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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: T Khan and D Franks

A meeting of **Service Delivery Policy and Challenge Group** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Thursday, 15 March 2018** starting at **10.00 am.**

Karen Daniels
Service Assurance Manager

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies		
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the minutes of the meeting held on 30 November 2017. (Pages 1 - 10)
5.	Service Delivery Performance Monitoring Report Q3 and Programmes to Date	ACFO	To consider a report (Pages 11 - 30)
6.	Proposed Service Delivery Indicators and Targets 2018/19	ACFO	To consider a report (Pages 31 - 48)

Item	Subject	Lead	Purpose of Discussion
7.	New Audit Reports to date	ACFO	To consider a report (Pages 49 - 62)
8.	Audit and Governance Action Plan Monitoring Report	ACFO	To consider a report (Pages 63 - 68)
9.	Mobilising System Update	HSDS	To receive a verbal update
10.	Community Risk Management Plan Update	HSD	To receive a verbal update
11.	Strategic Road Safety Partnership Update	ACFO	To consider a report (Pages 69 - 90)
12.	Evaluation of Effecting Entry Pilot	HSD	To consider a report (Pages 91 - 94)
13.	Customer Satisfaction Report	HSD	To consider a report (Pages 95 - 104)
14.	Annual Review of Partnerships	HSD	To receive a verbal update
15.	Hazard Alley, Milton Keynes	HSD	To consider a report (Pages 105 - 112)
16.	Operational Decision Making Procedures - Exception Report	HSD	To receive a verbal update
17.	Corporate Risk Register	HOA	To consider a report (Pages 113 - 116)
18.	Review of the Work Programme 2017/18	Chair	To consider a report (Pages 117 - 126)

A demonstration of forced entry equipment will take place following the meeting.

Mobile Devices

Can Members please bring their mobile device(s) to the meeting in order for it to be registered and synced to Modern.gov after the meeting. Thank you.

Next Meeting	10.00 am on 26 June 2018 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

Item	Subject	Lead	Purpose of Discussion

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.

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 March 2018
Item No. 4**

MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING HELD ON 30 NOVEMBER 2017 AT 10.00am

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

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

17-18/SD/026 Apologies

26.1   Apologies for absence were received from Councillors J Chatterley, P Downing, P Duckett and D McVicar.

17-18/SD/027 Declarations of Disclosable Pecuniary and Other Interests

27.1   There were no declarations of interest.

17-18/SD/028 Communications

28.1   There were no communications.

17-18/SD/029 Minutes

29.1   SOC Ball gave an update on the "developer pays" scheme in relation to fire hydrants in new developments. The Service has had a number of meetings with the three unitary authorities in Bedfordshire requesting a formal agreement whereby the provision of fire hydrants was included as a condition on the planning permission for new developments. This would ensure that the developer was funding the provision rather than it being funded by public funds through the Fire and Rescue Service budget.

29.2   The annual cost of the provision of the fire hydrants on new developments was approximately £240,000.

29.3   The Service applies the principles of a "developer pays" scheme without a formal agreement. The provision of fire hydrants is being put forward by the Service as a condition to be added through the planning process. This generates additional work for the Service; however, the financial benefit of this to the Service and Council Tax payers outweighs the resource currently being used to check and comment on planning applications being submitted to the three unitary authorities.

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29.4   In response to a question, SOC Ball advised that a formal agreement
        has not been reached with the three authorities, even though in
        principle, each authority is supportive of the scheme.

29.5   The Chair volunteered to write a letter to the Chief Executives of the
        three unitary authorities requesting their commitment to a formal
        agreement. This could be hand delivered to each Chief Executive by a
        Fire Authority Member from the same authority to ensure receipt.

RESOLVED:
1.   That the Minutes of the meeting held on 14 September 2017 be
        confirmed and signed as a true record.
2.   That a letter be drafted for the Chair of the Authority to sign requesting
        the commitment of the Chief Executives of the three unitary authorities
        in Bedfordshire to formally agree a "developer pays" scheme in relation
        to the provision of fire hydrants in new developments.

17-18/SD/030 Service Delivery Performance Monitoring Report Quarter 2 and
Programmes to date

30.1   The Group received the performance report for the second quarter of
        2017/18 and an update on the progress and status of the Service
        Delivery projects.

30.2   ACFO Evans advised that the co-responding project had been put on
        hold pending the outcome of national negotiations on the broadening of
        the role of the fire fighter and remuneration for these responsibilities.
        He reiterated that this was not a local issue.

30.3   SOC A Peckham provided an update on Collaborative Working
        Projects. An announcement was due on 7 December 2017 in relation
        to the bid for One Public Estate funding for a scoping study to
        investigate the potential for a joint Fire and Rescue and Police
        Headquarters.

30.4   Co-location has been successfully implemented at a number of the
        Service's stations with evaluation now being undertaken.

30.5   The tender process for an aerial drone to be funded in conjunction with
        Bedfordshire Police has commenced and should conclude in February
        2018.

30.6   STORM access for Control staff has been arranged to allow them
        access to the Police incident system. Training of the Watches is
        ongoing to support this.

30.7   In relation to the forced entry pilot, the Service has been called out to
        over 500 incidents. An evaluation is currently in process.

30.8   Members noted the progress made in relation to the collaborative working schemes and thanked Officers for driving this forward.

30.9   SOC Ball updated the Group on the Emergency Services Mobile Communications Programme (ESMCP). He reported that the Service continued to work with its regional partners to meet any deadlines set.

30.10   SOC Ball also reported that the 4i Mobilising System. Data mobilising is being rolled out to all stations and a project closure report is being drafted.

30.11   ACFO Evans advised that work continued to progress on the Retained Duty System Improvement Project. 15 new on-call recruits had recently attended a Retained Foundation Training Course. 10 are attending Breathing Apparatus Training after which time they would have a significant positive impact on retained availability.

30.12   The specification process for the replacement Wholetime Duty Management System is progressing towards procurement.

30.13   ACFO Evans then reported on the performance indicators, a number of which had not achieved target levels.

30.14   PI01 (primary fires) had missed its target by 16%. Whilst this was of significant concern, it was noted that the performance against this indicator had improved from missing its target by 32% in the first quarter. The majority of fires attended involved dwellings and road vehicles. The increase in vehicle fires was part of an increasing trend in deliberate fires due to criminal activity.

30.15   PI02 (primary fire fatalities) had missed its target as there had been three fire fatalities in the year to date. Coroner's inquests had not been completed. Two of the deaths appeared to be suicides with the third a late call of fire.

30.16   PI03 (primary fire injuries) had missed its target as there had been sixteen fire injuries in the reporting year to date. Thirteen of these had been reported during quarter 1, with an additional three occurring in quarter 2.

30.17   PI04 (deliberate (arson) fires) had missed its target by 56%. Performance against this indicator had been adversely affected by the type of fires reported under PI01. There was also a seasonal impact of outdoor fires during the first two quarters of the reporting year.

30.18   It was noted that there had been a national increase in deliberate fires.

30.19   ACFO Evans assured Members that the Service worked closely with Bedfordshire Police in relation to incidents of arson and anti-social behaviour.

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30.20 Given the difference in the definition of arson (which must relate to property and involve intent or recklessness) and deliberate fires, it was recognised that the number of deliberate fires recorded by the Service would always be higher than the number of arson incidents recorded by the Police.

30.21 PI05 (accidental dwelling fires) had narrowly missed its target by 2%. This was an improvement from the first quarter, when the target had been missed by 6%. Trends and Exeter data were analysed to inform the Service's prevention work.

30.22 PI11 (percentage of occasions when our response times for critical fire incidents were met) had missed its target by 12%. ACFO advised that this was a stretching target that the Service had not achieved for a number of years. The target may benefit from being revisited at the target setting meeting. A number of factors contributed to adverse performance against the indicator, mainly the increase in traffic density, particularly in the urban areas, and on-call availability.

30.23 The final indicator that had missed its target was PI26 (percentage of fire safety audits carried out on high and very high risk premises). The audits were undertaken in accordance with an annual programme and the Group was assured that 100% of the premises would be audited by the end of the performance year. ACFO Evans advised that the audit programme had been reprioritised following the fire at Grenfell Tower so that audits of all high rise residential premises had been undertaken as a matter of priority.

30.24 ACFO Evans also highlighted a number of areas of high performance, including PI28 (automatic fire detector false alarms in non-domestic properties) which had exceeded its target by 17%. The introduction of a new mobilisation policy had resulted in a decrease in the number of mobilisations by 44% compared to the same period the previous year. This reduction in mobilisation to occupied commercial premises during business hours reduces disruption to risk management activity such as prevention and protection duties and training. It also reduces road risk by fewer blue light responses.

30.25 In response to a query from the Chair as to why the water deaths and injuries identified in the information bulletin were not included in the information provided in the performance report, ACFO Evans advised that he would investigate this matter and report to the Group's next meeting.

30.26 High performance levels had also been recorded in relation to non-domestic fires, crewing percentages and HOAX calls.

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RESOLVED:
1.   That the progress made on the Service Delivery Programme and Performance be acknowledged.
2.   That in addition to the challenges discussed during the discussion on the performance indicators, the good performance also be recognised.

17-18/SD/031 Audit and Governance Action Plans Monitoring Report

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

31.2   The Group was advised that an internal audit of Collaboration had recently been completed and the audit report would be submitted to its next meeting.

RESOLVED:
That progress made against current action plans be acknowledged.

17-18/SD/032 Arson State of the Nation Report

32.1   ACFO Evans introduced an overview of the State of the Nation 2017 report produced by the Arson Prevention Forum.

32.2   The report identified a national increase in incidents of arson in 2016/17. There had been an overall 11% increase in deliberate fires since 2014/15 and an increase of 44% in deliberate road vehicle fires.

32.3   In comparison to the national average, Bedfordshire had experienced an overall rise of 9% in deliberate fires, which was 2% less than the average increase. There had also been a decrease of 26% in deliberate fires involving dwellings, compared to a 3% increase nationally. The increase in deliberate fires involving road vehicles was 10%.

32.4   In relation to the key points raised within the report, ACFO Evans advised that the Service had a strong working relationship with the Police, including information sharing and the co-location of Community Safety Teams.

32.5   The report suggested that there should be a link with the Police and Crime Commissioner Crime Plan and the Community Risk Management Plan where arson was a local risk and ACFO Evans confirmed that the Service and Police were committed to working together on this issue.

32.6   In response to comments on the difference in the definition of deliberate and arson fires and the low rate of prosecution for arson, ACFO Evans reported that the Service had recently assisted the Police

in securing the prosecutions of two prolific arsonists in Leighton Buzzard.

32.7   In response to a question, ACFO Evans advised that partnership working in this area would form part of the inspection, although this would most likely not be carried out at the level of detail that would require a formal 'link' with the Police and Crime Plan if the Service could demonstrate that it was working collaboratively with its partners.

RESOLVED:
That the contents of the report and the information contained within the document attached to the report be acknowledged.

17-18/SD/033 Customer Satisfaction Survey Report Quarter 2

33.1   ACFO Evans presented the results of customer satisfaction surveys conducted from 1 July 2017-30 September 2017. During this period, 100% of respondents were very or fairly satisfied with the Service. The Service had also achieved an overall 66% response rate.

33.2   The feedback received from the visits illustrated that the Service was engaging with and assisting local residents with particular vulnerabilities.

33.3   Two complaints had been received during the reporting period, both of which had been resolved. The Service also received 13 compliments during the reporting period.

33.4   Members noted that the most common comment was that the Service staff visiting them were polite, friendly, helpful and professional.

RESOLVED:
That the continuing high levels of customer satisfaction, and the compliments received on the professionalism and politeness of staff, be acknowledged.

17-18/SD/034 Community Risk Management Plan

34.1   ACFO Evans reported that, following the presentation of a draft Community Risk Management Plan (CRMP) to this Group in June, the need for a corporate project to review the Service's response arrangements and risk profiling had been identified. This would also allow the Service to consider how it may be able to utilise new technology. This project may result in proposals to make response arrangements more efficient and effective.

34.2   In light of this ACFO Evans proposed to update the current draft of the CRMP, to make reference to the project. It was expected that the revised draft CRMP would be submitted to the Authority by the end of the financial year. ACFO Evans highlighted that there would be a need for community consultation on the CRMP.

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RESOLVED:
That the Group receive a report on the Community Risk Management Plan at its next meeting.

<u>17-18/SD/035 Mobilising System Project</u>

35.1   ACFO Evans provided a verbal update on the 4i mobilising system and advised that the five-year contract period was due to expire in November 2019.

35.2   Due to the cost of the upgrade to ensure compliance with the Emergency Services Network, Essex Fire and Rescue Service had indicated that they would not seek to extend the contract and would be retendering the contract.

35.3   Whilst Members expressed disappointment at this outcome, as the mobilising system had only just been implemented, it was recognised that this provided the Service with an opportunity to explore other options, including collaboration with other Fire and Rescue Services that were closer to the Service geographically, or Bedfordshire Police.

35.4   External consultants would be engaged to assist the Service with an options appraisal. Options would then be presented to the full Authority for consideration.

RESOLVED:
That the update on the Mobilising System Project be acknowledged.

<u>17-18/SD/036 Corporate Risk Register</u>

36.1   AC Cook presented the review of the Corporate Risk Register. There had been no changes or updates to risks in the Service Delivery Risk Register.

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

<u>17-18/SD/037 Update on Strategic Road Safety Partnership</u>

37.1   ACFO Evans provided a verbal update on the formation of a Strategic Road Safety Partnership for Bedfordshire. The Partnership had met once and following this meeting Terms of Reference had been drafted. A second meeting would be held shortly.

37.2   It was envisaged that resource would be allocated to conduct a strategic assessment of road safety risk to inform strategy.

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37.3   Councillor Franks advised that Luton Borough Council was currently undertaking a scrutiny review of the setting and enforcement of speed limits. This had uncovered a lack of enforcement of 20 mph speed limits.

37.4   ACFO Evans advised that one of the challenges was that the three unitary authorities in Bedfordshire had different approaches and that road safety would benefit from a consistent, agreed approach.

37.5   He added that at Tactical Group would be created to consider operational issues and this could be the group that would discuss issues such as the enforcement of speed limits.

37.6   The view was expressed that there would be a more local benefit if fees from the fixed penalty notices could be kept for use locally rather than directed to central Government.

RESOLVED:
1.   That the update on the Strategic Road Safety Partnership be acknowledged.
2.   That a written report on the progress of the Strategic Road Safety Partnership be submitted to the Group's next meeting.

17-18/SD/038 Operational Decision Making Procedures – Exception Report

38.1   There were no exceptions to report.

17-18/SD/039 Review of the Fire Authority's Effectiveness

39.1   The Group considered the following questions in reviewing its effectiveness:

i.   Has the Group been effective and discharged its responsibility in regard to its terms of reference?
ii.   Have there been any areas of their terms of reference which have not been considered and should be addressed?
iii. Is there any Training and Development that would assist Members with the areas of the work of the Group?

39.2   The Group agreed that it was well supported by Officers and that the Groups' consideration of issues had been wide-ranging, informative and useful for Members.

39.3   A comment was made on the frequency of meetings. It was noted that, if the need arose, the Chair would be able to convene an additional meeting of the Group.

39.4   It was noted that the record of Member attendance at meetings would be submitted to the Audit and Standards Committee meetings.

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RESOLVED:

That the Minutes of the Group's discussion of its effectiveness be fed into the facilitated meeting to be held on 18 January 2018 to review the Fire Authority's Effectiveness in 2017/18.

17-18/SD/040 Work Programme

40.1   The Group received its updated work programme for information. The demonstration of forced entry equipment had been postponed and would now take place following the Group's next meeting.

40.2   It was noted that, earlier in the meeting, Members had agreed to receive reports on the Strategic Road Safety Partnership, the Community Risk Management Plan and the Mobilising System.

40.3   The Chair wished everyone a very Happy Christmas.

RESOLVED:

That the work programme be received.

The meeting finished at 11.57am.

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For Publication   **Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 March 2018
Item No. 5**

REPORT AUTHOR: **ASSISTANT CHIEF FIRE OFFICER**

SUBJECT: **SERVICE DELIVERY PROGRAMME AND
PERFORMANCE 2017/18 - QUARTER 3
(APRIL 2017 TO DECEMBER 2017)**

For further information   Adrian Turner
on this Report contact: Service Performance Analyst
                               Tel No: 01234 845015

Background Papers:

Previous Service Delivery Programme and Quarterly Performance Summary Reports

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Implications (tick ✓):

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

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

PURPOSE:

To provide the Service Delivery Policy and Challenge Group with a report for 2017/18 Quarter 3, detailing:

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

2.   A summary report of performance against Service Delivery indicators and associated targets for quarter three 2017/18 (April 2017 - December 2017)

RECOMMENDATION:

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

Item 5.1

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:

        ➢ Three new projects have been added to the Service Delivery portfolio in
           the last period:
           • The Replacement Mobilising Project 2018 (RMP 2018);
           • Intelligence Led Response;
           • PPE Project (Bristol).

        ➢ 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, apart from Co-Responding which
           is subject to national negotiations and delays.

        ➢ 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 4i Mobilising Project is complete and delivery of remaining benefits
           transferred to Business as usual. A Project Closure Report will be
           submitted to the Programme Board.
        • 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
           06 March 2018 (rescheduled from February).

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.   Summary and Exception Reports Q1 – 2017/18

Project Exceptions:

2.1   The **Co-Responding Project** is on status Red. There is no change from the last report as the current trials remain on hold and are subject to the ongoing national negotiations. This is outside local control.

2.2   The **Emergency Services Mobile Communications Programme (ESMCP)** remains on Amber due to national changes to the timeline for delivery, which is also outside Service control.

2.3   **Collaborative Working** - Corporate Communications collaboration and a joint Cadet Scheme are not being taken forward. These initiatives are now closed.

3.   Performance

3.1   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.

3.2   This report presents Members with the third quarter performance summary outturn for 2017/18 and covers the period April 2017 to December 2017. Performance is shown in Appendix A. The indicators and targets included within the report are those established as part of the Authority's 2017/18 planning cycle.

3.3   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%

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4   Summary and Exception Reports

All performance indicators are on target, except for:

4.1   **Pi01 the rate and number of primary fires.**
         Primary fires include a range of properties such as buildings, vehicles, agricultural crops/woodland and outdoor structures. As a result of the increase in rate and number of primary fires reported during Q1 2017/18, the cumulative number of primary fires at Q3 remains higher than the current target. Analysis of incident data reveals that the majority of primary fires attended by the Service involve dwellings and road vehicles. The increase in vehicle fires is due to an increasing trend of deliberate fires due to criminal activity. The increase in dwelling fires is a variation of both accidental and deliberate. Investigation and data analysis continues as the Service and partners explore the increase in primary fires and plan targeted action to address identified causes.

4.2   **Pi02 the rate and number of primary fire fatalities.**
         Despite the ongoing excellent prevention and protection work delivered throughout our community, we have unfortunately experienced four fire fatalities, two occurring within Q1, one in Q2 and the fourth during Q3 2017/18. The first incident related to a late call of fire where a gentleman had passed away a number of days prior to our attendance, the two following incidents involved persons that had been doused in flammable liquid and the fourth where a lady passed away some days after the actual fire. We await the findings of the Coroner's inquests to confirm the causes of these deaths.

4.3   **Pi03 the rate and number of primary fire injuries.**
         There have been twenty one fire injuries at Q3 of 2017/18. This follows the high number of thirteen during Q1, three during Q2 and five during Q3. It should be noted the majority resulted in outpatient treatment with injuries not designated serious. The Service continues to reduce the numbers of fire injuries through advice given during after incident response calls and Safe & Well prevention campaigns, which are all further supported through the use of social media and community messaging.

4.4   **Pi04 the number and rate of deliberate (arson) fires.**
         Although the target at Q3 has been missed by 36%, this is due to the result of the increase in rate and number of deliberate fires reported during Q1 2017/18, however when considering the actual number of deliberate fires during Q3, there is significant improvements. This does replicate previous reports with regard to the impact of seasonal change and that this increase has been recognized nationally. This is due to the increase in fires involving dwellings, outdoor fires and road vehicles, also replicated within previous reporting. In all three areas this increase is due to criminal activity. Within Service the Arson Reduction Officers (ARO) review incident data daily and address trends or patterns. Reports and data are shared with Bedfordshire Police through monthly Community Safety Planning meetings, and fire data is correlated with Police crime and Anti-Social Behaviour (ASB) data to plan

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coordinated resourcing by Neighbourhood Policing Teams. It remains the focus of the ARO's to support the Police in addressing crime and ASB.

