increase their share of the council tax by 1.99% or 3.5p a week, taking the final amount for 2017/8 to £92.81 (at Band D).

The survey was sent to the 13,892 people registered on the Beds Fire Alert Community messaging system willing to take part in consultations and promoted to them via reminder emails. It was also made available via the Authority's website and publicised through the local press and several social media campaigns on the Service's Facebook and Twitter channels. An article was also sent to the Chamber of Commerce and Federation of Small Business, for dissemination to local businesses, and the survey was promoted to BFRS staff.

There were a total of 795 responses to

the consultation with 84% of respondents supporting the 1.99% council tax increase and 16% not supporting it. In response to the question of whether people thought there were areas where efficiency savings could be made 325 comments were made. A large proportion of people praised the Fire and Rescue Service and thought that no further reductions were possible, while many said they did not have the knowledge to suggest savings. Other comments can be categorised into the following main areas to be considered for savings/efficiencies:

- Collaborating, sharing services and co-responding with Police and Ambulance Service;
- Reducing the numbers of senior officers/managers and their salaries;
- Charging for services (such as false alarms, pet rescues);
- Merging or working more closely with neighbouring or other FRS;
- Reducing the number of support/back office staff or merging these services with other emergency organisations.

In February 2017 the FRA approved the 1.99% increase.



Funding our services

In 2016/7 Bedfordshire Fire and Rescue Service:

- received 7,359 calls to Fire Control,
 - attended 5,929 incidents,
 - of which 1043 were Primary Fires*,
 - which caused 5 Fire Fatalities;
 - attended 380 Accidental Dwelling Fires;
 - attended 403 Road Traffic Collisions;
 - at which there were 181 casualties;
 - received 2,520 automatic fire alarm (AFA) calls;
 - there were 1,714 false alarms from AFAs;
 - completed 4,346 Home Fire Safety Checks;
 - installed 5,265 smoke alarms;
 - fitted 459 carbon monoxide alarms;
 - installed 225 impaired hearing alarms;
 - installed 140 arson letter bags/locking letter plates;
 - carried out 4,130 Fire Safety Audits and Consultation with local businesses
- *Fires in buildings, cars, caravans or anything insurable

Our Revenue Budget



Each year we create a revenue budget that sets out the funding required for the day to day running of the Service. Through

our continuing programme of efficiency savings we have managed to minimise the increase in our requirement for 2017/18 compared to 2016/17. Our efficiency

measures have allowed us to continue with key service improvements whilst restricting the increase in this year's Council Tax to 1.99% (equivalent to an increase of 3.5 pence per week for a Band D household).

This has been achieved despite the impact of a 12.5% reduction in total Government income to the Authority (compared to 2016/17) totalling £1.034m, and the effect of inflation which is forecast to increase our costs this year by £0.332m.

Capital Budget

Our capital programme highlights spending on assets such as our fire stations and fire engines. Each year the Authority draws up a rolling four year programme of capital projects. The capital projects for this year total £1.278m and these are being funded by contributions from the revenue budget.

Projects for this year include:

- Investment in our vehicle fleet, to maintain effective, economic and efficient fire engines and appliances;
- Investment in IT;
- Investment in the modernisation of our buildings;
- Investing in vital operational equipment.

Efficiency Savings

An efficiency saving occurs when the cost of an activity is reduced but its quality and effectiveness remains the same or improves. The Fire and Rescue Authority continues to focus on finding new ways to deliver the highest quality services at lowest possible cost.

In 2015, the Government announced the revenue support grant funding for the Service over the four years from 2016/17 to 2019/20. This settlement equates to a 55% funding reduction from 2015/16 funding levels.

Some of the key areas where the Authority

is achieving its planned efficiency savings include:

- Savings in managerial and support staff costs through shared service arrangements, organisational restructure and improvements to working systems;
- Savings in Firefighter crewing arrangements;
- Savings to the public through collaborative work;
- Savings in the Service Vehicle Replacement Programme through improved asset management and maintenance.

Achieved and planned savings and efficiencies between 2010/11 and 2016/17 total £4.8m, with further savings and efficiencies of £1.4m set to be made by 2020/21.

Audit Judgement on Value for Money

In the 2016 Annual External Audit Letter from Ernst & Young, the Fire and Rescue Authority was awarded an 'unqualified conclusion', meaning that we were judged to have satisfactory arrangements in place in all areas.

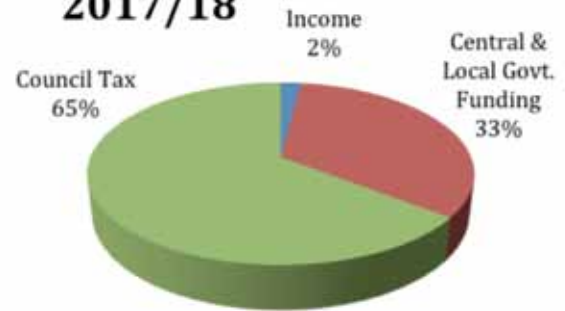


Financial Charts

Where the money comes from:

	2017/18	2016/17
	(£m)	(£m)
Gross Budget	29.3	29.5
Income	-0.6	-0.6
Budget Requirement	28.7	28.9
Central and Local Government Funding	9.8	10.7
Council Tax	18.9	18.2
	28.7	28.9

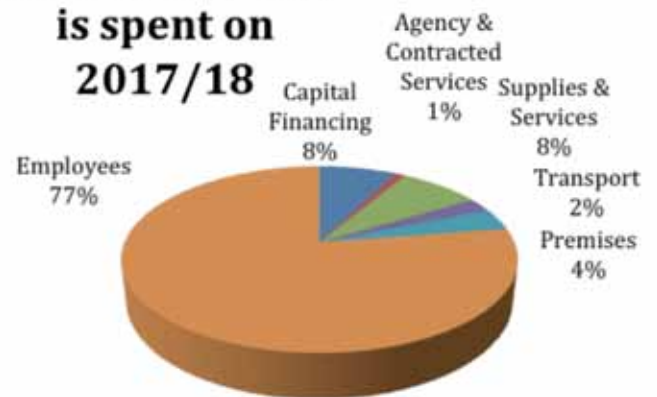
Where the money comes from 2017/18



What the money is spent on:

	2017/18	2016/17
	(£m)	(£m)
Employees	22.7	22.4
Premises	1.1	1.0
Transport	0.7	0.7
Supplies and Services	2.3	2.4
Agency and Contracted Services	0.3	0.4
Capital Financing	2.2	2.2
	29.3	29.1
Reserves Funding	-0.6	-0.02
Budget Requirement	28.7	28.9

What the money is spent on 2017/18



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or email bedfadmin@bedsfire.com

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Fire and Rescue Service



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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 June 2017
Item No. 13**

REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2017/18

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 2017/18 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 2017/18 and note the 'cyclical' Agenda Items for each meeting in 2017/18.

**GLEN RANGER
DEPUTY CHIEF FIRE OFFICER**

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
15 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 • Customer Satisfaction Report (Q4) • Operational Decisions Made • Corporate Risk Register • CRMP • Work Programme 2017/18 	Verbal Update		

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 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 (Q1) • Operational Decisions Made • Annual Review of Partnerships • Work Programme 2017/18 	Verbal Update		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
30 November 2017	<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 2017/18 • Review of the Fire Authority's Effectiveness 			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 March 2018	<ul style="list-style-type: none"> • SD Performance Monitoring Report Q3 and Programmes to date • Proposed Service Delivery Indicators and Targets 2018/19 • 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 2017/18 	Verbal Update		

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