

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP
MEETING HELD ON 15 MARCH 2018 AT 10:00AM**

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

ACFO I Evans, SOC G Jeffery, SOC C Ball, SOC A Peckham and
AC D Cook

17-18/SD/41 Apologies

41.1 Apologies for absence were received from Councillors D Franks and D McVicar.

17-18/SD/42 Declarations of Disclosable Pecuniary and Other Interests

42.1 There were no declarations of interest.

17-18/SD/43 Communications

43.1 There were no communications.

17-18/SD/44 Minutes

RESOLVED:

That the Minutes of the meeting held on 30 November 2017 be confirmed and signed as a true record.

17-18/SD/45 Service Delivery Performance Monitoring Report Q3 and Programmes to Date

- 45.1 The Group received the performance report for the third quarter of 2017/18 and an update on the progress and status of the Service Delivery projects.
- 45.2 ACFO Evans reported that three new projects had been added to the programme report: Replacement Mobilising System 2018, Intelligence Led Response and Personal Protective Equipment (PPE).
- 45.3 SOC C Ball advised that the Service was part of a national collaborative project with 27 other Fire and Rescue Services, the South Eastern PPE Consortium, to procure replacement PPE. The contract to supply new PPE had been awarded to Bristol. The new PPE would be delivered in Spring 2019. "Show and tell" sessions were being arranged with firefighters. The new PPE was lighter, safer and came in a wider variety of shapes and sizes, with PPE specifically tailored to the female shape.
- 45.4 In response to a question, SOC C Ball advised that Bristol would be providing a fully managed service and, as a result of the procurement process, this was significantly less expensive than the Service's current PPE contract.
- 45.5 ACFO Evans advised that the co-responding project was rated red as the current trials remained on hold as the result of national negotiations on pay and conditions. It was noted that this situation was outside of the control of the Service.

- 45.6 SOC A Peckham reported on the Collaborative Working project which was rated green. The effecting entry for the Ambulance Service pilot would be discussed under a separate agenda item but had proven to be very successful. The Control Room had gained access to STORM and the Service continued to assist with vulnerable person searches, with a project evaluation taking place at the next Collaboration Board which would lead to a revised Memorandum of Understanding. This would identify how Fire and Rescue Service resources could be best directed to make a positive impact on a search.
- 45.7 ACFO Evans advised that, further to the previous update given to Members, the procurement of a drone by BFRS would now progress quicker, due to Police Joint Protective Services decision to immediately procure drones for operational reasons.
- 45.8 It was noted that the internal audit of Collaboration had identified a number of issues relating to the control framework.
- 45.9 Councillor Downing reported that he would be attending a meeting at Central Bedfordshire Council at which the Community Safety Strategy would be discussed and advised that he would be questioning why arson was not identified as one of the priorities.
- 45.10 ACFO Evans advised that the Emergency Services Mobile Communications Programme (ESMCP) was amber as it was subject to national delays and slippages which were outside of the Service's control.
- 45.11 In response to a comment, ACFO Evans confirmed that he had initiated the intelligence led response project to review the profile of the current response in relation to the resources allocated to incidents and to assess risk to determine if the Service would benefit from a more tailored and risk-oriented approach.
- 45.12 SOC C Ball reported that the 4i mobilising system project was now business as usual, and whilst a small number of glitches awaited resolution, a closure document was being prepared.
- 45.13 In relation to the new Replacement Mobilising System Project, the consultants engaged to assist in the options appraisal had now produced a short list of three options for more detailed analysis, including indicative costs, and the report would be presented to the meeting of the Fire and Rescue Authority on 26 April 2018. Members were assured that the consultants had fully engaged with the Service during this process.
- 45.14 SOC G Jeffery provided an update on the Retained Duty System Improvement Project (RDSIP). Significant progress had been made with the new system providing additional flexibility. The next stage of the process was to fully integrate the pay system with the iTrent HR system and the payroll module had recently gone live.
- 45.15 The Wholetime Duty Management System project had been initiated to better manage whole time crew availability and improve integration with iTrent.
- 45.16 ACFO Evans then reported on the performance indicators for Quarter 3, a number of which were the subject of exception reports.