4.5 **Pi05 the rate and number of accidental dwelling fires.**
The Q3 accidental dwelling fire target for 2017/18 has been missed by 7%. The Service continues to analyse the data to identify emerging trends. There has been a small reduction in candle and chimney fires. The increases are attributed to a combination of electrical appliance fires (excluding white goods), electrical wiring and central heating/showers/hot water. On examination many of those in the final category link to human error rather than equipment faults. No patterns are currently discernible for location or appliance types and advice on avoiding these fires continues to be the focus of the targeted approach within Safe & Well visits, after incident response and in Prevention campaigns.

4.6 **Pi11 The percentage of occasions when our response times for critical fire incidents were met.**
It has been identified that the introduction of Mobile Data Terminals has caused creation of 'ghost data' on the mobilising system which is affecting the reliability of performance information in relation to this indicator. Therefore no performance is reported this quarter. It is considered that performance is likely to be consistent with the 5 year average. This issue is being addressed by BFRS and Essex FRS with the system supplier Remsdaq.

4.7 **Pi16 The percentage of 999 calls answered in 7 seconds.**
The Service is continues to experience difficulties in extracting the data for reporting on this performance indicator and work is ongoing with Essex FRS and the system supplier Frequentis to resolve this.

4.8 **Pi17 The percentage of 999 calls mobilised to in 60 seconds or less.**
Investigation into this performance indicator remains ongoing. It has now been identified that the Remsdaq mobilising system is incorrectly overwriting certain call handling data, which is contributing to the apparent increase in the time taken to handle calls. Whilst it is considered that performance is likely to be consistent with the 5 year average, due to the issue identified it is not possible to present reliable data at this time. This issue is being addressed by BFRS and Essex FRS with the system supplier Remsdaq.

4.9 **Pi26 The percentage of fire safety audits carried out on high and very high risk premises.**
This is an annual target and the percentage completed is for information only. Over the last quarter, following the Grenfell Tower tragedy a significant level of prioritised work has been directed towards inspecting and auditing high rise premises. A full 100% of the High and Very High risk audit list remains projected to be completed as planned by year end.

IAN EVANS
ASSISTANT 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.	**Red**	**19 February 2018: Co-responding** This project remains on Red. There has been no change in several months as the current trials remain on hold, awaiting the outcomes of the on-going national negotiations. This is outside BFRS control.
Collaborative Working	Exploring opportunities for collaborative working with other agencies	**Green**	**15 February 2018:** Overall, this programme is Green. **Estates:** **Co-Location: Exploring the potential of sharing estates and the opportunity of building of a joint Headquarters site. (CSP&C Group)** Bedford Borough Council (BBC) is waiting for release of the loan from the One Public Estate (OPE) Office to enable the scoping project for a joint Headquarters. Arrangements are being developed for joint governance through a project management group. Co-locations in Ampthill, Barkers Lane, Bedford and Leighton Buzzard are fully operational and a process of joint evaluation is to be undertaken. The BPS/BFRS shared facility in Bury Park Community Centre Luton is now available for use and a formal launch is being planned for March/April.

Project Description	Aim	Performance Status	Comments
Collaborative Working, cont….	Exploring opportunities for collaborative working with other agencies	**Green**	**Operations:** **Assisting the EEAS in Gaining Entry to Property in a Medical Emergency:** To assist EEAS in gaining entry to premises in emergency situations. (SDP&CG) An evaluation report on the first 15 months of operation is expected to go to the next Project Board. Work is in progress to consider alternative contractor arrangements for making premises secure following forced entry. **Unmanned Aircraft Vehicle (UAV):** BPS and BFRS will train and work together to maximise the use of new technology (SDP&CG) The progress of an UAV will now take into account a wider collaboration option through engagement with Hertfordshire FRS and the tri-Service Police alliance. This could improve operational potential as well as aiding procurement processes. **Combined Crime Prevention/Community Protection Teams and Multi-Service Vehicles:** Review benefits of closer working to protect communities, delivering community fire safety advice and raising awareness of crime reduction. (SDP&CG) **STORM access by BFRS Control:** This facility will enable monitoring of incidents being attended by BPS. This provides improved communications, risk awareness and demand monitoring. **Vulnerable Person Referral Forms:** BFRS works within a multi-agency arrangement regarding safeguarding vulnerable people and we make referrals in accordance with revised policy. **Co-Responding:** Pilot scheme between BFRS and EEAST to provide emergency medical cover to preserve life until the arrival of either a Rapid Response Vehicle (RRV) or an ambulance. (SDP&CG) Currently on hold subject to national circumstances (Red).

Project Description	Aim	Performance Status	Comments
Collaborative Working, cont….	Exploring opportunities for collaborative working with other agencies	**Green**	**Vulnerable Person Search:** Explore potential to assist BPS in responding to missing vulnerable persons An evaluation report on the first year of operation is will go to the next Collaboration Project Board. The revised MoU will take account of the learning from the evaluation. **Corporate Communications collaboration:** Explore closer working between BPS and BFRS Corporate Communications departments' sharing expertise and resources. (CSP&CG) Not being taken forward however BFRS and Policing and Crime Commissioner Communication staff continue to liaise closely as required. **Procurement Opportunities:** Not yet started. **Emergency Services Cadet Scheme:** Reviewing options for joint Fire/Police/Ambulance and St John's Cadets and Volunteers scheme Not being taken forward.

Item 5.9

Project Description	Aim	Performance Status	Comments
Emergency Services Mobile Communications Programme (ESMCP)	Established to meet 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 Home Office.	**Amber**	**12 February 2018:** This project remains on Amber due to the ongoing national delays which cannot be overcome. The Home Office Transition Plan has still not been received, and there is an indication that this might slip to early summer. Devices are still not yet available for trial. Vehicle devices are unlikely to be available until summer 2019. The decision re DNSP will be taken once the Options Appraisal for RMP 2018 is completed. Coverage work is ongoing, and a BFRS representative will attend the new regional Control Room Technical Working Group going forward. Replacement of our Risk MDTs which are now at end of life is being handled under a separate project; however, this project will be considered within the scope of the ESMCP Programme. A Programme definition paper containing all projects associated with mobilising will shortly be presented to the Corporate Management Team. A high level Project Breakdown Structure has been created, and, as there is substantial overlap with RMP 2018 and ESMCP delivery, more detailed work to align the scope of the RMP to the national ESMCP Product breakdown Structure (PBS) will start shortly, as the region is expected to use a common format for reporting. This will ensure there is no duplication, and no gaps.

Project Description	Aim	Performance Status	Comments
Intelligence Led Response (ILR)	To improve our services through local risk profiling, and improvements in data capture, processing and analysis	**Not started**	**15 February 2018:** Intelligence Led Response (ILR) is a means of assessing individual risk for specific locations, i.e. local risk profiling for each fire station will be undertaken to identify how we can improve our services. The aims are to identify areas of improvement and cost savings in response procedures, deployment of appliances, and crewing, improving response to risk in our communities through the following actions: • Improving our data processing and analytic capability; • Using information technology to store, data mine and process data to provide reports on risk hot spots; • Using Partner agencies to gather and share intelligence to better inform our assessment and treatment of risk; • Using 'tasking and coordinating groups' to respond to intelligence and to review progress on intelligence. This project is due to begin in the near future. A SharePoint Team site has been established for Project documentation, and the Project Board and Project Team members have been identified for the most part, though operational officers and station commander posts are yet to be agreed. Full scoping for this project is due to start in spring 2018.
PPE (Bristol)	To replace the current supplier Ballyclare with a consortium supplier Bristol	**Not started**	**19 February 2018:** The project is just about to commence, starting with an internal scoping meeting to identify procurement options and project stages, to tie in with the Consortium partners' timelines, and to ensure completion prior to the end of the Ballyclare contract.

Item 5.11

Project Description	Aim	Performance Status	Comments
4i Mobilising System (formerly known as Replacement Mobilising)	Replace mobilising system to provide resilient, dynamic mobilisation of Fire Service assets.	**Green**	**12 February 2018** This project is Green. Plans are in place to complete the rollout of fixed Mobile Data Terminals (MDTs) to all Service vehicles to enable data mobilising across the whole Service, and this has now transferred to Business as usual (BaU). A fall-back table top exercise took place on 24 November 2017, and the outcomes of that will inform the specifications for the new mobilising system which will replace Frequentis and Remsdaq when their contracts come to an end at the end of 2019. A Project Closure Report and Benefits Handover Plan will be submitted to the Programme Board in early March.
Replacement Mobilising System 2018 (RMP 2018)	To deliver a new mobilising system that is ESMCP compliant.	**Green**	**12 February 2018:** The project status is currently Green. The project is in Discovery Stage. The initial results of the Options Appraisal have now been received, and the long list of options reduced to three potential solutions. These will undergo further more detailed appraisal of benefits, risks, costs and resourcing over the next few weeks; a final recommendation of the preferred option is due by the end of March. BFRS is assisting Cambs FRS with the technical specifications for their new mobilising system and this information will be used to inform BFRS decision making when we are ready to go tender in April. In the meantime, the SharePoint Team site has been established and members of the Project Board and Project Team identified.

Project Description	Aim	Performance Status	Comments
Retained Duty System Improvement Project (RDSIP)	To deliver improvements to the effectiveness, efficiency and economy of the operation of the Retained Duty System within Bedfordshire Fire and Rescue Service.	**Green**	**15 February 2018:** The RAG status for this project is Green (Unchanged from the last report). **Phased alert –** The trial at both Harrold and Potton has proved successful and has now been extended to Biggleswade station to determine the possible impacts on a larger 2 pump station. Resource screens have been fitted at Potton to assist with the management of crewing, displaying real time resource levels. Further screens have been ordered and will be provided at all On Call (RDS) stations. The service has undertaken an audit of the pagers provided to the On Call (RDS) resulting in a single database recording each personal pager that has been issued, improving the asset tracking and replacement programme. **Payroll** –Trials on the electronic payroll module have been completed at Ampthill, Harrold and Sandy stations, proving successful. Extensive work has been completed in order to integrate the pay file system to iTrent HR system, the aim of this is to ensure a seamless transfer of data minimising the need for manual input. The Service aims to go live with the new module from the 1st March 2018 at all stations across the On-Call (RDS) section. This will provide the stations with the ability to report on associated costs in detail and assist with current and future budget planning. **Service Policies** – Following the introduction of the payroll module, plans for implementing pro rata retainers, hourly annual leave and pro rata sickness can be integrated into the software. All On-Call (RDS) policies and working practices are under review, with the intention of providing a more efficient and flexible shift pattern that will ultimately lead to an increase of appliance availability.

Item 5.13

Project Description	Aim	Performance Status	Comments
Whole Time Duty Management System	To procure and implement a replacement wholetime duty management system which enables effective and efficient management of operational crewing and supports flexible ways of working to meet the challenges facing a modern fire and rescue service.	**Green**	**15 February 2018: Wholetime Duty Management System (Rota Replacement):** The project status is Green. The service has produced a tender specification and intends to use the Lancashire Fire and Rescue Service Blue Light framework. The tender process is due to be started in March 2018 and is expected that a contract to the successful supplier will be awarded by late May 2018. It is expected that work on implementing the new system will commence in June 2018, replacing the current Sophlogic MIS, improving on integration with iTrent HR system and providing a state of the art rota system.

SERVICE DELIVERY PERFORMANCE 2017/18 Quarter Three

Measure			2017-18 Quarter 3						
No.	Description	Aim	2017-18 Full Year Target	Average over last 5 years	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Pi 01a	The rate of primary fires (per 100,000 population)	Lower is Better	156.22	126.44	121.60	134.17	117.17	Red	Missed target by 15%
Pi 01b	The number of primary fires		1006	815.00	808	864	754.50		
Pi 02a	The rate of primary fire fatalities (per 100,000 population)	Lower is Better	0.47	0.31	0.45	0.62	0.35	Red	Aim to have fewer than 3 annual fatalities
Pi 02b	The number of primary fire fatalities		3	2.00	3	4	2.25		
Pi 03a	The rate of primary fire Injuries (per 100,000 population)	Lower is Better	3.25	2.86	2.71	3.26	2.45	Red	Aim to have fewer than 22 annual injuries
Pi 03b	The number of primary fire injuries		21	18.40	18	21	15.75		
Pi 04a	The rate of deliberate (arson) fires per (10,000 population)	Lower is Better	11.37	9.65	9.98	11.60	8.53	Red	Missed target by 36%
Pi 04b	The number of deliberate (arson) fires		732	622.20	663	747	549		

Measure				2017-18 Quarter 3					
No.	Description	Aim	2017-18 Full Year Target	Average over last 5 years	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Pi 05a	The Rate of accidental dwelling fires (per 10,000 dwellings)	Lower is Better	15.52	10.97	10.57	12.46	11.64	Amber	Missed target by 7%
Pi 05b	The number of accidental dwelling fires		386	284.40	280	310	289.5		
Pi 06	The number of deliberate building fires	Lower is Better	96	57.20	46	45	72	Green	37% better than target
Pi 10	The percentage of occasions global crewing enabled 9 riders on two pump responses(wholetime)	Higher is Better	90%	95%	90%	99%	90%	Green	10% better than target
Pi 11	The percentage of occasions when our response times for critical fire incidents were met	Higher is Better	80%	75%	74%	N/A	80%	N/A	See exception report
Pi 12	The percentage of occasions when our response times for road traffic collision incidents were met	Higher is Better	80%	87%	85%	82%	80%	Green	3% better than target
Pi 13	The percentage of occasions when our response times for secondary incidents were met	Higher is Better	96%	99%	99%	98%	96%	Green	2% better than target

Measure				2017-18 Quarter 3					
No.	Description	Aim	2017-18 Full Year Target	Average over last 5 years	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Pi 16	The percentage of 999 calls answered in 7 seconds	Higher is Better	90%	96%	96%	N/A	90%	N/A	See exception report
Pi 17	The percentage of 999 calls mobilised to in 60 seconds or less	Higher is Better	60%	61%	55%	N/A	60%	N/A	See exception report
Pi 18	Number of "false alarm malicious" and hoax calls mobilized to	Lower is Better	132	108	116	81	99	Green	18% better than target
Pi 19	The percentage of false alarm malicious" and hoax calls calls not attended	Higher is Better	54%	53%	49%	58%	54%	Green	7% better than target
Pi 20	Number of "false alarm good intent" mobilised to	Lower is Better	657	384.80	401	482	493	Green	2% better than target

	Measure			2017-18 Quarter 3					
No.	Description	Aim	2017-18 Full Year Target	Average over last 5 years	2016-17 Q3	Q3 Actual	Q3 Target	Performance against Target	Comments
Pi 24	The percentage of Building Regulation consultations completed within the prescribed timescale	Higher is Better	95%	97%	94%	96%	95%	Green	1% better than target
Pi 25	The number of fire safety audits/ inspections completed	Higher is Better	1900	1236.80	1506	1719	1425	Green	22% better than target
Pi 26	The percentage of fire safety audits carried out on high and very high risk premises	Higher is Better	100% (114)	n/a	n/a	64% (55)	75% (85.5)	Red	Missed target by 14%
Pi 27a	The rate of non-domestic fires (per 1,000 non-domestic properties)	Lower is Better	8.00	6.70	7.05	5.43	6.00	Green	10% better than target
Pi 27b	The number of fires in non-domestic buildings		143	118	126	97	107		
Pi 28a	The rate of automatic fire detector false alarms in non-domestic properties (per 1,000 non-domestic properties)	Lower is Better	43.74	42.68	45.30	26.73	32.80	Green	18% better than target
Pi 28b	The number of automatic fire detector false alarms in non-domestic properties		782	754	810	478	586.50		

Information Measures Only

	Measure			2017-18 Quarter 3		
No.	Description	Aim	2017-18 Full Year Target	Average over last 5 years	2016-17 Q3	2017-18 Q3
Inf01	The number of RTC's attended	Lower is Better	n/a	293.6	299	356
Inf02	The number of people killed or seriously injured in road traffic collisions (Partnership Indicator)	Lower is Better	n/a	No Data Available		
Inf03	The number of water related deaths	Lower is Better	n/a	1.6	0	4
Inf04	The number of water related injuries	Lower is Better	n/a	0	0	0
Inf05	The number of missing persons (Police request) incidents attended	n/a	n/a	n/a	9	2
Inf06	The number of effecting entry (Ambulance request) incidents attended	n/a	n/a	n/a	149	189
Inf07	The number of Co-responding (Ambulance Request) incidents attended	n/a	n/a	n/a	37	23

IRS Status - At the time the data was downloaded there were 0 IRS incomplete

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For Publication

Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge Group
15 March 2018
Item No. 6

REPORT AUTHOR: **ASSISTANT CHIEF FIRE OFFICER**

SUBJECT: **PROPOSED SERVICE DELIVERY INDICATORS AND TARGETS FOR 2018/19**

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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 advise Members of the proposed suite of Service Delivery Performance Indicators and associated targets for 2018/19 and to seek the Group's endorsement to incorporate these into the Service's performance management framework.

RECOMMENDATION:

That Members consider and endorse the proposed Service Delivery Performance Indicators and Targets and Information Measures for 2018/19 as set out in Appendix A.

Item 6.1

1. Introduction

1.1 In line with its Terms of Reference, the Service Delivery Policy and Challenge Group is responsible for monitoring the performance of those areas of the Service's work falling within its scope. In order to facilitate this, the Group receives quarterly summary performance reports at each of its meetings.

1.2 The Service Delivery Policy and Challenge Group agreed in 2011 that they should be involved in the process of agreeing the suite of indicators and of setting the associated targets and that this should take place, as far as practicable, alongside the annual budget-setting, medium-term financial planning and strategic project planning processes. The Group's Work Programme for the current financial year therefore included this as an item for its meeting in March 2018.

1.3 This report advises the Service Delivery Policy and Challenge Group of the proposed targets for 2018/19 against a suite of measures.

1.4 The targets have generally been set against either a three or five year performance average with consideration placed upon the variations in previous years data. Where appropriate, consideration has also been given to current performance against 2017/18 targets.

1.5 As a general point it should be noted that the occurrence of certain fires and emergencies has a random element and in statistical terms our data set is relatively small (number of incidents, etc.). In consequence, there will be natural fluctuations in data and it may be difficult in the short term to know with any certainty to what extent changes in performance indicate a real trend.

1.6 In 2017/18 there were gaps in the numbering of indicators (e.g. no indicators Pi07-09) as a result of previous decisions to remove certain indicators. It is proposed to re-number indicators as necessary so that no gaps exist.

2. Proposed Indicator Changes

Response Time Indicators
2.1 For 2017/18 and previous years the Service has had three performance indicators for response time to incidents:

Pi 11 The percentage of occasions when our response time standards for critical fire incidents were met

Pi12 The percentage of occasions when our response time standards for road traffic collision incidents were met

Pi13 The percentage of occasions when our response time standards for secondary incidents were met

2.2 Pi 11 measures the length of time taken from mobilisation of appliances by Fire Control until there are two rescue pumps in attendance at the scene. This measure applies to all mobilisations to incidents which on the information available at time of call <u>could</u> have been a critical fire (e.g. data includes automatic fire alarm mobilisations which turned out to be false alarms) and where the 'pre-determined attendance' (PDA) of resources mobilised was two or more rescue pumps. A critical fire is defined as one which threatens life, structures or the environment. The measure does not include the call handling time (i.e. from when we receive the call until the Control Operator instigates the appliance turnout).

2.3 Whilst performance indicator Pi11 has served us well, it has a number of drawbacks:
- This measure is unique to BFRS and therefore direct 'benchmarking' against other FRS is not possible.
- The definition of 'response time' used may not represent what the public would expect it to mean.
- The 'two pump' criteria is inconsistent given the range of incidents covered by the measure (e.g. for persons reported house fires the PDA is three pumps).
- Performance against the indicator is affected by data relating to incidents that were not actually 'critical fires' (e.g. false alarms, etc.).
- Incidents successfully dealt with by the first pump before the arrival of the second are excluded by virtue of the criteria applied.

2.4 Pi12 measures the length of time taken from mobilisation of appliances by Fire Control until the first appliance arrives at the scene of a road traffic collision. The measure does not include the call handling time (i.e. from when we receive the call until the Control Operator instigates the turnout).

2.5 The definition of 'response time' used for Pi12 may not represent what the public would expect it to mean.

2.6 Pi13 measures the length of time taken from mobilisation by Fire Control until the first appliance arrives at the scene of the incident. 'Secondary' incidents are defined as those that are not potentially life threatening, such as lock-ins, lock-outs and animal rescues. The measure does not include the call handling time (i.e. from when we receive the call until the Control Operator instigates the turnout).

2.7 Whilst performance indicator Pi13 has served us well, it has a number of drawbacks:
- This measure is unique to BFRS and therefore direct 'benchmarking' against other FRS is not possible.
- The definition of 'response time' used may not represent what the public would expect it to mean.
- This indicator definition does not cater for the wider range of incidents now attended by FRS (e.g. co-responding, effecting entry to medical emergencies, missing persons) many of which are potentially life threatening.

2.8   The Government (Home Office) publishes national fire statistics annually that are drawn from the Incident Recording System (IRS) data supplied by FRS. This includes a range of response time statistics including for different incident types with data for each FRS. There are a number of potential advantages if BFRS chooses its response time performance indicators based upon those published by the Government:

- Direct 'benchmarking' and comparison against other FRS and national performance/trends is enabled.
- Government definitions of 'response time' etc. which have been developed in accordance with the Code of Practice for Official Statistics can be adopted.

2.9   Having considered Government response time measures and BFRS other performance indicators the following response time performance indicators are proposed:

Pi08   The average response time to primary fire incidents
        (based upon FIRE1005)
Pi09   The average response time to dwelling fires
        (based upon FIRE1006)
Pi10   The average response time to road traffic collisions
        (no direct Government equivalent)

2.10   The full details of what is included and excluded from each proposed measure are provided at Appendix B. Significantly, response time is measured from time of call to the time the first appliance arrives on scene and the measures do not include data for incidents that turned out to be false alarms. The Government does not publish response time statistics for FRS attendance at road traffic collisions. However, it is considered appropriate for BFRS to continue to have an indicator for this key response activity. The approach taken for the other response time indicators has been adopted for consistency.

2.11   It is recognised that these three response time indicators do not encompass the full range of incidents attended by BFRS. However, it is considered that performance against these indicators addresses key time critical incidents and will provide a good indicator of response time performance in general.

2.12   It is recommended that an attendance time target of responding within 10 minutes on average is set for both Pi08 and Pi09 and a target of within 13 minutes is set for Pi10. This broadly aligns with the current Community Risk Management Plan (CRMP). Previous Government research has recommended attendance of the first appliance within 10 minutes for dwelling fires and this standard is applied by a number of FRS. Risk analysis to underpin development of our new CRMP will explore the issue of life risk, response time and resource deployment.

Call Handling Indicators

2.13 For 2017/18 and previous years the Service has had two performance indicators for emergency call handling:

Pi16   The percentage of 999 calls answered in 7 seconds
Pi17   The percentage of 999 calls mobilised to in 60 seconds or less

2.14 Historically there have been no issues in achieving the target set for Pi16 and none are foreseen going forward. It is important to answer emergency calls promptly and our Control Operators diligently address this. This target of 7 seconds becomes challenging in spate conditions or for highly visible incidents where multiple repeat calls to the same incident result in simultaneous high volumes of incoming calls. However, these situations are infrequent. When they do occur there is relatively little that can be done to immediately provide greater call handling capacity and calls may be passed to other FRS to ensure they are dealt with. It is recommended that this performance indicator is discontinued on the basis that performance is unlikely to significantly change over time unless the call handling environment also significantly changes. Performance will continue to be monitored as part of the management and supervision of Fire Control operations and any significant issues will be brought to the attention of the Service Delivery Policy and Challenge Group as appropriate.

2.15 Historically the target set for Pi17 was partly based on the recognition that there is a wide range of 999 calls that cannot or do not require to be dealt with in 60 seconds or less. Some 999 calls are more time critical than others. As the work of BFRS has broadened (e.g. effecting entry in medical emergencies, etc.) and the need for 'call challenge' or gathering greater information prior to making a mobilising decision has increased, the application of a single standard to all 999 calls has become increasingly less appropriate. Efficient and effective 999 call handling does however remain a vital part of our response arrangements and it is considered appropriate to retain a 999 call handling performance indicator.

2.16 Having considered the issues above the following 999 call handling performance indicator is proposed:

Pi 11 The average call-handling time to mobilise to primary fires

2.17 This indicator will measure average 'call handling' time, from time of call to time that turnout is instigated for the incidents that are included in the data set for performance indicator Pi 08 'The average response time to primary fire incidents (based upon FIRE1005)'. It is considered this will measure performance against urgent calls requiring efficient and effective call handling and provide a good indicator of emergency call handling performance in general.

3.   Graphical Representation of Performance Trends

3.1   Appendix C provides a series of graphs to visually present how performance has changed over time for some key performance indicators. These are provided to assist members in considering data trends. Nationally produced statistics which enable comparison with other FRS are provided for fire response time.

4.   Recommendation

4.1   That Members consider and endorse the proposed Service Delivery Performance Indicators and Targets and Information Measures for 2018/19 as set out in Appendix A.

IAN EVANS
ASSISTANT CHIEF FIRE OFFICER

Proposed Service Delivery Performance Indicators and Targets for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
PI 01	The rate of primary fires (per 100,000 population)	Quarterly	162 (5 yr average)	157.57	Projection for 2017/18 at year end is 1095 primary fires which is higher than the average of the previous 5 full years (and 2016/17 at 1036) and may indicate a rising trend. It is recommended that the target is set at the 5 year average of 1047.
	The number of primary fires	Quarterly	1047 (5 yr average)	1047	
PI 02	The rate of fire fatalities (per 100,000 population)	Quarterly	0.34 (5 yr average)	Less than 0.45	Target carried forward from 2017/18. There is an erratic historical data pattern (fire fatalities have ranged between 0 & 6 over the last 10 years) and can include acts of suicide and other factors that it is challenging for BFRS to address.
	The number of fire fatalities	Quarterly	2 (5 yr average)	Fewer than 4	
PI 03	The rate of fires injuries (per 100,000 population)	Quarterly	3.42 (5 yr average)	Less than 3.31	Target based on a 5% reduction on the average (23) of the previous 5 full years.
	The number of fire injuries	Quarterly	23 (5 yr average)	Fewer than 23	
PI 04	The rate of deliberate (arson) fires (per 10,000 population)	Quarterly	11.91 (3 yr average)	11.72	Projection for 2017/18 at year end is 907 deliberate fires which is higher than the average of the previous 3 full years of 779 (and 2016-17 at 807) and may indicate a rising trend (in line with national picture). It is proposed that the target is set at the 3 year average of 779.
	The number of deliberate (arson) fires	Quarterly	779 (3 yr average)	779	

Proposed Service Delivery Performance Indicators and Targets for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
PI 05	The rate of accidental dwelling fires (per 10,000 dwellings)	Quarterly	15.85 (5 yr average)	15.52	Projection for 2017/18 at year end is 428 accidental dwelling fires which is higher than the average of the previous 5 full years (and 2016/17 at 378) and may indicate a rising trend. It is recommended that the target is set at the 5 year average of 411.
	The number of accidental dwelling fires	Quarterly	411 (5 yr average)	411	
PI 06	The number of deliberate building fires	Quarterly	76 (3 yr average)	68	Projection for 2017/18 at year end is 60 deliberate building fires. Target based on a 10% reduction on the average (76) of the previous 3 full years.
PI 07	The percentage of occasions global crewing enabled a total of nine riders on two pump responses (wholetime)	Quarterly	96% (5 yr average)	90%	Target maintained at 90%
PI 08	The average response time to primary fire incidents	Quarterly	8.92 minutes (3 yr average)	Within 10 minutes	Based upon attendance standard set in CRMP

Proposed Service Delivery Performance Indicators and Targets for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
PI 09	The average response time to dwelling fires	Quarterly	7.97 minutes (3 yr average)	Within 10 minutes	Based upon attendance standard set in CRMP
PI 10	The average response time to road traffic collisions	Quarterly	10.32 minutes (3 yr average)	Within 13 minutes	Based upon attendance standard set in CRMP
PI 11	The average call-handling time to mobilise to primary fires	Quarterly	59 seconds (3 yr average) (13/14 – 15/16)	Within 60 seconds	Based upon attendance standard set in CRMP
PI 12	The number of 'false alarm malicious' and hoax calls mobilised to	Quarterly	152 (5 yr average)	122	Projection for 2017/18 at year end is 108 mobilisations to hoax calls which is significantly lower than the average of the previous 5 full years (and 2016/17 at 150). It is recommended that a target of 20% reduction on the the 5 year average is set.

Proposed Service Delivery Performance Indicators and Targets for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
PI 13	The percentage of 'false alarm malicious' and hoax calls not attended	Quarterly	51% (5 yr average)	56%	Projection for 2017-18 at year end is 58% of hoax calls not attended which improves on the average (51%) of the previous 5 full years (and 2016/17 at 50%). It is recommended that a target of 56% is set.
PI 14	The number of 'false alarm good intent' calls mobilised to	Quarterly	693 (5 yr average)	623	Projection for 2017-18 at year end is 643 FAGI not attended which is better than the average of the previous 5 full years (693). It is recommended that a target of 20% reduction on the 5 year average is set.
PI 15	The percentage of Building Regulations consultations completed within the prescribed timescale	Quarterly	98% (5 yr average)	95%	Target set on complying with request from external agency.
PI 16	The number of fire safety audits/inspections completed	Quarterly	1625 (5 yr average)	1800	This is a combination of the audits and inspections carried out by Fire Safety Inspection Officers and response personnel (600 & 1200). The target for inspections has been reduced by 100 compared to 17-18 to allow increased focus on business safety advocacy.

Item 6.10

Proposed Service Delivery Performance Indicators and Targets for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
PI 17	The percentage of fire safety audits carried out on high and very high risk premises	Annually	N/A	100%	Target based upon auditing all premises assessed as high/very high risk (as determined by the National Template). The number of premises in these categories fluctuates year on year.
PI 18	The rate of non-domestic fires (per 1,000 non–domestic properties)	Quarterly	7.44 (3 yr average)	6.99	Projection for 2017-18 at year end is 129 non-domestic fires which is similar to 2016/17 (126) and the average of the previous 3 full years .Target based on a 5% improvement on the average (132) of the previous 3 full years
	The number of fires in non-domestic buildings	Quarterly	132 (3 yr average)	125	
PI 19	The rate of automatic fire detector false alarms in non-domestic properties (per 1,000 non–domestic properties)	Quarterly	54.66 (5 yr average)	37.19	Projection for 2017-18 at year end is 637 calls following implementation of changes to call handling and mobilising policy for calls arising during business hours. Target of 15% reduction on 17/18 target of 782 is recommended based upon 2017-18 performance.
	The number of automatic fire detector false alarms in non-domestic properties	Quarterly	965 (5 yr average)	665	

Proposed Service Delivery Information Measures for 2018/19

Ref	Performance Indicator	Frequency of Reporting	BFRS Baseline Performance	BFRS Target 2018/19	Target setting Rationale
Inf01	The number of road traffic collisions attended	Quarterly	382 (5 yr average)	n/a	For information only
Inf02	The number of people killed or seriously injured in road traffic accidents (Partnership Indicator)	Quarterly	207 (5 yr average)	n/a	For information only (Data not available for 2016/17)
Inf03	The number of water related deaths	Quarterly	2 (5 yr average)	n/a	For information only
Inf04	The number of water related injuries	Quarterly	1 (5 yr average)	n/a	For information

APPENDIX B – Performance Indicator Scope

Pi08 The average response time to primary fire incidents (based upon FIRE1005)

Response time measures the minutes and part minutes taken from time of call to time of arrival at the scene of the first vehicle.

Primary fires are generally more serious fires that harm people or cause damage to property and meet at least one of the following conditions:
- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures.
- any fire involving fatalities, casualties or rescues.
- any fire attended by five or more pumping appliances.

This indicator includes all incidents where:
- Incident category is 'Fire'.
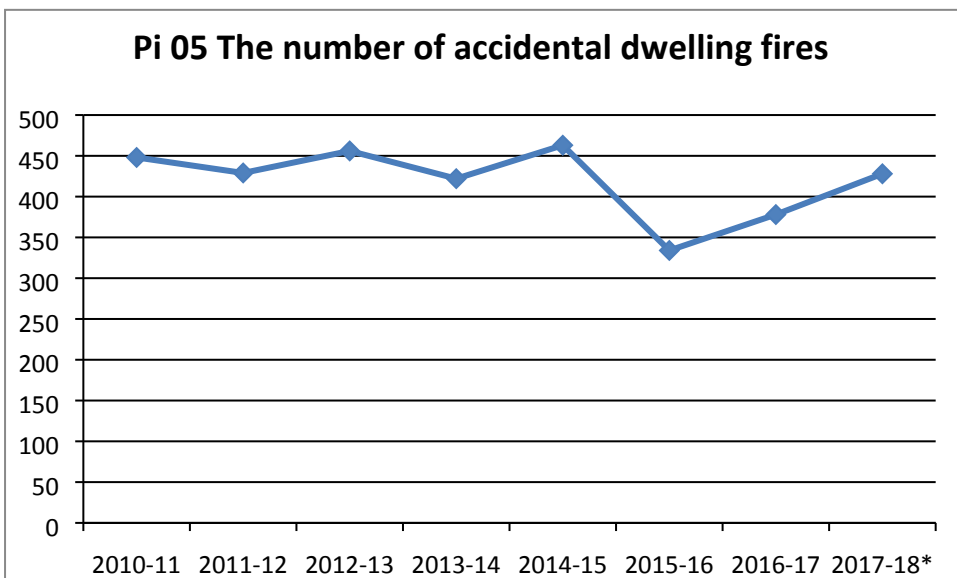- The incident meets the definition of 'Primary fires'.

This excludes all incidents where:
- The FRS was not Bedfordshire.
- There was heat and smoke damage only.
- A road vehicle involved in fire was abandoned.
- The location of a fire was derelict.
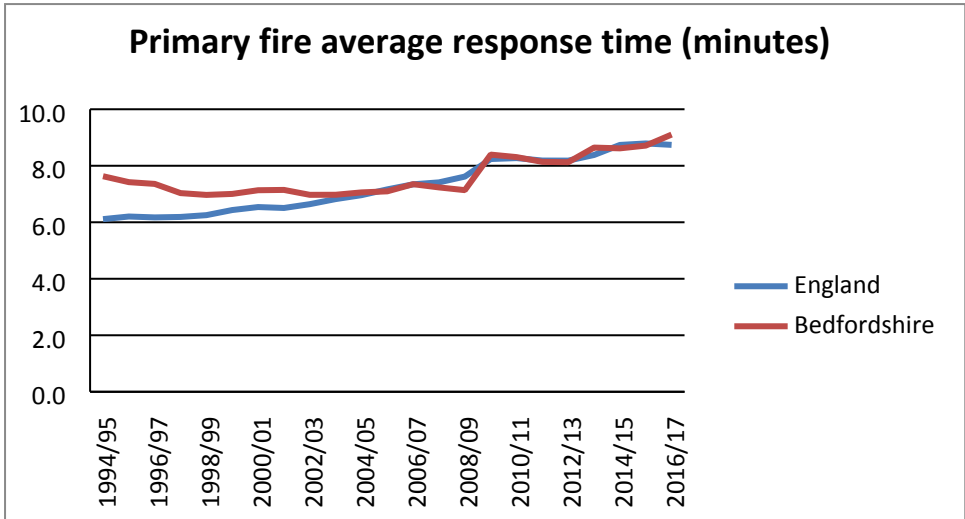- BFRS learned of the fire when it was known to have already been extinguished. Such incidents are known as 'late calls.'
- The response time was less than 1 minute or greater than 1 hour.

The last two of these exclusions have been applied to avoid erroneous data or exceptional incidents from skewing the averages.
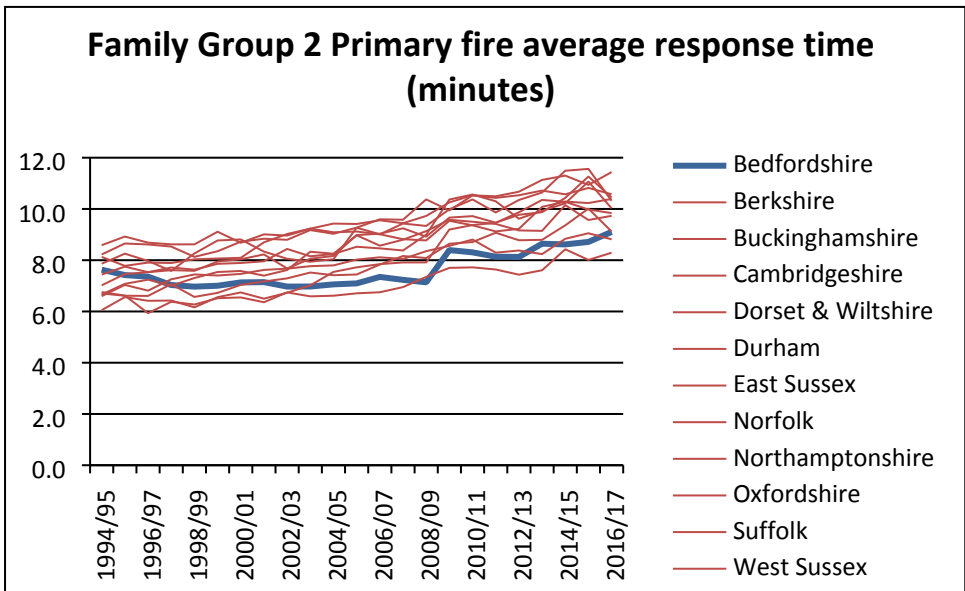
Pi09 The average response time to dwelling fires (based upon FIRE1006)

Response time measures the minutes and part minutes taken from time of call to time of arrival at the scene of the first vehicle.

Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions. Dwellings also includes non-permanent structures used solely as a dwelling, such as houseboats and caravans

This indicator includes all incidents where:
- Incident category is 'Fire'.
- The incident meets the definition of 'Primary fires'.
- The property category is dwelling.

This excludes all incidents where:
- The FRS was not Bedfordshire.
- There was heat and smoke damage only.
- The location of a fire was derelict.
- BFRS learned of the fire when it was known to have already been extinguished. Such incidents are known as 'late calls'.
- The response time was less than 1 minute or greater than 1 hour.

The last two of these exclusions have been applied to avoid erroneous data or exceptional incidents from skewing the averages.

Pi10   The average response time to road traffic collisions (no direct Government equivalent)

Response time measures the minutes and part minutes taken from time of call to time of arrival at the scene of the first vehicle.

This indicator includes all incidents where:
- Incident category is 'Special service'.
- The incident IRS classification is RTC.

This excludes all incidents where:
- The FRS was not Bedfordshire.
- The response time was less than 1 minute or greater than 1 hour.

The last of these exclusions has been applied to avoid erroneous data or exceptional incidents from skewing the averages.