- 45.17 PI01 (primary fires) had missed its target by 15%, although this was largely as the result of a spike in Quarter 1 when the indicator had been reporting as 32% over target. This had been linked to deliberate fires and, in particular, the national trend of an increase in vehicle fires relating to criminal activity. Fire prevention work continued, with anti-arson campaigns being run across Bedfordshire. Arson would continue to be raised as an issue at Collaboration Board meetings.
- 45.18 PI02 (primary fire fatalities) had also missed target as 4 fire fatalities had occurred in 2017/18 to date. It was noted that one of these was a late call of fire, and two were suicides. Although it was recognised that the Service had limited ability to prevent certain fire deaths, this was a national indicator that was reported on by all Fire and Rescue Services.
- 45.19 PI03 (primary fire injuries) had missed its target as there had been 22 injuries as at the end of Quarter 3, 13 of which had occurred in Quarter 1. All had been minor injuries.
- 45.20 PI04 (deliberate fires) had missed its target by 36%, although there had been a significant improvement in performance in Quarter 3, performance was still being adversely affected by a large spike in Quarter 1 as discussed above.
- 45.21 PI05 (rate of accidental dwelling fires) was rated amber as it had missed its target by 7%. There had been a number of electrical fires in the quarter attributed to human error. Performance against this indicator would continue to be monitored and the avoidance of these fires would remain a focus during Safe and Well visits.
- 45.22 ACFO Evans highlighted strong performance against PI06 (deliberate building fires), which was reporting as 37% better than target, and the indicators measuring crewing levels, all of which had met or exceeded target levels. Good performance had also been achieved in relation to mobilisation to false alarms and hoax calls.
- 45.23 ACFO Evans advised that performance information on the response times was not available as there had been issues arising with the introduction of the mobile data terminals, which had created 'ghost data' affecting the reliability of the performance indicator. The issue had been raised with Essex Fire and Rescue Service and the system supplier. It was considered that performance was likely to be consistent with the 5 year average.
- 45.24 PI26 (the percentage of fire safety audits carried out on high and very high risk premises) had missed its target by 14% as the inspection programme had been re-prioritised following the Grenfell Tower tragedy as the inspection work had been directed towards the inspection and audit of all high-rise residential premises. The Group received assurances that the full audit programme would be completed by year-end.
- 45.25 PI27 (fires in non-domestic buildings) was on track to exceed its target, and performance had improved dramatically against PI28 (automatic fire detector fire alarms in non-domestic properties) following the implementation of the new call handling and mobilising policy. The number of calls to these incidents had decreased by 41% from the previous year and the number of calls not mobilised to had tripled. There had been no adverse impact from the introduction of the new mobilising policy.

- 45.26 The next steps were to more actively manage the small number of properties that continued to generate a high number of calls. There was also an increase in calls received from remote call centres.
- 45.27 ACFO Evans reported that the number of Road Traffic Collisions attended by the Service continued to increase. A large percentage of the incidents attended required the Service to either rescue individuals or make the area safe.

RESOLVED:

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

17-18/SD/46 Proposed Service Delivery Indicators and Targets 2018/19

- 46.1 ACFO Evans introduced his report on the proposed suite of indicators and associated targets for 2018/19 for approval by Members. Additional information to inform the target setting process was appended to the report and included the scope of performance indicators relating to response times and the graphical representation of performance trends to illustrate the Service's performance against its 'family group'. The majority of the indicators had been set at levels based on the three or five year average.
- 46.2 It was proposed to amend the performance indicators measuring response times so that these were in line with those published by Government. It was recognised that this would facilitate comparison with performance of other Fire and Rescue Services and would assist in the preparation for the inspection by the HMICFRS.
- 46.3 No changes were proposed to the performance indicators related to PI03 (fire fatalities), PI07 (the percentage of occasions global crewing enabled a total of nine riders on two pumps) and PI15 (percentage of Building Regulations consultations completed within the prescribed timescale).
- 46.4 The targets for PI01 (primary fires) and PI05 (accidental dwelling fires), had been set based on the five year average.
- 46.5. A 5% reduction on the five year average was being proposed for PI03 (primary fire injuries).
- 46.6 A target based on the 3 year average was being proposed for PI04 (deliberate building fires), with a 10% reduction on the 3 year average being proposed for PI06 (number of deliberate building fires).
- 46.7 Average response times would be based upon the attendance standard set in the Community Risk Management Plan (CRMP).
- 46.8 In response to a question, the Group was advised that there was no national non-emergency number that members of the public could call to reach the Fire and Rescue Service, although some members of the public called reception at Headquarters. The Service does not receive the high volume of non-emergency calls experienced by other blue light services.
- 46.9 It was proposed that a reduction of 20% on the five year average was set in relation to PI12 (number of 'false alarm malicious' and hoax calls mobilised to) and PI14 (number

of 'false alarm good intent' calls mobilised to), with a target of 56% set for PI13 (percentage of 'false alarm malicious' and hoax calls not attended).