APPENDIX C - Graphical Representation of Performance Trends
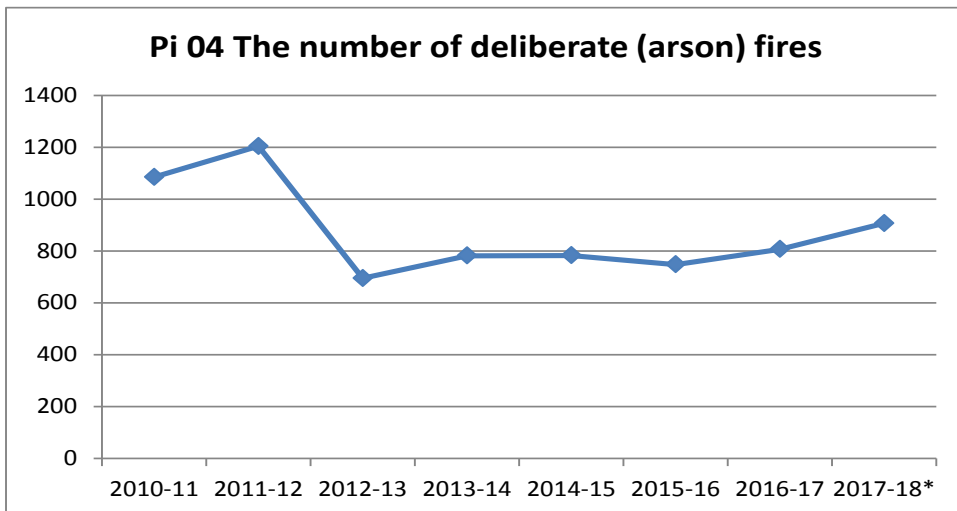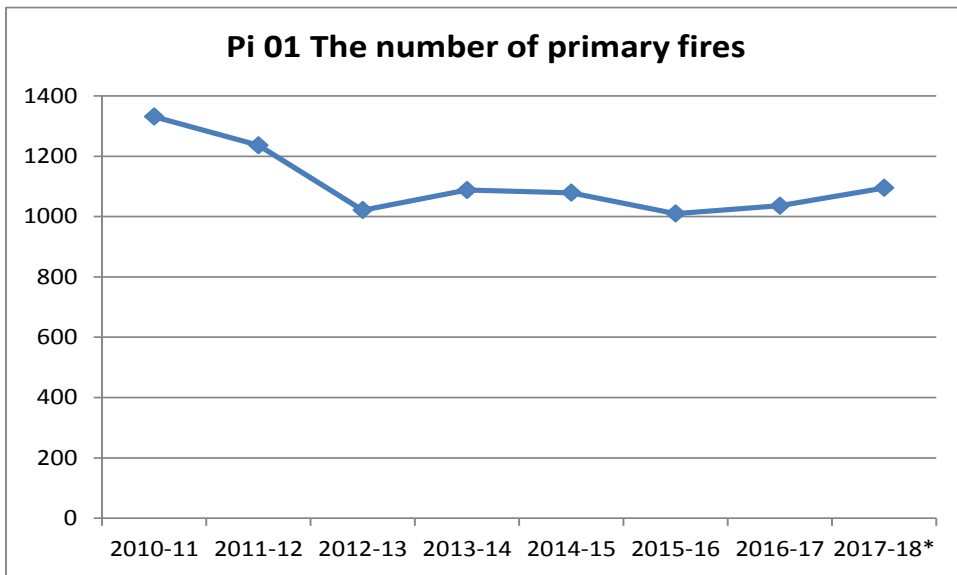
Pi 01 The number of primary fires

Pi 04 The number of deliberate (arson) fires

Pi 05 The number of accidental dwelling fires

Item 6.15

Primary fire average response time (minutes)

England
Bedfordshire

(Source Home Office Fire Statistics)

Family Group 2 Primary fire average response time (minutes)

Bedfordshire
Berkshire
Buckinghamshire
Cambridgeshire
Dorset & Wiltshire
Durham
East Sussex
Norfolk
Northamptonshire
Oxfordshire
Suffolk
West Sussex

(Source Home Office Fire Statistics)

Dwelling fire average response time (minutes)

England
Bedfordshire
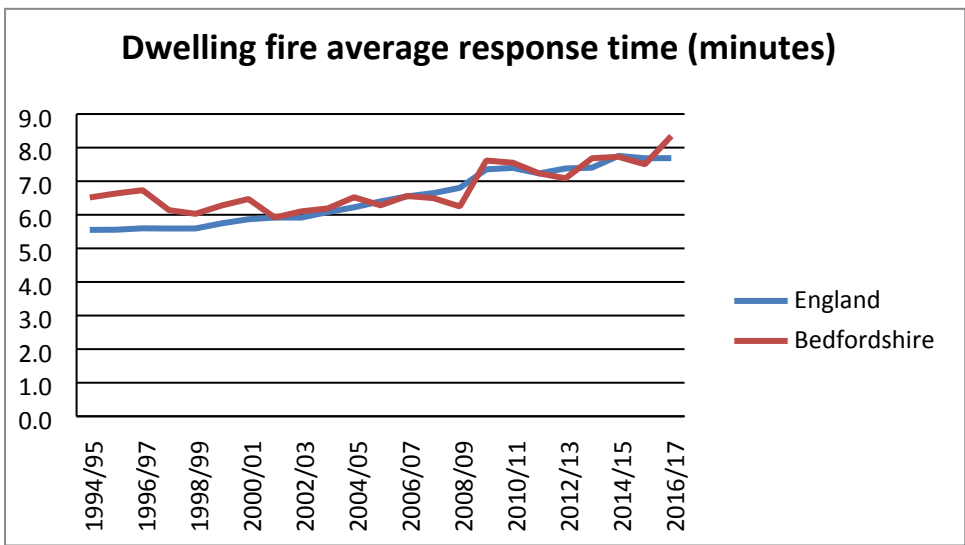
(Source Home Office Fire Statistics)

Pi 12 The number of 'false alarm malicious' and hoax calls mobilised to
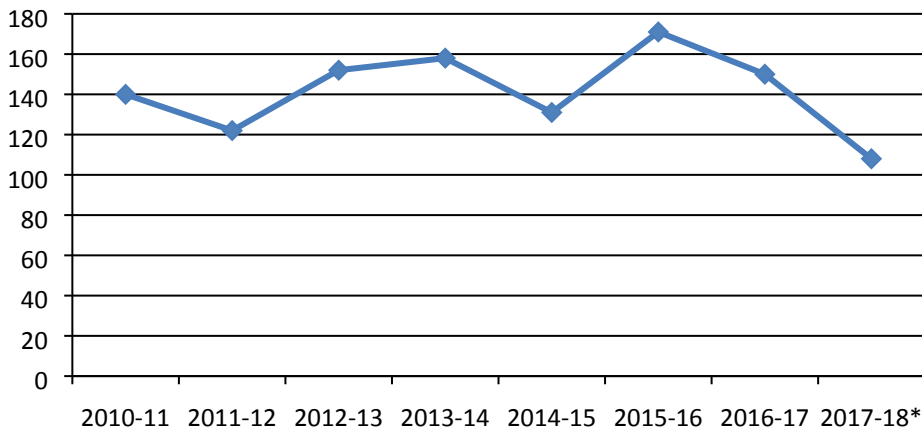
Pi 14 The number of 'false alarm good intent' calls mobilised to
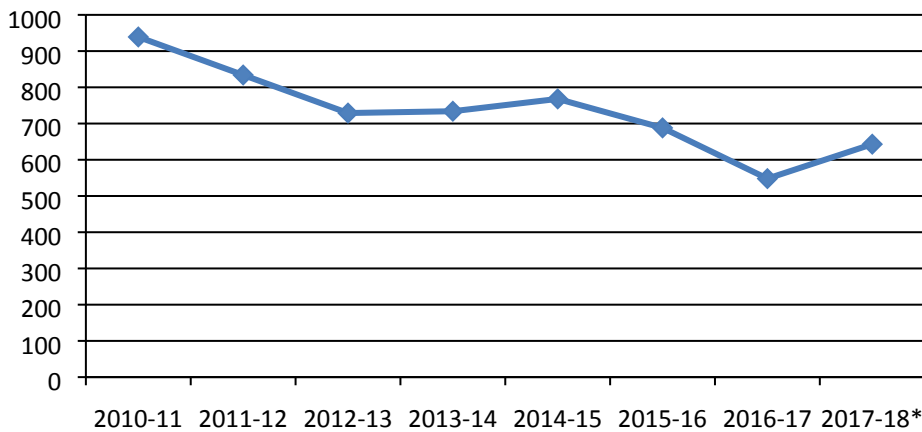
Pi 19 The number of AFD false alarms in non-domestic properties
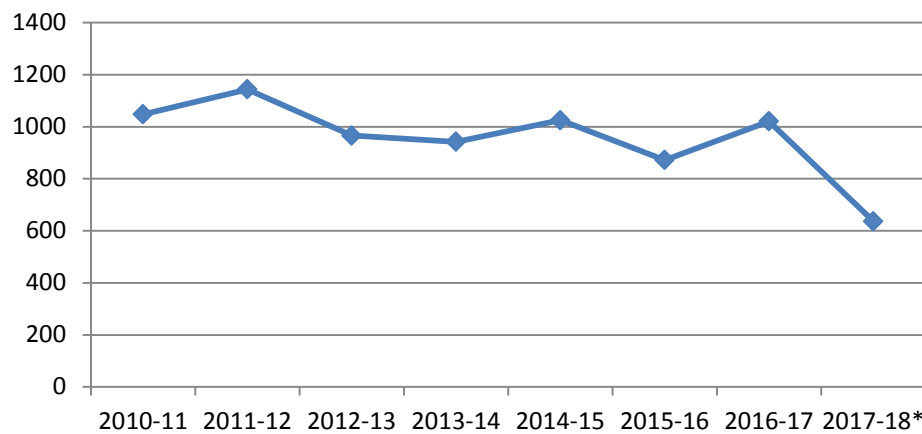
Item 6.17

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 March 2018
Item No. 7**

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

SUBJECT: **NEW INTERNAL AUDIT REPORTS**

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			

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

PURPOSE:

To present the report on internal audits completed since the last meeting of the Service Delivery Policy and Challenge Group.

RECOMMENDATION:

That Members receive the attached internal audit report and endorse the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report.

---

1.   Background

1.1   Internal audits are completed in accordance with the Internal Audit Annual Plan agreed by the Audit and Standards Committee.

1.2   Each internal audit report details:

  •   the specific audit conducted;

- the scope of the audit;
- an assessment of the controls in place to manage the relevant objectives and risks;
- the auditors recommendations and priority of these; and
- an action plan which has been agreed with the appropriate Functional Head and approved by the relevant Principal Officer for incorporation into the Audit and Governance Actions Monitoring report.

1.3   All internal audit reports are presented to the appropriate Policy and Challenge Group for endorsement of the actions arising.

2.   <u>Internal Audit Reports</u>

2.1   The Appendix A to this report presents the internal audit reports on:

- Collaboration Policing and Crime Act 2017 (completed on 26 July 2017; report finalised on 9 November 2017 (Appendix A). This audit report has been considered by the Blue Light Collaboration Board. Conclusion: Recognising that the work of BFRS within the Collaboration Programme is at the early stages, in partnership with its blue light collaborative partners, RSM have undertaken this work in an advisory capacity and are not providing a formal opinion.

2.2   The actions arising from the above audits will be incorporated as 'new' actions within the Audit and Governance Actions Monitoring Report in June 2018 for on-going monitoring by the Policy and Challenge Group. It should be noted that there has already been activity to progress the actions highlighted within the audit report, with evidence provided to conclude one medium and four low risk outcomes, with one further low risk outcome being progressed.

2.3   Any slippage or other exceptions arising will also be reported to and monitored by the Audit and Standards Committee.

IAN EVANS
ASSISTANT CHIEF FIRE OFFICER
(HEAD OF SERVICE DELIVERY)

BEDFORDSHIRE FIRE & RESCUE AUTHORITY

Collaboration – Policing and Crime Act 2017

REVISED FINAL

Internal audit report: 2.17/18

9 November 2017

This report is solely for the use of the persons to whom it is addressed.
To the fullest extent permitted by law, RSM Risk Assurance Services LLP
will accept no responsibility or liability in respect of this report to any other party.

RSM

CONTENTS

Debrief held	26 July 2017	**Internal audit team**	Daniel Harris, Head of Internal Audit
			Suzanne Rowlett, Senior Manager
Draft report issued	9 August 2017		Anand Mistry, Assistant Manager
			Rahi Rahman, Internal Auditor
Responses received	2 November 2017		
Final report issued	2 November 2017	**Client sponsor**	Chris Ball, Head of Operational Support
Revised final issued	9 November 2017	**Distribution**	Chris Ball, Head of Operational Support
			Ian Howarth, Partnership Development Manager

1 EXECUTIVE SUMMARY

1.1 Background

As part of the approved Bedfordshire Fire and Rescue Authority (the Authority) annual internal audit plan for 2017/18, we have undertaken a review of the collaboration processes being introduced.

The Policing and Crime Act 2017 included provisions to increase the level of collaboration between the emergency services, including the Fire Rescue Services and Police Forces. This includes the option for the Police and Crime Commissioner to be the areas Fire and Rescue Authority. In Bedfordshire, this option is not being progressed at this point in time, however, a commitment to increase collaboration has been agreed.

Bedfordshire Fire and Rescue Authority have recruited a Partnership Development Manager who is operationally responsible for all collaboration activities. Bedfordshire Police recruited a Project Officer in April 2017 who is responsible for collaboration activities for the Police, and together they are driving forward the collaboration initiative.

The Blue Light Collaboration Board was formally established in December 2016 in advance of the Police and Crime Act 2017. An Activity and Milestone Plan has been established and is updated and presented at each meeting reporting on the current status of each collaborated project.

1.2 Conclusion

The testing and discussions undertaken as part of this review has found that the Service have established a basic control framework for managing its emergency services collaboration agenda. However, we found that the processes are currently very informal and our testing showed the need for development in the way in which ideas are raised, potential projects are planned, appraised and approved for delivery. Furthermore, the systems through which delivery is monitored need to evolve to take into consideration the agreed milestones and benefits to ensure they are achieved.

We acknowledge that the Authority's collaborative agenda is in its infancy, with operational leads only being recruited to the Fire Service and Police Force in December 2016 and April 2017 respectively, and therefore over the coming months significant changes are planned to establish a more robust and formal project planning and appraisal process, as well as the development of the performance management systems to take account of the additional planning information.

Taking account of the issues highlighted above and the early stages of progress made by the Authority, in partnership with it blue light collaborative partners, we have undertaken this work in an advisory capacity and are not providing a formal opinion. If actions are not taken as planned to formalise and strengthen the control framework, there could be a significant risk to the success of the collaborative agenda.

1.3 Key findings

The key findings from this review are as follows:

A collaborative board has been established with representation from the Bedfordshire Fire and Rescue Service, Bedfordshire Fire and Rescue Authority and Bedfordshire Police Force. The East of England Ambulance Service is also invited to these meetings but had not attended any to the time of this audit.

Small (simple) projects are being delivered; these include the sharing of estates, operational collaborations and the joint procurement of a drone.

Staff Engagement

Staff engagement with the Blue Light Collaboration project is currently ad hoc without a formal and robust process to ensure that all levels of the organisation are engaged and involved in generating potential ideas. In discussion with the Partnership Development Manager, we agreed that a direct route to submit ideas directly to them would not be the most productive method, however the Authority would need to develop a process which allows potential collaboration opportunities to be triaged by those with an appropriate level of knowledge prior to being highlighted to the Blue Light Collaboration Boards.

Planning and Delivery

Our testing in respect to the planning of projects has confirmed that the processes are in need of greater formality to align to Blue Light Collaboration Board terms of reference which sets out the expectation for robust options appraisals and implementation plans.

We confirmed that a standard collaboration project planning template is not currently in place to ensure that projects are appropriately appraised prior to a decision to implement projects is made. We would expect that even basic projects are assessed in respect to key considerations such as financial and resourcing matters, delivery timescales, legal implications, training impacts, and the expected operational and community benefits.

There is a risk that projects are not being appropriately appraised prior to being implemented which could result in the adverse performance of the collaborative agenda through the in effective use of resources. This issue has resulted in the agreement of a **medium priority** management action.

Furthermore, our testing found that the systems through which delivery is monitored need to evolve to take into consideration the agreed milestones and benefits which will be agreed as part of a more robust planning process. As the size and complexity of the projects increase, they will be a need to establish workstream groups and more robust performance reports to help control large projects.

Collaboration Governance

A Partnership Development Manager has been recruited by the Service in December 2016 to take a leading operational role in managing the wider collaboration agenda. The Blue Light Collaboration Board was formally established in December 2016 and integrated into the wider governance structure through the Head of Operational Support who sits on the Corporate and Service Delivery Management Teams.

In addition to the one medium priority actions discussed above, we have also agreed four low priority actions for management which are detailed further within the Detailed Findings in Section 2 of this report.

1.4 Additional information to support our conclusion

The following table highlights the number and categories of management actions made. The detailed findings section lists the specific actions agreed with management to implement.

Area	Control design not effective*		Non Compliance with controls*		Agreed actions		
					Low	Medium	High
Collaboration	2	(7)	5	(7)	4	1	0
Total					**4**	**1**	**0**

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

2 DETAILED FINDINGS

Categorisation of internal audit findings	
Priority	**Definition**
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible regulatory scrutiny/reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, regulatory scrutiny, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
Area: Collaboration								
1.1.1	The Bedfordshire Blue Light Collaboration Project Board (the Blue Light Collaboration Board) has been formally established between the Fire Authority, the Fire Service and Bedfordshire Police Force (the Police) in December 2016. The East of England Ambulance Service are also invited to the Board.	Yes	No	We reviewed the Blue Light Collaboration Board terms of reference and confirmed that it adequately outlined its responsibilities and purpose. We did however find that it did not detail the group's membership, meeting frequency, reporting requirements and general integration into the wider governance structure. We also noted that the document did not detail the date it was produced and approved nor did it prescribe a review frequency. These are seen	Low	The Blue Light Collaboration Board will develop its terms of reference periodically and include key information in respect to: • Membership; • Meeting frequency; • Reporting requirements; • Its integration into the wider governance structure; and	31 March 2018	Partnership Development Manager and Blue Light Collaboration Board

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	The Blue Light Collaboration Board has a terms of reference which sets out their roles and responsibilities in respect to the collaboration agenda. .			as good practice sections of such as document. If the terms of reference are not complete, there is a risk that the group may not be fulfilling its responsibilities which could result in a failure to maximise the collaborative potential between the blue light services.		• Resourcing agreement (including cost sharing expectations). This will then be approved by the Blue Light Collaboration Board at subsequent meetings.		
1.1.3. a	The Partnership Development Manager attends periodic departmental meetings (e.g. community safety, operations etc.) which provides opportunities for staff to escalate potential collaboration ideas for consideration. In addition to this, the Partnership Development Manager also engages in ad hoc conversations with operational staff to get ideas from a different pool of staff and identify potential collaborative opportunities. There is however no formal platform and engagement activities to encourage staff to generate and share	No	No	We discussed a range of the current projects with the Partnership Development Manager we were advised that each of these projects had been developed in various ways including addressing known historical needs of Bedfordshire Police and BFRS, opportunistic staff feedback and service debriefings. We confirmed that the collaboration project had been widely publicised internally and that the PDM had briefed team meetings in order to open a route for suggestions either through BFRS suggestion scheme or through line management. The PDM recognises that those projects of a greater magnitude or complexity will require multi-disciplinary input to ensure a triage process for opportunities.	Low	The Blue Light Collaboration Board will consider further opportunities for emergency service staff to engage in identifying potential future collaboration opportunities and that there is an effective route to submit, triage and feedback ideas prior to consideration by the Blue Light Collaboration Board.	31 December 2017	Partnership Development Manager and Blue Light Collaboration Board
1.1.3. b				Through discussion with the Partnership Development Manager and through review of Blue Light	Low	The Blue Light Collaboration Board will review the Emergency	31 March 2018	Partnership Development Manager and

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	collaboration opportunity ideas for the Blue Light Collaboration Board to consider.			Collaboration Board meeting minutes we were unable to confirm whether the Emergency Services Collaboration Working Group National Overview 2016 document was considered to identify potential collaboration ideas. There is a risk that nationally endorsed collaboration ideas are not being considered which could result in the ineffective use of resources at the Authority.		Services Collaboration Working Group National Overview 2016 document and ensure that any potential themes are considered.		Blue Light Collaboration Board
1.1.4	Collaboration projects are required to be approved at Blue Light Collaboration Project Board meetings prior to implementation. The Board reviews the costs, benefits and timescales required for the delivery of projects before they are approved. A standard collaboration project planning template is not currently in place to ensure that projects are appropriately appraised prior to a decision to implement projects is made.	No	No	We have selected the following sample of projects for review: 1. Sharing Ampthill Fire Station 2. Sharing Leighton Buzzard Fire Station 3. Exploring options to procure a joint drone Review of the planning documentation for each, and through discussion with the Partnership Development Manager, we could not confirm that all costs, benefits and timescales for each project had been reviewed formally in a structured manner. Future projects would benefit from a more structured approach, especially as they are likely to increase in complexity. This was agreed to be important when	Medium	The Blue Light Collaboration Board will develop a standard collaboration project planning template to appraise all projects prior to their implementation. This will include ensuring consideration of: • Executive and operation leads; • Financial and resourcing matters; • Delivery timescales; • Legal implications; • Training impacts; and • Expected operational and community benefits. The templates will be reviewed and approved	31 December 2017	Partnership Development Manager and Blue Light Collaboration Board

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	Options appraisals and implementation plans are required to be completed for each project as per the Blue Light Collaboration Boards terms of reference.			evaluation of service and community benefits were to be undertaken. In addition to this, through review of the Blue Light Collaboration Board meeting minutes, we were unable to see the consistent application of a gateway review of project plan before they are agreed, initiated and delivery is started. There is a risk that projects are not being appropriately appraised prior to being implemented which could result in the adverse performance of the collaborative agenda through the in effective use of resources.		by the Blue Light Collaboration Board prior resources being used to initiate and deliver the project. The approval will be clearly documented within the Blue Light Collaboration Board meeting minutes. In addition to this, the performance reporting mechanisms will need to be reviewed to ensure that milestones and benefits are monitored appropriately.		
1.1.5	The Blue Light Collaboration Board terms of reference identifies five workstreams under which collaboration ideas will be identified and managed. These are: Estates, Operations, Response, Support Services and Resource Management. An Activity and Milestone Plan (the Plan) has been developed to track the delivery of each project.	Yes	No	We obtained and reviewed a range of Activity and Milestone Plans. We noted that the workstreams used within the Plans did not align to those set out within the terms of reference. Through discussions with the Partnership Development Manager we confirmed the workstreams used within the Plans should align to the terms of reference to ensure that there was consistency.	Low	The projects on the activity and milestone tracker would be appropriately updated to reflect the five themes agreed within the terms of reference.	31 March 2018	Partnership Development Manager and Blue Light Collaboration Board

APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

Objectives of the area under review
To ensure that Bedfordshire Fire Authority is working towards achieving their responsibilities in respect to the Policing and Crime Act 2017

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

The Policing and Crime Act 2017 included provisions to increase the level of collaboration between the emergency services. This includes the option for the Police and Crime Commissioner for an area to be the fire and rescue authority for that area.

In Bedfordshire, the Police and Crime Commissioner is not taking up this position at this point in time, however, other arrangements are being agreed to increase collaboration between the emergency services.

This review will aim to understand how the Authority aims to discharge its duty to collaborate, this will include confirming:

- The establishment of a collaborative Project Board with senior ranking representation from the local emergency services;
- The clear executive and operational ownership of the collaboration agenda within the Authority;
- The processes undertaken to ensure potential collaborative opportunities are captured and explored taking into account the Projects Terms of Reference.
- Work streams have been established for agreed opportunities. This includes the ensuring that appropriate governance arrangements have been established to report progress into the Project Board;
- Appropriate project documentation has been created to manage the delivery of adopted workstreams
- The collaborative workstreams are not introspective and whether it can be demonstrated that opportunities within the wider community are also an influence to work undertaken.
- The Authority and senior management are regularly updated on the performance of the collaborative project.

Limitations to the scope of the audit assignment:

- We will not confirm that the Authority will achieve their duty to collaborate as per the Policing and Crime Act 2017;
- We will not confirm that benefits identified will be achieved;
- We will not confirm that all collaborative options or opportunities within the wider community have been identified;
- We will not confirm that the financial and human resource implications have been fully considered;
- We will not confirm that the option appraisals are accurate;
- We will only provide an opinion on the actives undertaken by the Fire Authority as part of our work;
- All testing will be compliance based sample testing only; and
- Our work will not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

APPENDIX B: FURTHER INFORMATION

Persons interviewed during the audit:

Ian Howarth, Partnership Development Manager

Gavin Chambers, Head of Finance and Treasurer

Documentation reviewed during the audit:

Blue Light Collaboration Board terms of reference

Blue Light Collaboration Board meeting agenda, minutes and papers

Blue Light Collaboration Board meeting timetable

Activity and Milestone Plans

Partnership Development Manager Job Description

Emergency Services Collaboration Working Group National Overview 2016

Draft Relationship Management Strategy

Corporate Management Team meeting minutes

Service Delivery Management Team meeting minutes

Policy and Change Group meeting minutes

Fire Authority meeting minutes

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For Publication	Bedfordshire Fire and Rescue Authority Service Delivery Policy and Challenge Group 15 March 2018 Item No. 8

REPORT AUTHOR: **ASSISTANT 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 2016/17
- 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 Service Delivery Policy and Challenge Group previously endorsed that the Group 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 fourth 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 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 2016/17 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 14 June 2017, as part of the 2016/17 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.

IAN EVANS
ASSISTANT 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.	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	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

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')
				basis as prescribed. The Head of Operations will ensure that findings are actively discussed in meetings.			
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.	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

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For Publication

**Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 March 2018
Item No. 11**

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REPORT AUTHOR: **ASSISTANT CHIEF FIRE OFFICER**

SUBJECT: **STRATEGIC ROAD SAFETY PARTNERSHIP UPDATE**

For further information
on this Report contact:

Assistant Chief Fire Officer Ian Evans
Tel No: 01234 845019

Background Papers (attached):

Strategic Road Safety Partnership Board Draft Terms of Reference
Joint Protective Services Road Safety and Casualty Reduction Strategy 2017-2022
Joint Protective Services Road Safety Strategy 2017-22 'Plan on a Page'

Implications (tick ✓):

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

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

PURPOSE

To provide Members of the Service Delivery Policy and Challenge Group with an update on the progress of the Strategic Road Safety Partnership.

RECOMMENDATION

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

1.   Background

1.1   Historically, within Bedfordshire, multi-agency collaboration on road safety matters has been progressed by the Bedfordshire and Luton Casualty Reduction Partnership. This partnership was governed by a Steering Group to provide strategic direction and a Co-ordination Group to deliver the strategy. The Groups comprised officers from the local authorities, Bedfordshire Fire and Rescue Service (BFRS), Bedfordshire Police and Highways Agency.

1.2   There was recognition amongst partners that strategic direction was in need of improvement and there were difficulties faced in the provision of accurate and timely data to support the targeting of road safety work.

2.   Strategic Road Safety Partnership Board

2.1   Following informal discussions with partners around the effectiveness of the existing arrangements DCC Gary Forsyth (Bedfordshire Police) invited key stakeholders to an initial meeting held on 6 October 2017 at which it was agreed in principle to refocus partnership work by establishing a Strategic Road Safety Partnership Board, consistent with the Boards established in Cambridgeshire and Hertfordshire.

2.2   DCC Forsyth highlighted that funding to support the work of the group may be available via the PCC Road Safety Fund. Draft terms of reference were considered and attendees were asked to seek support for the proposed new arrangements within their organisations.

2.3   A second meeting of the Board took place 14 January 2018. At this meeting the Joint Protective Services (Bedfordshire Police, Cambridgeshire and Hertfordshire Constabularies) draft Road Safety and Casualty Reduction Strategy 2017-2022 was presented. This sets out the Police strategy for combined and co-operative delivery with partners through the four key strands of:

- Education
- Engagement
- Enforcement
- Engineering

2.4   Police advised that JPS are employing a full-time analyst who will be in post April 2018 which will help ensure that data is more up to date to enable better planning and clearer tasking.

2.5   The Board recognised the need for strategic forward planning taking into account future planned growth and discussed means to influence getting safety included in business cases.

2.6   Police have tasked officers to produce a collaborative delivery plan for the strategy and to map the current road safety activity of all partners.

2.7   Highways England advised that they are reviewing the A421 and want to develop a route strategy with buy in from partners with a view to reducing casualties and deaths. They want to show all strategies investigated before putting in speed cameras. Highways England will lead on a strategy based on data.

2.8   Highways England also advised that they will be developing a regional suicide prevention strategy. Once all data is sense checked they will do site audits of locations, with representatives from all partners to bring their expertise. There will be a process to put in measures to reduce the suicide incidents.

2.9   Whilst it is still early days, the Board offers a significant opportunity for improvement in collaborative intelligence led delivery of road safety within Bedfordshire.

3.   BFRS Road Safety Activity

3.1   BFRS has extremely strong ties to the local authorities and regularly works in collaboration to deliver road Safety initiatives. BFRS is principally involved in engagement and education activity around the risks and consequences of the main causes of road traffic collisions. Examples of activities include:

- Delivery of national 'calendar' campaigns and local campaigns
- Supporting a wide range of partner road safety activities
- Use of social media to engage and deliver messages
- Use of local radio to deliver safety messages
- A range of youth education programmes from pre-school through to sixth-form
- Desk top road safety simulator use at events
- Motorcyclist education - 'Bikerdown' and 'Biker Safe' delivery in collaboration with Police

4.   Recommendation

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

IAN EVANS
ASSISTANT CHIEF FIRE OFFICER

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Bedfordshire Strategic Road Safety Partnership Board TOR

October 2017 (amended 24/1/18)

Vision

- To reduce deaths and injuries on Bedfordshire's roads.
- To facilitate a 'safe systems' approach to road safety in Bedfordshire.

We will achieve this by getting all stakeholders working together to deliver co-ordinated and targeted activity through a holistic mix of engineering, education and enforcement in order to reduce road casualties, antisocial road use, community concerns and costs to society.

This will be achieved by ensuring decisions are made using an intelligence led approach to data and community knowledge, enabling priorities to be identified and resources used to the greatest effect.

Terms of Reference

The following Terms of Reference provide operational guidance and should be read in conjunction with the relevant local transport plans and the Department for Transport British Road Safety Statement.

1.   Name of Group

The Bedfordshire Strategic Road Safety Partnership

2.   Role

The role of The Bedfordshire Strategic Road Safety Partnership is to:

- Facilitate a cohesive, coordinated and multi-organisational road safety effort at a County level.
- Provide leadership, advice and guidance on community road safety initiatives based on a strategic assessment of priorities and overarching strategy.
- Guide the capacity of a range of statutory and community road safety partners to contribute to reducing road casualties, incidents and safety concerns within local communities through one or more tactical groups of stakeholders.

1

3. <u>Functions</u>

To fulfil its role the Partnership will:

• Develop a strategic response to community road safety with a focus on safe and social road users.
• Produce and maintain a strategic assessment and subsequent road safety strategy or plan based on review of casualties, incidents and community concerns in Bedfordshire. These documents will be refreshed every 3 to 5 years.
• Ensure, where possible, no overlaps of initiatives exist and seek to progress complimentary actions based on identified needs.
• Provide advice and guidance to the Police and Crime Commissioner's road safety fund. Advise on allocation of funding for programmes to be delivered by road safety professionals, community groups and other interested parties. Ensure evaluation and accountability is robust and proportionate.
• Develop a recognised brand for the partnership.
• Facilitate a strategic communication and information exchange with all road safety stakeholders to ensure good practice, knowledge and skills are recognised and shared. This will include the identification and promotion of a range of funding and resource opportunities available through Government and other avenues.
• Guide the development of the capacity of national, county and local groups to develop and deliver road safety programmes in Bedfordshire.
• Oversee, monitor and report on a range of performance indicators that support delivery of the road safety strategy and delivery plans

4. <u>Membership</u>

Core members shall include:

• Central Bedfordshire Council.
• Bedford Borough Council
• Luton Borough Council
• Bedfordshire Fire and Rescue Service
• Public Health
• Bedfordshire Constabulary including JPS.
• Highways England;
• Office of the Police and Crime Commissioner.

Membership will also be open to a range of stakeholders from the Public, Private and Voluntary sectors to be determined by the Strategic group.

5. <u>Sub groups</u>

The Board is supported by two sub groups – the Data and Intelligence Group and Delivery Group. The remit of these groups are:

Data and Intelligence Group

- To gather and analyse data from across partners
- To research national best practice, policy and trends and understand their implications for Bedfordshire
- To identify trends and common issues from road safety partnership data and intelligence
- To conduct and commission research

2

-   To make reports and recommendations to the Delivery Group and the Board

Delivery Group

-   To consider reports from the Data and Intelligence Group and identify partnership solutions to prevent future collisions amongst high risk road users
-   To develop and deliver an annual partnership work programme that will meet the strategic aims of the Board
-   To report progress and issues to the Board before each meeting

6.   Governance Arrangements

Overview and governance to the Strategic Group will be provided through the elected Executive Members for Highways, Community Safety and Public Health and through the Police and Crime Commissioner.
Establishment and governance of sub groups will be through the Strategic Group.

A-Meetings

Meetings shall take place not less than four times a year and be chaired DCC Garry Forsyth Bedfordshire Police.

B-Quorum

A quorum shall comprise not less than 3 statutory members. All apologies for Bedfordshire Strategic Road Safety Partnership meetings shall be recorded.

C-Review

These Terms of Reference will be reviewed at least annually.

3

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Road Safety and Casualty Reduction Strategy 2017-2022

Joint Protective Services

Vision

A safe road network for all road users and pedestrians, where collisions involving death and serious injury do not occur.

Our aims, to be achieved through milestones, throughout the life of this strategy:

- **To achieve a sustainable reduction in the number of people killed and seriously injured in road collisions**
- **To achieve a sustainable reduction in the number of children and young people killed or seriously injured in road collisions**

Milestones:

- Formation of a Tri-Force Strategic Road Safety Board
- To strive for an 8% year on year reduction in fatalities from 2018.
- 10%, 20% and 30% increase in Fatal4 offence detection
- Dedicated casualty reduction tactical delivery within the RPU
- Upskilling and independent deployment of RPU Special Constables
- Joint working with Local Policing Command

Strategic Objectives

- To prevent road users from being killed and seriously injured (KSI) on our roads within the tri-force area
- To prevent road users living within the strategic alliance, from being killed or seriously injured when using the road network, elsewhere in the UK
- To provide intelligent enforcement activity, diversionary courses and education to prevent further offending and behaviour change
- To support, inform and influence road design and engineering, to reduce the likelihood of a collision occurring
- To provide a high visibility policing deterrent, to discourage offending within the strategic alliance
- To work with our road safety partners and agencies, to deliver our vision, and; road safety and casualty reduction common aims through a safe systems approach
- To improve working with local policing within BCH to deliver road safety initiatives and activity
- To use our resources, efficiently and effectively, prioritising threat, risk and harm in our daily activity

Turning Strategy into Delivery

It is essential that to achieve our vision and reduce road casualties within Bedfordshire, Cambridgeshire and Hertfordshire, that; efficient and effective partnership working is established, implemented and embedded within our daily business. Our partners have varying disciplines, statutory powers, skills and ability to influence driver change in a number of ways, with enforcement remaining primarily a policing function.

Many of our partners/partnerships have their own road safety and casualty reduction strategies or visions. To deliver our vision "A safe road network for all road users and pedestrians, where collisions involving death and serious injury do not occur", supporting the interventions and activities of each agency/body/partnership will be required, with a combined and co-operative delivery to make our counties "**a safer place in which to live, work and travel**".

The key interventions:

- **Education**
- **Engagement**
- **Engineering**
- **Enforcement**

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The Challenge

As we look to the future, the population within the UK and our counties continues to grow and there will be more road users – pedestrians, cyclists, motorcyclists and drivers using the network for business, recreational and essential commuting. There will be more older-people travelling and a greater heavy goods vehicle presence. Nationally the trend is that the number of people being killed or seriously injured on the roads is on the increase.

Whilst we very often understand the likely cause of Fatal and Serious Injury collisions (KSI), what we need to understand is how many of these deaths and injuries could have been prevented through greater or differing interventions – whether they be Enforcement, Engagement, Education or Engineering of the road environment.

Many vehicles are now fitted with technology that can easily distract the driver, such as satellite navigation systems and real time traffic updates and alerts, mobile phone technology which integrates with the vehicle dash/display along with a growing dependence of many road users, being handheld mobile devices in general.

Drivers, riders, cyclists and pedestrians continue to use their mobile devices whilst commuting, immersing themselves in the digital world rather than concentrating on their walk, drive or ride.

Since the year 2000 the number of Road Policing officers has decreased across BCH from figures of around 280 officers to 2015 where the number stabilised at 140 officers which is a **50% reduction in fifteen years**. In 2016 AFO upskilling began with around 40% of the unit, who now provide an additional Firearms capability.

Across BCH KSI figures are starting to show a worrying increase. This is now being closely monitored so that we can try to understand the issues that are leading to this trend, albeit that this increase is also reflected nationally.

Enablers, to deliver our vision

- Building our Roads Policing and CTC capabilities
- Enhancing our enforcement and prevention capabilities
- Working in partnership with our communities and road safety partners

Killed and Seriously Injured Collision Data

Bedfordshire

Year (Jan – Dec)	Killed	Serious Injury	Total KSI	Slight Injury
2011	16	187	203	1959
2012	13	204	217	1772
2013	11	208	219	1532
2014	17	218	235	1905
2015	27	230	257	1800
2016	21	267	288	1746
2017	11*	-	-	-

Cambridgeshire

Year (Jan – Dec)	Killed	Serious Injury	Total KSI	Slight Injury
2011	33	380	413	2777
2012	31	350	381	2699
2013	36	357	393	2359
2014	30	365	395	2329
2015	37	334	371	2280
2016	42	402	444	2399
2017	33*	-	-	-

Hertfordshire

Year (Jan – Dec)	Killed	Serious Injury	Total KSI	Slight Injury
2011	36	320	356	3313
2012	35	379	414	3190
2013	27	358	385	2754
2014	34	357	391	3299
2015	26	310	336	3001
2016	23	451	474	3126
2017	16*	-	-	-

Killed figures for 2017 are Jan 1st to Sep 10th

Whilst there is fluctuation between years, it can be observed that there has been a steady increase is Serious Injury and the number of collisions across the three counties. Fatal collisions have shown a steady trend, albeit fluctuating, also of an increase above the average, with the exception of Hertfordshire which has shown a 2 year decrease trend, with early indications that 2017 may have risen over the previous years.

Fatal Collisions in BCH 2011-2016

Serious Injury Collisions in BCH 2011-2016
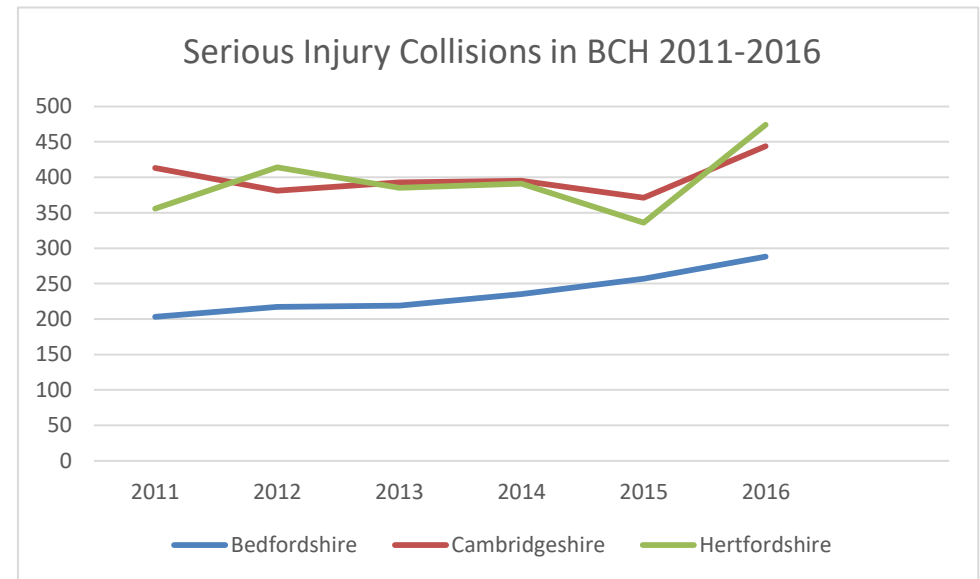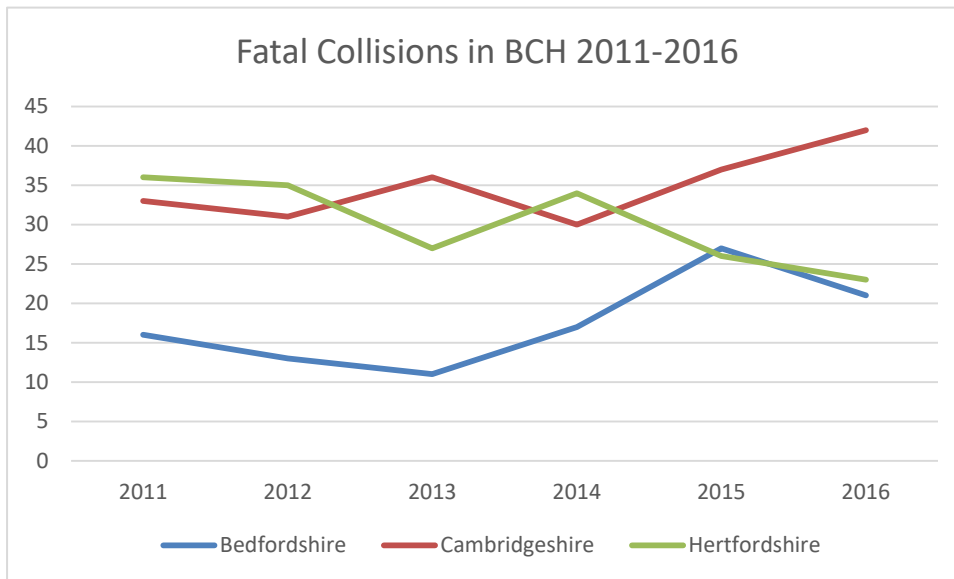
A visible police presence on the roads is vital to public confidence and will contribute to achieving habitual compliance with road traffic legislation to ensure a safer community. Engaging positively with the majority of law abiding road users will support our efforts in this regard. The focus of police attention will be on the minority who present high levels of threat and harm, posing the greatest risk to other road users within our counties.