- 46.10 The target for PI16 (number of fire safety audits/inspections completed) had been reduced by 100 compared to the current performance year to enable to Service to focus on business safety advocacy.
- 46.11 A 15% reduction on the 2017/18 target was proposed for PI19 (automatic fire detector false alarms in non-domestic properties) based on current levels of performance.
- 46.12 It was recognised that targets had to be set at a level that was challenging but achievable in order to motivate staff. Consultation had taken place at Service Delivery Leadership Team level, which was then fed down through the organisation.

RESOLVED:

That the proposed Service Delivery Performance Indicators and Targets and Information Measures for 2018/19 be endorsed as set out in Appendix A to the report.

17-18/SD/47 New Audit Reports to date

- 47.1 ACFO Evans presented the audit report of Collaboration that had been completed on 9 November 2017.
- 47.2 The internal auditors had made a number of recommendations, largely relating to governance and structure. These were all being progressed, including increasing engagement with operational staff.
- 47.3 In response to a question, ACFO Evans confirmed that the Ambulance Service was more engaged.

RESOLVED:

That the internal audit report on collaboration be considered and the associated management comments/actions be endorsed for inclusion in the Audit and Governance Action Plan Monitoring Report.

17-18/SD/48 Audit and Governance Action Plan Monitoring Report

- 48.1 ACFO Evans submitted the report on progress made to date against current action plans arising from internal and external audit reports and confirmed that there were no outstanding actions.

RESOLVED:

That progress made against current action plans be acknowledged.

17-18/SD/49 Mobilising System Update

- 49.1 SOC C Ball reported that he had nothing further to add to his update given under the project and performance report.

RESOLVED:

That the update on the mobilising system be received.

17-18/SD/50 Community Risk Management Plan Update

- 50.1 SOC G Jeffery provided an update on the Community Risk Management Plan (CRMP). It had been agreed that a new CRMP was required and this was currently in draft. It was proposed that the draft CRMP be presented to the next full Authority meeting for approval.
- 50.2 SOC A Peckham advised that the Service had received formal correspondence confirming a start date of 30 July 2018 for the HMICFRS inspection. As preparatory work for the inspection may commence 12 weeks prior to that date, the process may commence as early as 3 April 2018.

RESOLVED:

That the update on the Community Risk Management Plan be received.

17-18/SD/51 Strategic Road Safety Partnership Update

- 51.1 ACFO Evans provided an update on the progress of the Strategic Road Safety Partnership, as requested by Members at the Group's previous meeting.
- 51.2 The former Bedfordshire and Luton Casualty Reduction Partnership had been rebranded under the leadership of Deputy Chief Constable Gary Forsyth to refocus partnership work and to be consistent with Boards established in Cambridgeshire and Hertfordshire. Funding to support the work of the group may be available through the Police and Crime Commissioner's Road Safety Fund.
- 51.3 The second meeting of the Partnership had been held on 14 January 2018. The Joint Protective Services' (JPS) draft Road Safety and Casualty Reduction Strategy 2017-22 was presented at the meeting and set out the Police strategy focused around four strands: education, engagement, enforcement and engineering.
- 51.4 The Police had advised that a full-time data analyst was being employed from 1 April 2018 by the JPS which would improve the quality of data to enable the JPS to focus resources on the greatest areas of risk.
- 51.5 ACFO Evans reported that Highways England had advised that it was reviewing the A421 with a view to developing a route strategy to reduce casualties and deaths. It had also advised that it was developing a regional suicide prevention strategy.
- 51.6 In response to a question, ACFO Evans confirmed that he was satisfied with the membership of the Partnership and that members had sufficient expertise and seniority within their organisations on road safety to contribute meaningfully to the Partnership's work.
- 51.7 It was recognised that social media provided an ideal platform to promote road safety messages and to engage with younger people.

RESOLVED:

That the report be acknowledged.

17-18/SD/52 Evaluation of Effecting Entry Pilot

- 52.1 SOC Jeffery introduced a report setting out the findings of the review of the pilot for providing assistance to gain entry to premises in the case of medical emergencies. This

had previously been provided by the Police. The pilot had commenced on 1 July 2016 to improve service delivery by: reducing attendance time in support of East of England Ambulance Service Trust (EEAST), removing demand on Police resources and providing a more effective service with a reduced level of property damage.