Key Interventions

Education

What we are doing now:

- BikeSafe courses, increasing hazard perception and riding skills of motorcyclists within our counties
- Supporting the Biker Down initiative with the Fire and Rescue Service to give motorcyclists and other road users the skills to assist Bikers involved in a collision, and information to inform driver behaviour and avoiding a collision
- As an alternative to prosecution, where suitable, we are offering high quality diversionary courses in line with the national standards, to members of the public to encourage behaviour change
- Supporting the education programmes of those within the Road Safety Partnerships within our counties, where we can add value to the delivery such as Learn2Live, Oscar / Crash car simulators and supporting DriveIQ
- Pro-actively seeking to educate our road users through personal interaction, following officer intervention

What we will be doing:

- Using evidence based information to focus our educational work, to the right groups of road users, based on threat, harm and risk
- Seeking to develop consistency in our support of educational activities across our tri-force area
- Continually ensuring that the use of NDORS (National Driver Offending and Retraining Scheme) is appropriate as a diversion to offending in each case
- We will work with our LPC colleagues to inform and advise on localised road traffic educational work, to focus not only on the road users of our counties, but those who live in the tri-force area who use the road network elsewhere.

Engagement

What we are doing now:

- Engaging with groups identified as being 'at risk' through :
  - Educational initiatives
  - Supporting Partnership working and engagement
- Use of social media for wide distribution of messages, seeking interaction and response from the public and influencing driver behaviour change
- Media campaigns to support both the local and national focus and NPCC themes
- Engagement through officer interventions and high visibility

What we will be doing:

- Driving forward our 2017 RPU Communications Strategy through targeted communications
- Working with our partners to engage with our local communities, vulnerable road user groups and ensure consistent messages across the tri-force area
- Seeking to pool activity with our partners, making the most of resources and our communications activity
- Developing our Road Policing Special Constabulary to add further value and resilience to our ability to engage with members of the public on a personal level, having the skills and knowledge to do so.

Engineering

What we are doing now:

- Working with local authorities to advise and provide recommendations around engineering developments, signage and appropriate enforcement on new roads being added to our network
- Visiting sites where KSI collisions have occurred, where suitable making recommendations for road environment and layout improvements, to reduce the risk of reoccurrence
- Supporting local authorities in developing environments for safer roads
- Stage 3 Road Safety Audits, providing advice and recommendations on newly completed road environments, to ensure they are the safest they can be

What we will be doing:

- Expanding our capability to gather data of vehicles, speeds and travel volume using SDR devices, to better inform our decisions based on verifiable evidence
- Continuing to work with our partners, seeking efficiency and greater sharing of information
- Seeking to develop the data gathered, to intelligently inform the education, engagement and enforcement interventions

Enforcement

What we are doing now:

- Targeted pro-active enforcement of Road Traffic Legislation, particularly around the Fatal 4 offences
- High visibility road policing deterrent, to encourage good driver behaviour and compliance
- Road Policing enforcement campaigns in line with NPCC Partnership Calendar and European (TisPol)
- Road Policing Monthly campaigns around Fatal 4 offences, along with seasonal matters such as lighting, winter driving and vehicle condition
- Management, deployment and enforcement through both fixed and mobile safety cameras within the tri-force area
- Developing the specialist enforcement capability and skills of our officers
- Working with other enforcement agencies such as DVSA, HMRC and DVLA to tackle offenders on our roads

What we will be doing:

- Improving our intelligence and analytical functions to support and direct our work using evidenced based tasking.
- Seeking greater intelligent deployment of our mobile speed camera vans, based on threat, harm and risk.
- Continuing to expand our ability to upskill our officers, through the knowledge and experience of staff within
- Developing our Road Policing Special Constabulary, and empowering those officers to work independently and deliver enforcement activity in this specialist area.
- Continuing to develop and implement Operation Dragoon, to target those offenders who pose high risk to other road users.
- We are creating a team and systems within CTC, to triage and deal with evidence obtained through dash-cam devices and submitted to us by the public, and where appropriate, prosecute or offer diversionary courses to those offenders.
- Make greater use specialised resources such as Highways England HGV, our own HGV enforcement vans, marked and unmarked motorcycles

Facilitating our enablers

We will achieve our strategic objectives, through our enablers and core strands of Education, Engagement, Engineering and Enforcement. In addition, we will:

- Seek to establish tri-force Partnership Strategic Board and Tactical Group to have greater oversight, consistency and sharing of knowledge and best practice across the three force areas. In negotiation with our Road Safety partners, to align our priorities and achieve common aims
- Along with our partners, we will adopt a 'Safe Systems' approach to Road Safety and Casualty Reduction, which requires joint working from all agencies to achieve the common aim of reducing road casualties.
- Actively seek to improve the quality of STATS19 data which is recorded, to better inform policing, our partners and add greater value to analysis of that data.
- Work together with our partners to gather and analyse data and intelligently develop our combined activity, continuously improving through evaluation and sharing of learning
- Review our tasking process and operational response to National campaigns and operations, to seek the most efficient and effective delivery of our priorities and objectives within the tri-force Section 22 agreement.
- We will continue to explore funding streams, intelligent enforcement and deterrent, development and enhancement of driver training, and the work of the safety camera partnerships
- Continue to create a borderless culture for our resources, to increase resilience and facilitate efficient partnership working
- Embrace and seek new technology in developing our capability, alongside progressing a dangerous driving team within the CTC, to enhance our enforcement and response to poor driving standards
- We have created a continuous improvement board, and will continue to embed the continuous improvement culture across Road Policing and CTC
- Review our demand and resources, shift patterns and performance with our Transformation Team to increase resources during peak periods and to deploy at locations known to have increased KSI collisions.
- We will seek to attract and retain officers from the Special Constabulary within Road Policing and ensure they are sufficiently trained and equipped to complete a specialist Road Policing role.
- Continue to develop our range of in-house training in order to meet the budgetary restraints within policing, whilst ensuring our officers have suitable skills and knowledge to complete their Road Policing functions. This includes PG9 prohibition courses, to both mechanically examine and prevent the movement on the network, of vehicles which are un-roadworthy.
- A greater engagement with community schemes such as Speedwatch and Drivesafe, managed through the OPCC's of the tri-force area
- We will work with HMCS to manage allocation of courts slots, prosecuting the most appropriate offences with maximum efficiency

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Joint Protective Services
Road Safety and Casualty Reduction

The JPS Vision: A safe road network for all road users and pedestrians, where collisions involving death and serious injury do not occur

Our aims, to be achieved through milestones:

- **To achieve a sustainable reduction in the number of people killed and seriously injured in road collisions**
- **To achieve a sustainable reduction in the number of children and young people killed or seriously injured in road collisions**

Strategic Objectives :

- To prevent road users from being killed and seriously injured (KSI) on our roads within the tri-force area
- To prevent road users living within the strategic alliance, from being killed or seriously injured when using the road network, elsewhere in the UK
- To provide intelligent enforcement activity, diversionary courses and education to prevent further offending and behaviour change
- To support, inform and influence road design and engineering, to reduce the likelihood of a collision occurring
- To provide a high visibility policing deterrent, to discourage offending within the strategic alliance
- To work with our road safety partners and agencies, to deliver our vision, and; road safety and casualty reduction common aims through a safe systems approach
- To improve working with local policing within BCH to deliver road safety initiatives and activity
- To use our resources, efficiently and effectively, prioritising threat, risk and harm in our daily activity

enablers

- Building our Roads Policing and CTC capabilities
- Enhancing our enforcement and prevention capabilities
- Working in partnership with our communities and road safety partners

Road Safety and Casualty Reduction Strategy 2017-2022, plan on a page

Education

BikeSafe, Biker Down (FRS) and other Road Safety courses aimed at road users within our counties

High quality diversionary courses.

Intervention with the public, educating and influencing behaviour

Supporting our partners education programmes.

We will be:

Further using evidence based information to focus our work

Developing consistency in our support of educational activity

Ensuring NDORS diversionary courses are appropriate in each case

Working with LPCs and advise around educational work

Engagement

Groups identified as 'at risk' through :

- Educational initiatives

- Supporting partnership working and engagement

Social media and campaigns, which add value.

Engagement through personal intervention, high visibility and partnership working

We will be:

Driving forward our communications strategy

Working with our partners to engage communities and vulnerable road user groups

Seeking to pool activity with partners

Developing the engagement from our Special Constabulary

Engineering

Interventions into new road engineering developments.

KSI site visits and recommendations for road environment and layout improvements

Supporting local authorities in developing environments for safer roads

We will be:

Expanding our capability to gather data, to better inform decisions based on verifiable evidence

Continuing to work with our partners, seeking efficiency and greater information sharing

Seeking to develop the data gathered to inform interventions

Enforcement

Pro-active enforcement of Road Traffic Legislation.

High visibility road policing deterrent

Targeted campaigns in line with NPCC Calendar

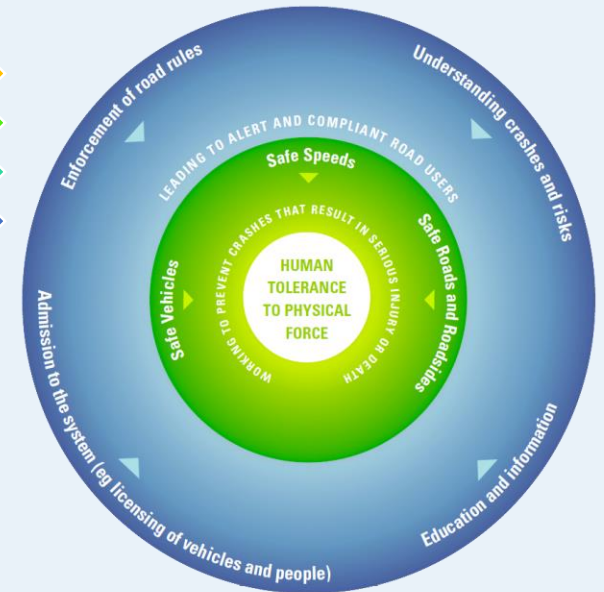Developing specialist enforcement and CTC capability and deployments

Working with other enforcement agencies

We will be:

Improving our intelligence and analytical functions

Intelligently deploying our mobile camera vans, based on threat, harm and risk

Developing our RPU Special Constabulary

Developing Operation Dragoon

Creating a team within CTC to deal with digital dashcam evidence

HUMAN TOLERANCE TO PHYSICAL FORCE

WORKING TO PREVENT CRASHES THAT RESULT IN SERIOUS INJURY OR DEATH

Safe Speeds · Safe Roads and Roadsides · Education and information · Admission to the system (eg licensing of vehicles and people) · Safe Vehicles

Enforcement of road rules · Understanding crashes and risks · LEADING TO ALERT AND COMPLIANT ROAD USERS

Image source: rsc.wa.gov.au

Delivered through a partnership and 'Safe Systems' approach

No single agency can achieve this vision or significant reduction in KSI's, working in isolation

To achieve our Vision and Strategic Objectives, facilitating our enablers, we will :

- Seek to establish tri-force Partnership Strategic Board and Tactical Group to have greater oversight, consistency and sharing of knowledge and best practice across the three force areas.
- Along with our partners, we will adopt a 'Safe Systems' approach, which requires joint working from all agencies to achieve the common aim of reducing road casualties.
- Actively seek to improve the quality of STATS19 data which is recorded, to better inform policing, our partner, adding value
- Work together with our partners to gather and analyse data and intelligently develop our combined activity, continuously improving through evaluation and sharing of learning
- Review our tasking process and operational response to National campaigns and operations, to seek the most efficient and effective delivery of our priorities and objectives within the tri-force Section 22 agreement.
- We will continue to explore funding streams, intelligent enforcement and deterrent, development and enhancement of driver training, and the work of the safety camera partnerships
- Continue to create a borderless culture for our resources, to increase resilience and facilitate efficient partnership working
- Embrace and seek new technology in developing our capability, alongside progressing a dangerous driving team within the CTC, to enhance our enforcement and response to poor driving standards
- We have created a continuous improvement board, and will continue to embed the continuous improvement culture across Road Policing and CTC
- Review our demand and resources, shift patterns and performance to increase resources during peak periods and to deploy at locations known to have increased KSI collisions.
- We will seek to attract and retain officers from the Special Constabulary within Road Policing
- Continue to develop our range of in-house training in order to meet the budgetary restraints within policing, whilst ensuring our officers have suitable skills and knowledge to complete their Road Policing functions.
- A greater engagement with community schemes such as Speedwatch and Drivesafe, managed through the OPCC's of the tri-force area
- We will work with HMCS to manage allocation of courts slots, prosecuting the most appropriate offences with maximum efficiency

Milestones

- Tri-Force Strategic Road Safety Board
- 8% year on year reduction in fatalities from 2018
- 10%, 20% and 30% increase in Fatal4 offence detection
- Dedicated casualty reduction tactical delivery within RPU
- Upskilling and independent deployment of RPU Special Constables
- Joint working with LPC's

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For Publication

Bedfordshire Fire and Rescue Authority
Service Delivery Policy and Challenge
Group
15 March 2018
Item No. 12

_____

REPORT AUTHOR(S): **HEAD OF SERVICE DELIVERY**

SUBJECT: **REVIEW OF THE EFFECTING ENTRY FOR MEDICAL**
EMERGENCIES PILOT

For further information
on this Report contact:

SOC Gary Jeffery
Head of Service Delivery
Tel No: 01234 845000

Background Papers: Effecting Entry for Medical Emergencies Pilot Results: 6 March
2017

Implications (tick ✓):

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

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

PURPOSE
To provide Members of the Service Delivery Policy and Challenge Group with an
overview of the findings from a review of the pilot for providing assistance to gain
entry to premises in case of medical emergency.

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

1. Background

1.1 Historically, where East of England Ambulance Service NHS Trust (EEAST)
have required assistance to gain entry to premises in case of suspected
medical emergency, they have contacted Bedfordshire Police (BP) for
assistance, with BP staff using their statutory powers and skills to force
access, allowing EEAST to enter and tend to the patient.

1.2   Collaboration work between EEAST, Bedfordshire Fire and Rescue Service (BFRS) and BP identified that the use of BFRS resources to assist EEAST could provide a threefold improvement to service delivery by:

1.   Reduction in attendance time in support of EEAST;
2.   Removing demand on BP resources: and
3.   More effective service with reduced level of property damage.

1.3   BFRS has statutory powers under the Fire and Rescue Services Act 2004 to gain entry, by force if necessary, without the consent of the owner or occupier. These powers can apply to medical emergencies ('…reasonably believes an emergency of another kind to have occurred').

1.4   A Memorandum of Understanding between EEAST, BP and BRFS was signed under which BFRS agreed to provide EEAST with assistance to gain entry to premises for the purposes of providing emergency medical treatment for a six-month trial period from 1 July 2016.

1.5   An eight-month progress report, 'Effecting Entry for Medical Emergencies Pilot Results', was presented to members of the Service Delivery Policy and Challenge Group on the 6 March 2017, with the undertaking that a full review would be carried out within a twelve month period of the pilot. In the event, this period was in fact 15 months and the findings from the review are contained within this report.

2. <u>Summary of key findings</u>

2.1   The trial period has found BFRS being called for Effecting Entry assistance 527 times resulting in 375 attendances and the Service were first on scene at 82 of those incidents.

2.2   Within the 375 attendances, there were 160 Risk to Life and 83 Minor Health and Safety situations reported, with BFRS crews providing or assisting the provision of medical care in 79 cases.

2.3   Incidents where older people who had collapsed or fallen were the most frequent calls (40 cases).

2.4   Both EEAST and BP have provided feedback supporting BFRS continuing with support to BP in effecting entry and assert that it is very likely that BFRS has saved lives through a faster response than BP can provide, reducing demand on BP resources and reduced levels of damage to property.

2.5   There were communication difficulties with EEAST that provided learning points which have mostly now been addressed and further dialogue is planned to examine the remaining issues. However, EEAST hold the view that due to their new Ambulance prioritisation policy, that BFRS expectations of them are greater than their ability to meet attendance targets consistently. This causes delays on scene for BFRS.

2.6   BP were first on scene at 12 incidents of 375 which is a reduction on the
       previous year where they were first on scene at 16 of a sample of 68 incidents
       they have records of attending. When considering these figures it
       demonstrates how the aim for saving on BP resources has been met through
       this trial. However, whereas BFRS has replaced the BP as incident attenders
       in the majority of calls, BFRS has not assumed the same full range of
       responsibilities of BP. This means BFRS has the potential to leave an incident
       before a full range of issues are noted or any further action, outside of the fire
       and rescue remit, are carried out.

2.7   It is pleasing to recognise the low frequency of damage to property levels, i.e.
       boarding up was required on only 38 occasions within 15 months. However,
       there are some residual concerns with regard to BFRS resources being
       detained at premises which are waiting to be made secure. These occasions
       are relatively small in number, of 11 incidents where there was an impact
       upon the Pre-determined Attendance (PDA), only three of these required a
       contractor to attend. It was only one of these three incidents which has been
       recorded as a significant impact on PDA, where the crew were delayed by 1hr
       25 mins awaiting the boarding up contractor to arrive.

3. Review Recommendations

3.1   The review has concluded with a number of recommendations for the BFRS
       to consider in support of strengthening and improving these working
       arrangements. It has been recognised that the relative cost to BFRS in
       providing this support is greatly outweighed by the contribution made to the
       safety of the general public and the benefits to our partner organisations.

3.2   A meeting between BFRS and EEAST Control Managers will be arranged to
       ensure there is a clear understanding of mutual needs and the MoU protocols
       and to ensure that Control staff are fully briefed and provided with a copy of
       the MoU.

3.3   The creation of Effecting Entry data will support routine reporting purposes
       and enable ongoing monitoring of the issues highlighted throughout the
       review process. BFRS will addresses requirements for data quality
       management, including the production of a glossary of terms and ensure that
       a regular system audit is undertaken.

3.4   BFRS, EEAST and BP will review their Safeguarding and incident closure
       processes, where there is joint attendance, to ensure there is clarity and risk
       management in place.

3.5   BFRS will hold refresher training for all operational staff focused on incident
       closure processes and management of issues. This will be further supported
       through the creation of a "checklist" on the Mobile Data Terminals (MDT)
       which will aid Incident Commanders when closing incidents.

3.6   BFRS will address the contractual arrangements for boarding up procedures.

3.7   BFRS will consider additional training provision for firefighters to address the issue of first at scene situations and facing potential confrontational, violent or emotionally disturbed residents. e.g. Police negotiator training foundation.

3.8   Further consideration will also be given to the possibility of the scheme being expanded to enable front line Police staff to call for assistance in effecting entry where appropriate and possible to do so, taking into account any legal, risk, cultural, operational and financial considerations.

4.   Recommendation

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

SOC GARY JEFFERY
HEAD OF SERVICE DELIVERY

For Publication	**Bedfordshire Fire and Rescue Authority Service Delivery Policy and Challenge Group** **15 March 2018** **Item No. 13**

REPORT AUTHOR:	**HEAD OF SERVICE DELIVERY**
SUBJECT:	**CUSTOMER SATISFACTION REPORT QUARTER 3: (01 OCTOBER – 31 DECEMBER 2017)**

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

Background Papers:	None

Implications (tick ✓):

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

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

PURPOSE

To report the levels of Customer Satisfaction during Quarter 3 (Q3) 2017/18 (01 October – 31 December 2017).

RECOMMENDATION

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

1. **Executive Summary**

1.1.   Customer satisfaction is measured through surveys (undertaken after an incident, following a Safe and Well visit (S&WV) or Fire Safety Audit), letters of compliments, and complaints.

1.2.   Surveys undertaken in Q3 2017/18 indicate that 100% of respondents across all survey areas were either very or fairly satisfied with the overall service provided. The rate of responses for surveys issued in Q3 is shown on the following page, with comparisons against the same period in 2016/17.

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1.3. Figures in the report have been rounded to whole numbers.

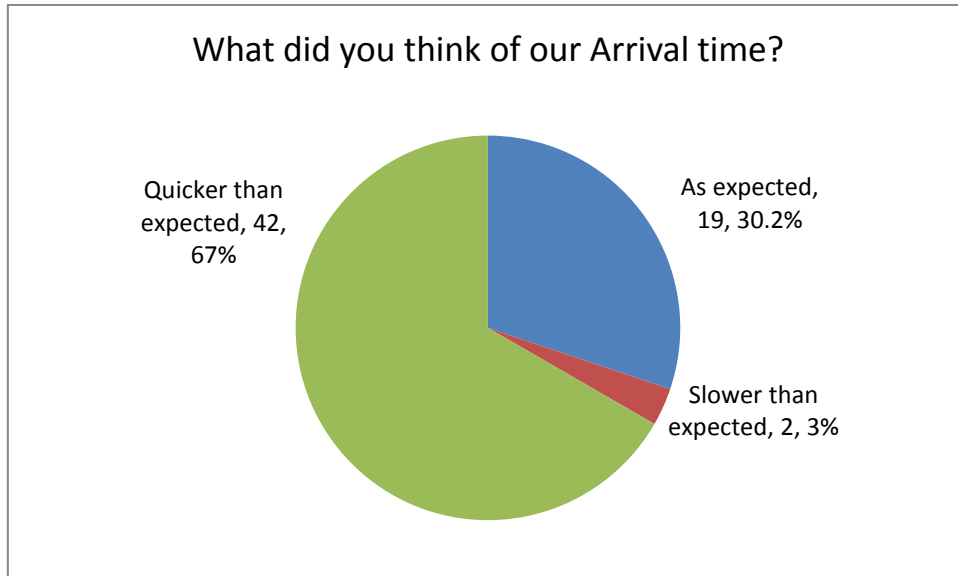| Area surveyed	Total number of surveys returned	Total number of surveys sent	Return rate	Comparison to Q3 2016/17 (return rate)
After the Incident (Domestic)	64	110	58%	47%
After the Incident (Non Domestic)	8	17	47%	57%
Safe and Well visit	132	289	46%	59%
Fire Safety Audit	110	176	62.5%	47%
Totals / Average Return rate	314	592	53%	53%

2. After the Incident (Domestic)

2.1. Type of Incident
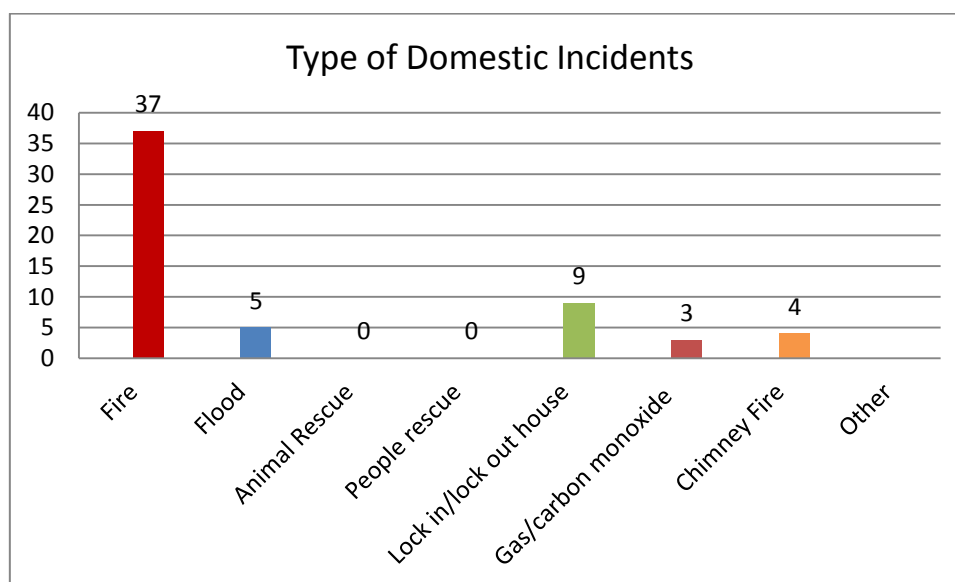
2.2. 110 surveys were sent out and 64 replies have been received, a response rate of 58%. The main incidents in which respondents were involved were fires and lock ins or lock outs.

2.3. **Overall satisfaction** - Everyone that replied to this question said they were very or fairly satisfied with the service they received and no one was dissatisfied with the service.

2.4. Arrival times

What did you think of our Arrival time?

Quicker than expected, 42, 67%

As expected, 19, 30.2%

Slower than expected, 2, 3%

2.5. Of the 63 respondents who replied to this question only two thought the Service arrived slower than expected. 38 respondents had called the Service themselves and they were all positive about the assistance they received.

2.6. Advice given:

Where you given advice at the scene?

No, 5, 8%

Can't remember, 4, 6%

Yes, 54, 86%
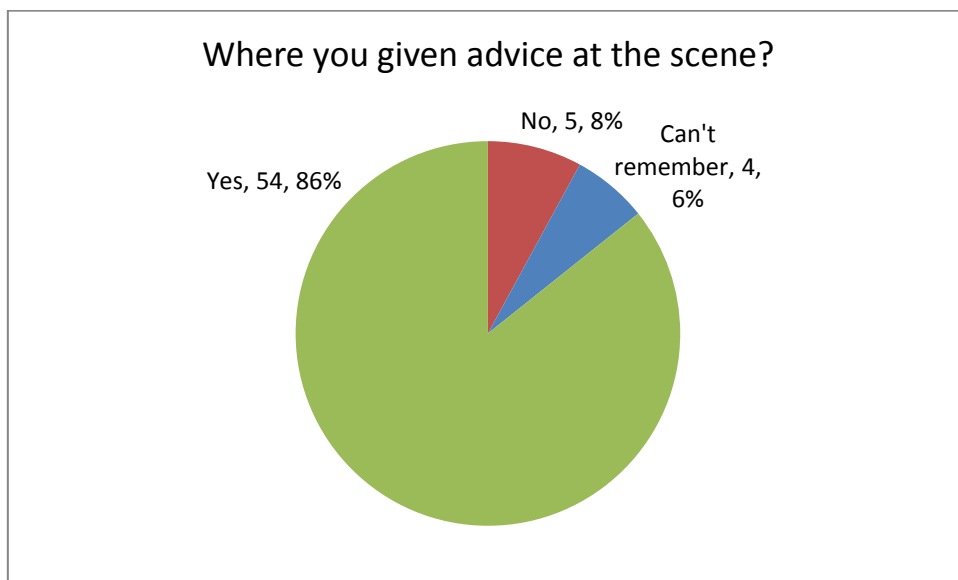
2.7. 63 respondents replied to this question on the survey. The majority of those involved in incidents were given advice at the scene.

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3. After the Incident (Non Domestic)

3.1. Type of Incident

Type of Non-Domestic Incidents

Incident Type	Count
Arson	0
Automatic Fire Alarm (false alarm)	1
Automatic Fire Alarm (real)	1
Chemical incident	0
Chimney fire	1
External fire	1
External smoke only	0
Flooding	0
Gas incident	0
Internal building fire	2
Internal building smoke only	1
Rescue of animals	0
Rescue of persons	0
Other	1
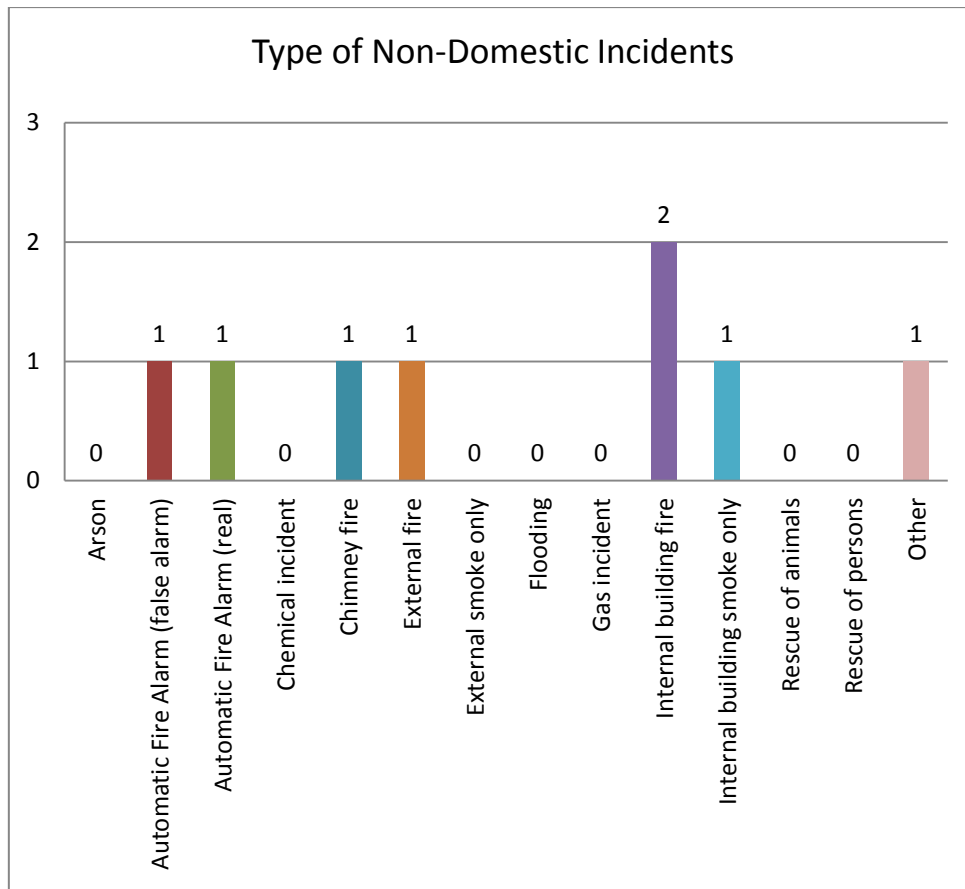
3.2. There were only 17 incidents involving commercial properties during Q3 , and 8 survey responses have been received (a response rate of 47%).

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

3.4.   Arrival Times

What did you think of our arrival time?

- As expected, 3, 37%
- Slower than expected, 1, 13%
- Quicker than expected, 4, 50%
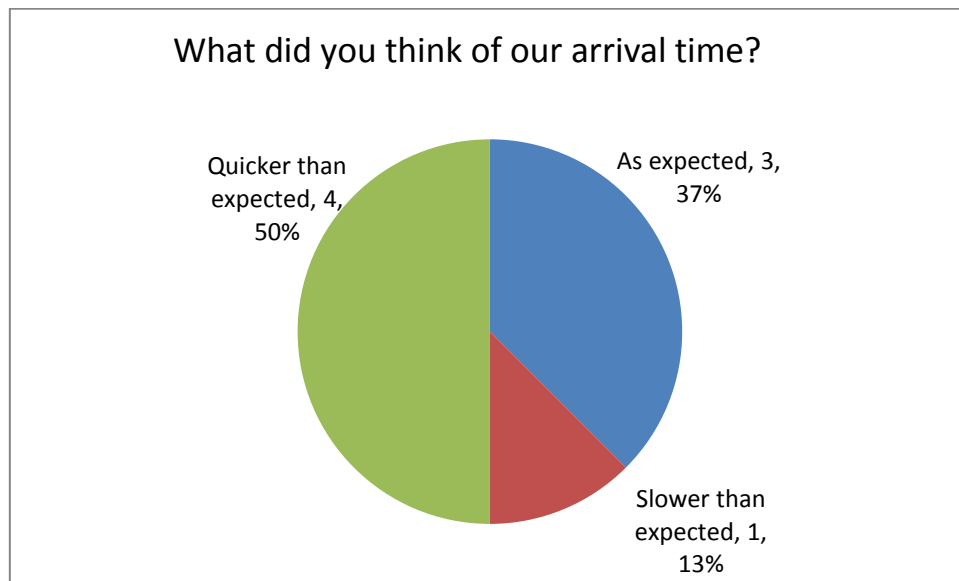
3.5.   All respondents answered this question and in the majority of cases the Service arrived quicker than expected or as expected while for one we arrived as slower than expected.

4. Safe and Well Visits (S&WV)

4.1.   The majority of Safe and Well questionnaires are now completed at the end of the visit so that people are not inconvenienced by receiving a questionnaire in the post some weeks after the actual visit. This new process has increased the "return rate" as most are now completed at the end of the visit. However not everyone visited wished to complete a survey which has resulted in a response rate below 100%.
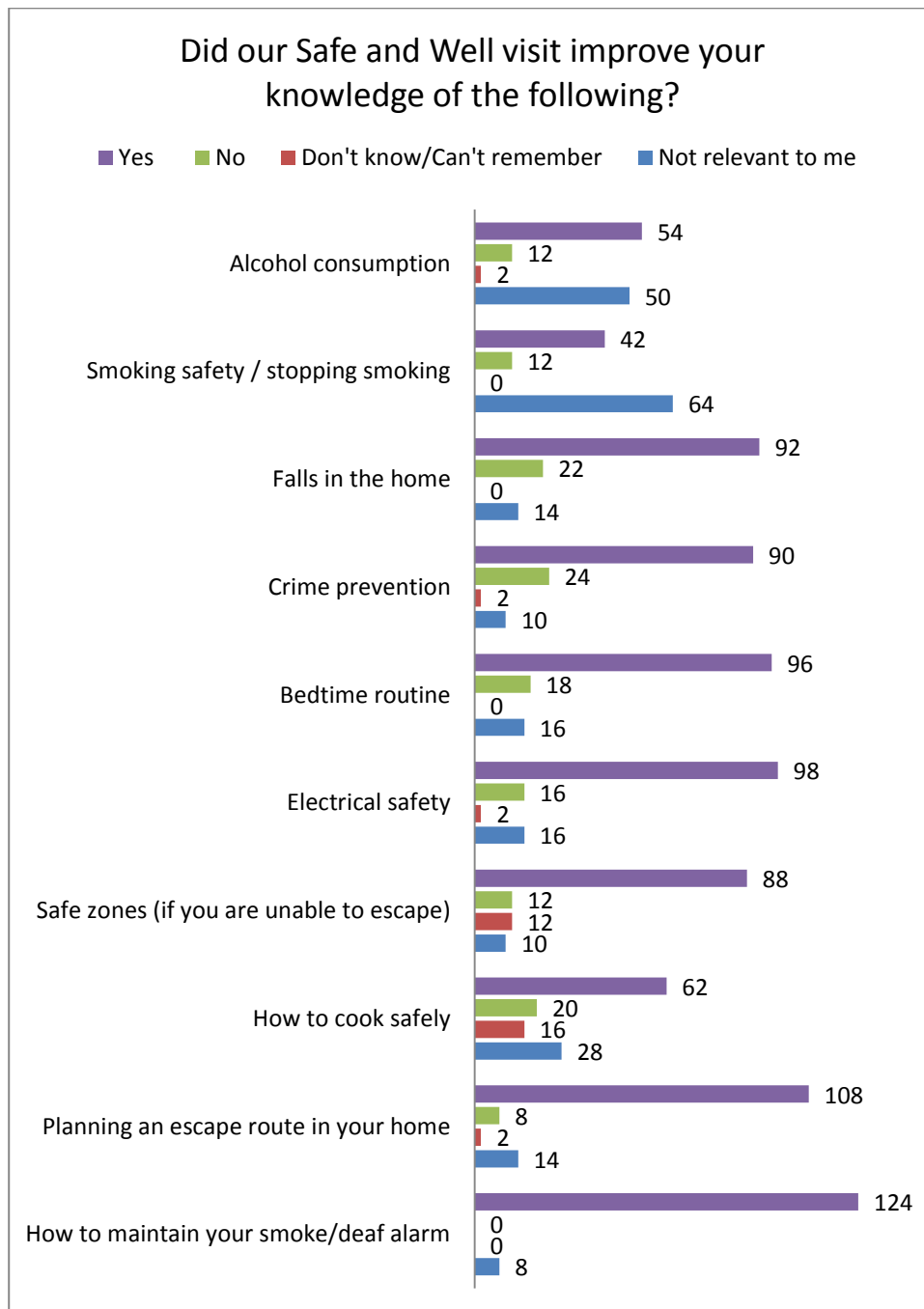
4.2.   289 S&WV took place during Q3 and 132 questionnaires were completed and returned which gives a response rate of 46%. This is a drop from previous quarters and the reasons for this will be investigated.

4.3.   **Overall Satisfaction** - All respondents, 100%, replied to this question on the survey and all were very satisfied with their S&WV.

4.4.   There were many positive comments from those we visited about the service people received. The most common comment was that the staff visiting them, whether Community Safety staff or Firefighters were polite, friendly, helpful and professional.

4.5.   **Providing information** - Part of the benefit from providing S&WV is the opportunity to give vulnerable people more information about a range of safety issues, and general wellbeing within their home environment, such as how to avoid slips and trips and talking to them about smoking cessation and their use of alcohol.

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4.6.   The table below shows how much those visited thought the advice given had improved their knowledge of these safety issues.

Did our Safe and Well visit improve your knowledge of the following?

Legend: ■ Yes   ■ No   ■ Don't know/Can't remember   ■ Not relevant to me

Alcohol consumption
- Yes: 54
- No: 12
- Don't know/Can't remember: 2
- Not relevant to me: 50

Smoking safety / stopping smoking
- Yes: 42
- No: 12
- Don't know/Can't remember: 0
- Not relevant to me: 64

Falls in the home
- Yes: 92
- No: 22
- Don't know/Can't remember: 0
- Not relevant to me: 14

Crime prevention
- Yes: 90
- No: 24
- Don't know/Can't remember: 2
- Not relevant to me: 10

Bedtime routine
- Yes: 96
- No: 18
- Don't know/Can't remember: 0
- Not relevant to me: 16

Electrical safety
- Yes: 98
- No: 16
- Don't know/Can't remember: 2
- Not relevant to me: 16

Safe zones (if you are unable to escape)
- Yes: 88
- No: 12
- Don't know/Can't remember: 12
- Not relevant to me: 10

How to cook safely
- Yes: 62
- No: 20
- Don't know/Can't remember: 16
- Not relevant to me: 28

Planning an escape route in your home
- Yes: 108
- No: 8
- Don't know/Can't remember: 2
- Not relevant to me: 14

How to maintain your smoke/deaf alarm
- Yes: 124
- No: 0
- Don't know/Can't remember: 0
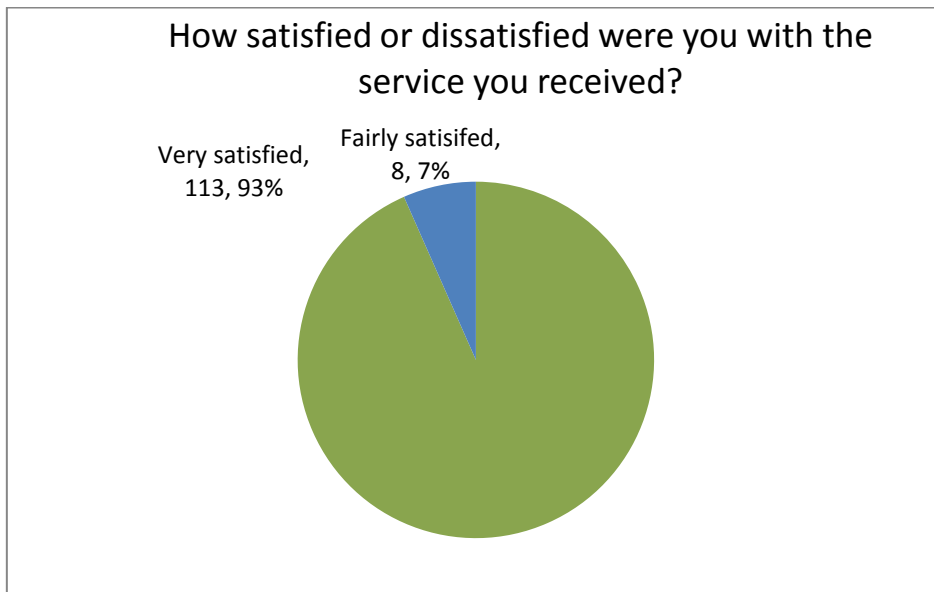- Not relevant to me: 8