- 52.2 During the pilot period, the Service had been called for assistance 527 times resulting in 375 attendances. On 82 occasions the Service was the first on the scene. Service crews had provided or assisted with the provision of medical care in 79 cases.
- 52.3 Although there had been some issues, including concerns regarding Service resources being detained at premises waiting to be made secure, the value of this work had been recognised and the cost to the Service of providing this support was outweighed by the contribution made to the safety of the general public and the benefits to partner organisations.
- 52.4 ACFO Evans reported that the pilot had been supported by staff as there was recognition that this was saving lives and suggested that this be incorporated into business as usual at an appropriate time. This additional capability was acknowledged as a positive addition and that its continuation should be supported.
- 52.5 The Group discussed pressures to consider transport of medically ill patients in instances where the Ambulance Service was delayed. It was noted that the Service did not currently have suitable vehicles to transport patients and that this could be considered as part of the Intelligence Led Response project.
- 52.6 In response to a question, ACFO Evans confirmed that the Service had a Mass Casualty Decontamination Unit that could be deployed to incidents of chemical attack, such as had recently occurred in Salisbury. ACFO Evans advised that AC Cook had recently undertaken an assurance review of its capability to respond to chemical attacks which confirmed effective arrangements are in place. The Service is also called to all acid attack incidents to provide emergency decontamination.

RESOLVED:

- 1. That the report be acknowledged.

17-18/SD/53 Customer Satisfaction Report

- 53.1 SOC G Jeffery presented the results of customer satisfaction surveys conducted from 1 October -30 December 2017. During this period, 100% of respondents were very or fairly satisfied with the Service.
- 53.2 The rate of response was 53%. Surveys were conducted at the end of Safe and Well visits wherever possible.
- 53.3 SOC G Jeffery drew the Group's attention to the table illustrating the variety of safety issues for which advice had been given during the visits. This demonstrated the value of the visits, which were targeted at the most vulnerable residents as identified through Exeter and MOSAIC data. This vulnerability information was also submitted to the Corporate Equalities Group and was reported in the Public Sector Equality Duty report.
- 53.4 The Service continued to receive a number of compliments from members of the public. 11 had been received during Quarter 3.

53.5 The Service also received 3 complaints during the quarter, all of which had been resolved.

53.6 Members congratulated Officers for the continuing high levels of satisfaction with the Service.

RESOLVED:

That the continuing high levels of customer satisfaction be acknowledged.

17-18/SD/54 Annual Review of Partnerships

54.1 SOC G Jeffery reported that a piece of work had been undertaken to review the Service's involvement in partnerships. A report was being submitted to the Corporate Management Team with a number of proposals and would be submitted to the Group in due course.

RESOLVED:

That the update be received.

17-18/SD/55 Hazard Alley, Milton Keynes

55.1 SOC G Jeffery provided an overview of the Hazard Alley Safety Centre and an outline comparison of the Service's core delivery and position on advocacy, promotion and use of the Hazard Alley facility.

55.2 He expressed the view that, whilst the Hazard Alley facility was an effective resource, the Service provided a number of safety education interventions delivered to school children in Bedfordshire and ran a Safety Centre at Luton Fire Station covering similar topics to Hazard Alley.

55.3 ACFO Evans reiterated that Hazard Alley was an excellent facility; however, there were costs for both admission and transport that had to be considered. The Service would continue to support Hazard Alley and promote it wherever possible, including through a link in the Service's new website.

RESOLVED:

That the report be received.

17-18/SD/56 Operational Decision Making Procedures - Exception Report

56.1 There were no exceptions to report.

17-18/SD/57 Corporate Risk Register

57.1 AC Cook presented the review of the Corporate Risk Register. There had been no changes to risk ratings in the Service Delivery Risk Register. There had been updates to three risks in the register as follows:

57.2 CRR02 (if we cannot fully recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances): as reported earlier in the meeting, a number of areas such as contracts and leave were being investigated to implement a more

effective and efficient recruitment and retention process for the Retained Duty System, increasing flexibility and availability.

- 57.3 CRR22 (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 had issued training specifications in 9 areas. One of these was Breathing Apparatus and the Service was waiting for gap analysis toolkits to be developed to enable an analysis to be completed.
- 57.4 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 fire fighters and the community, reduce our ability to monitor performance, undermine RDS employees confidence in the Service and could result in negative media coverage): the Service was in contact with Essex Fire and Rescue Service to understand the requirements for integration of Gartan with 4i. Information on the Application Process Interface had been requested to enable both systems to be developed to undertake the task of automatic updates on crewing availability.

RESOLVED:

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

17-18/SD/58 Review of the Work Programme 2017/18

- 58.1 The Group received its updated work programme for information.
- 58.2 A request was made to add the results of the HMICFRS Inspection to the work programme when it was available.
- 58.3 Councillor Chatterley thanked SOC G Jeffery for organising a visit to Luton Fire Station for a group of Looked-After Children during the half-term break.

RESOLVED:

That the work programme be received.

The meeting ended at 12.25 pm