4.7   **Health Issues** - People who are receiving S&WV are considered vulnerable due to their age and other factors. Not all have serious health issues but the table below shows some of the common ailments affecting those visited.
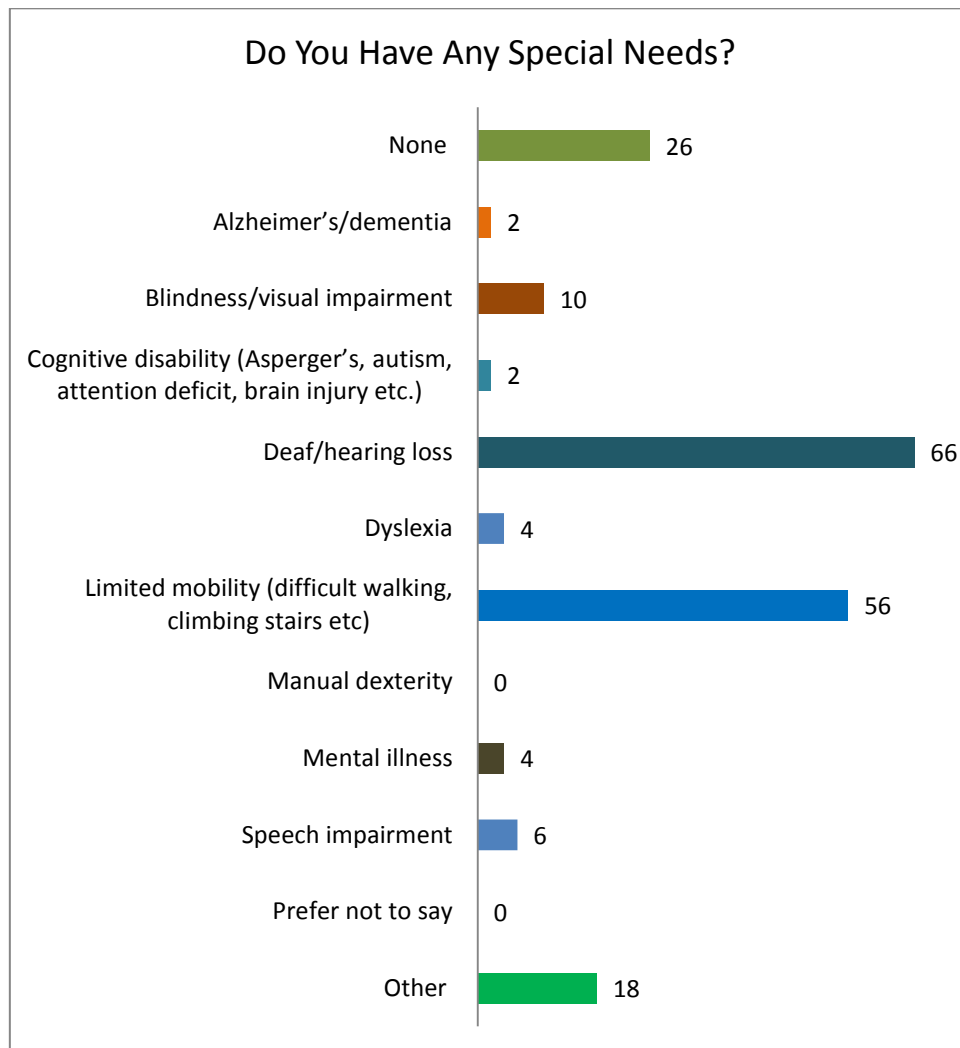
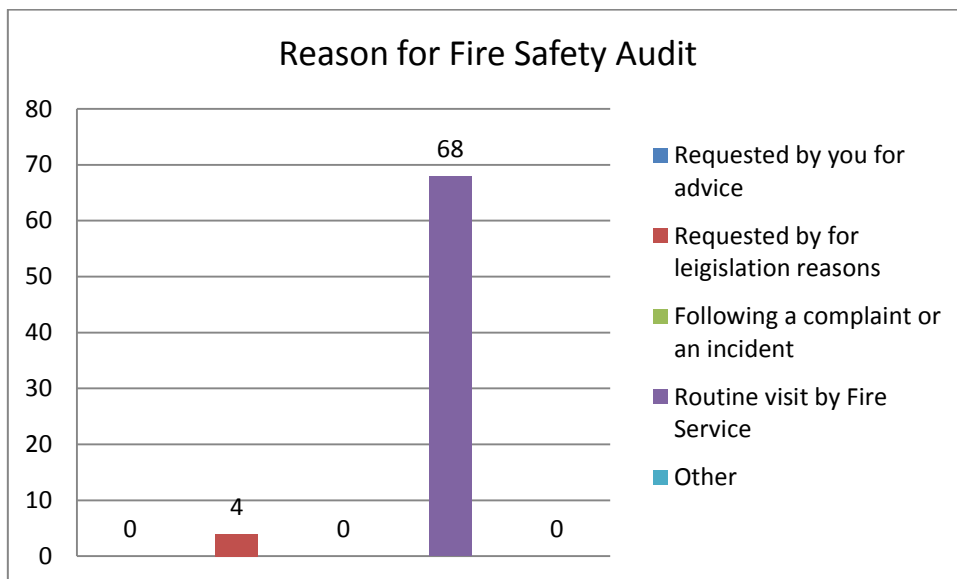## 5. Fire Safety Audit surveys (FSA)

5.1.   Of the 176 surveys sent out, 110 were returned, a response rate of 62%. These respondents did not answer every question.

5.2.   Overall Satisfaction

How satisfied or dissatisfied were you with the service you received?

Very satisfied, 113, 93%

Fairly satisfied, 8, 7%

5.3.   Of the 121 who gave an answer all were very or fairly satisfied with the Fire Safety Audit (FSA) they received.

5.4.   Reason for Audit

Reason for Fire Safety Audit

- Requested by you for advice
- Requested by for leigislation reasons
- Following a complaint or an incident
- Routine visit by Fire Service
- Other

0   4   0   68   0
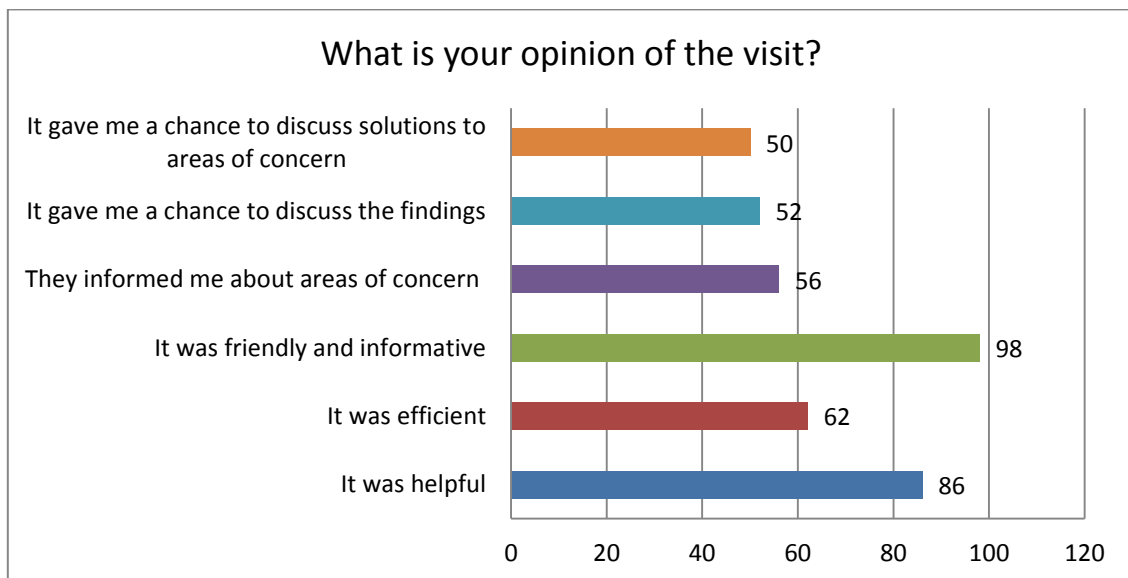
5.5.   Of those respondents replied to this question on the survey almost all FSAs were carried out as part of the routine inspection programme.

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5.6   Was the appointment time kept?

Was the initial appointment time and date kept
by the Fire Safety Officer?

No
10%

Yes
90%
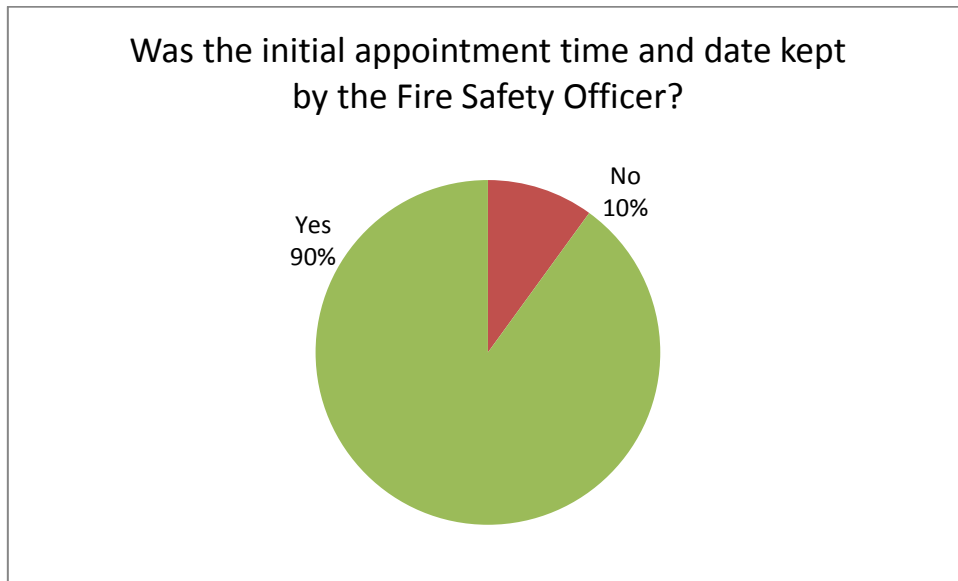
5.7   100 respondents replied to this question on the survey and in 9 out of 10
       instances the time and date of the appointment was kept. In some cases
       recipient of the visit had to change the time and in others it was re-arranged.
       There were no negative comments about this.

5.8   FSA Outcomes

What is your opinion of the visit?

Category	Value
It gave me a chance to discuss solutions to areas of concern	50
It gave me a chance to discuss the findings	52
They informed me about areas of concern	56
It was friendly and informative	98
It was efficient	62
It was helpful	86

5.9   In general those receiving FSAs found them to be helpful, friendly and informative as well as giving them an opportunity to discuss areas of concern and their findings. 40% of those receiving a FSA were required to take action (44 of the 110 who replied to this question) with 90 receiving a written report, with all but one very or fairly satisfied with it. The dissatisfied person had received some useful information during the visit but not all of this had been reflected in the written report.

6   Matters arising from Surveys

6.1   The new S&WV survey has increased the "return rate" as they are completed on at the end of the visit with the occupier. The responses for each question are, in general, in keeping with the postal surveys undertaken before and are as favourable, if not better, than previous surveys.

6.2   The number of incidents we attend has continued to drop and this is reflected in the number of responses, particularly non-domestic incidents, which continues to be low.

6.3   In general overall satisfaction with the Service remains extremely good.

7   Compliments

7.1   The Service is pleased to have received a number of compliments from members of the public. These are received by letter and email. In Q3 the Service received 11 compliments – one in October, seven in November and four in December.

8   Complaints

8.1   In Q3 of 2017/18 the Service received three complaints, one in each month. All were upheld and satisfied at Stage 1.

SOC GARY JEFFERY
HEAD OF SERVICE DELIVERY

For Publication   **Bedfordshire Fire and Rescue Authority**
                                       Service Delivery Policy and Challenge
                                       Group
                                       15 March 2018
                                       Item No. 15

REPORT AUTHOR: **ASSISTANT CHIEF FIRE OFFICER**

SUBJECT: **HAZARD ALLEY, MILTON KEYNES**

For further information   Steven Allen
on this Report contact: Homes Roads & Leisure Safety Manager
                             Tel No: 01234 845000 extn 5202

Background Papers:

Audit & Standards Committee Meeting Minutes 6.12.18 (Pages 4-5 Ref 17-18/AS/036)

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:

The purpose of this paper is to provide Fire Authority Members with an overview of Hazard Alley (HA) Safety Centre Delivery and an outline comparison of BFRS core delivery and the Service position on advocacy, promotion and use of the HA facility.

RECOMMENDATION:

Members receive this report to fulfil the information request and clarify BFRS position on supporting the use of Hazard Alley in Milton Keynes.

---

1. Background

1.1. Hazard Alley (HA) is a bespoke Safety Centre located in Milton Keynes. HA was set up in 1994 by a collaboration including Thames Valley Police,

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Buckinghamshire Fire & Rescue Service, the Local Authority and other key partners.

1.2. Hazard Alley can accommodate 72 children per session and can run up to 3 sessions per day (AM, PM and Evening), for children in school years 2 – 6. It is an excellent resource imparting knowledge and guidance on a variety of safety topics to visitors.

1.3. Hazard Alley offers the following learning opportunities to visitors:

- Fire Safety
- Home Safety
- Internet Safety
- Building Site Safety
- Road Safety
- Car Safety
- Personal Safety
- Water Safety
- Recovery Position (singular component of first aid)
- Safe places to cross
- Safety around Railways
- Bullying & Crime
- Vandalism
- Safety Around Farms

1.4. Children attend the venue and take part in all the educational safety activities rotating between topic bases during morning or afternoon sessions.

1.5. The facility is run as a charitable trust and children attend at cost. The current cost is approximately £8.95 per child, plus the associated transport costs to attend sessions.

1.6. Hazard Alley costs £350,000 per annum to run. 10% of this is covered by Partner contributions. The remaining 90% has to be raised through income, admissions, grants, sponsorship and donations.

1.7. Bedfordshire schools do already send children to benefit from the facility and this is supported through funding by corporate sponsors or other sources like Crimebeat. Alternatively, visits are directly financed by schools and/or parents as a school trip. (See Appendix A)

2. **Summary: Bedfordshire Fire and Rescue Service (BFRS) Engagement with Bedfordshire School Children**

2.1. BFRS Prevention Team delivers a number of safety education interventions delivered to school children in the County. The majority of these interventions take place directly in school and are free at point of delivery. Examples are:

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2.2. **Safety Squad**

Safety Squad is offered to all Luton schools for Year 5 and 6 children. The initiative has been operating for about 30 years in various guises and involves input from a number of different agencies who deliver a range of safety messages to children. Over the years, the method of delivery has evolved and currently relies on agencies each delivering a 30 minute assembly with each school identifying the 4 topics of most interest to them. Four agencies deliver the selected topics for each Safety Squad over 2 x 1 hour assemblies.

2.2.1   Current Safety Squad topics offered to schools are:-

- Personal Safety
- Hate Crime
- Internet Safety
- Knife Crime
- Gangs
- Bullying
- Fire Safety
- Road Safety
- Water Safety
- Drugs
- Alcohol

2.2.2   Fire and Water safety sessions are delivered and the content of each session covers:-

2.2.3   Fire Safety
- Importance of working smoke alarms/positioning/testing
- Making escape plans and what to do if trapped by fire
- Explain differences between accidental and deliberate fires and arson
- Hoax calls
- Get out, Stay out messages

2.2.4   Water Safety
- Importance of staying with an adult near water
- Dangers of open water spaces
- Safe places to swim
- What to do if someone gets in difficulty
- Throwing line demonstration

2.3. **Year 5 Alive**

2.3.1 This intervention is offered to all Bedfordshire schools with Year 5 children and is delivered as a one hour assembly covering fire, water and road safety. The topics covered are:-

- Importance of staying with an adult near water
- Dangers of open water spaces
- Safe places to swim
- What to do if someone gets in difficulty
- Throw line demonstration
- What is road safety?
- Staying safe as a pedestrian
- Cycle safety
- In-car safety using Zoo Trip film
- Drivers who show off and the consequences
- Drivers who speed and the consequences
- Drivers who use mobile phones and the consequences
- Importance of seatbelts/the law/child seats
- Distractions for drivers when children behave inappropriately
- Importance of working smoke alarms/positioning/testing
- What to do if the smoke alarm sounds in school
- Escape planning as a family exercise
- Why fire is important
- Difference between accidental and deliberate fires and arson
- Get out, Stay out messages

2.4. **Sixth Form and College Interventions**

2.4.2 The following interventions are delivered to young people in colleges often jointly with Casualty Reduction Partners

- Why young/new drivers are at high risk of being involved in a collision
- Importance of seatbelts – safety and the law
- Drink and drug driving and the consequences
- Speed
- Mobile phones and other distractions

2.4.3 Delivery uses a reaction machine, driving simulator, Central Bedfordshire Council safety car, beer and drug goggles to emphasise learning.

2.5. **BFRS Safety Centre**

2.5.1 The Safety Centre is located at Luton on the Fire Station site.

2.5.2 The Centre provides an adaptable simulated environment to teach attending groups of school and other children safety education, which includes many of the topics mirroring those listed above.

2.5.3 The Safety Centre caters for school groups, youth organisations and includes support for SEN groups.

2.5.4 The Safety Centre also hosts the Luton Cadet Unit. Cadet delivery includes many of the same safety topics listed.

2.5.5 Luton Safety Centre Manager maintains links and contact with colleagues in Hazard Alley.

2.6. **Operational Crews**

2.6.1 Operational Crews deliver the Year 2 programme to all school children in Bedfordshire Schools.

2.6.2 This intervention includes many of the home safety topics already listed above plus personal fire safety e.g. stop, drop and roll.

3. **Variances in delivery: BFRS – Hazard Alley**

3.1. The following Hazard Alley topics are not delivered by BFRS**:**

- Building Site Safety
- Car Safety
- Vandalism
- Farm Safety

3.2. It is likely these topics will be covered by other agencies directly within Bedfordshire schools.

4. **Summary**

4.1. Hazard Alley is an excellent safety centre facility offering quality safety education for children who attend. It is logical and appropriate for BFRS to support and promote the centre.

4.2. BFRS offer the majority of the same safety topics directly to school children in Bedfordshire. There is no cost to schools at point of delivery for the programme of education.

4.3. Hazard Alley is acknowledged as an excellent supplement to the delivery provided by BFRS.

4.4. Were BFRS to directly fund attendance at Hazard Alley, to supplement core delivery, it would be required to do so at cost. This would require a considerable investment in additional funding by the Authority.

5. BFRS Proposals to further support Hazard Alley

5.1. Where BFRS delivers its existing programme of interventions outlined in this report practitioners will be encouraged to actively promote and advocate visits to Hazard Alley to supplement and maximise the safety and education of Bedfordshire school children.

5.2. Coinciding with the publishing of this paper Prevention Team Members will receive a presentation and instruction to promote the benefits of using Hazard Alley at the next available monthly Prevention Management and Prevention Team Meetings.

5.3. Luton Safety Centre Manager will maintain existing professional contacts with Hazard Alley for mutual assistance and will collaborate to support the use of the facility through advocacy and promotion to groups using the Luton Safety Centre.

5.4. BFRS will promote Hazard Alley wherever possible and appropriate using social media and through establishing direct links on the new website, currently in design and development and due to go live in spring 2018. The link will be hosted on the Prevention area of the website. This will be facilitated by the Prevention representative on the Website Working Group.

5.5. BFRS will actively consider and make use of all appropriate opportunities to support the promotion and use of Hazard Alley when attending partnership meetings within Bedfordshire and the immediate region.

6. Recommendation

6.1. Members receive this report to fulfil the information request and clarify BFRS position on supporting the use of Hazard Alley in Milton Keynes.

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Statistics on attendance and use of Hazard Alley by Bedfordshire Schools

Number of Bedfordshire school children visiting Hazard Alley

Dates	Number of children*
October 2015 to September 2016	4104
October 2016 to September 2017	2640
October 2017 to date (December 2017)	1078

*Combined total of the three Local Authorities

Breakdown of Bedfordshire visits by LAA in Financial Year October 2016 to September 2017

Authority	Total number of schools / organisations in area	Number of schools / groups using service	
Bedford Borough	65	9	Including 1 SEN school
Central Bedfordshire	117	24	
Luton Borough	51	3	
Independent	N/A	1	
Non-school visitors	N/A	10	

Numbers of Bedfordshire School Children visiting Hazard Alley by Authority Area (Oct 16 –Sept 17)

Bedford Borough; 538

Central Bedfordshire; 1448

Luton Borough; 121

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| For Publication | Bedfordshire Fire and Rescue Authority Service Delivery Policy and Challenge Group 15 March 2018 Item No. 17 |

REPORT AUTHOR: **HEAD OF ORGANISATIONAL ASSURANCE**

SUBJECT: **CORPORATE RISK REGISTER**

| For further information on this Report contact: | Area Commander Darren Cook Head of Organisational Assurance Tel No: 01234 845061 |

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.

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1.   Introduction

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

1.2   An extract of the Corporate Risk Register showing the risks appropriate to the Service Delivery Policy and Challenge Group together with explanatory notes regarding the risk ratings applied is appended to this report.

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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:

- **CRR00002: If we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliances:** The RDS project is investigating a number of areas such as contracts and leave to fully implement a more efficient and effective recruitment and retention process for the RDS. This will improve the services overall availability of the RDS appliances with a flexible approach to crewing arrangements. The Inherent risk remains at 9 with the Residual risk score of 6.

- **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:** National Operational Guidance Programme have now issued training specifications in a number of areas (9 in total), one of which is BA. The Service is waiting for specific gap analysis toolkits to be developed to enable an analysis to be completed. The Inherent risk remains at 8 with the Residual risk score of 4.

- **CRR00044: 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:** BFRS have been in contact with Essex FRS to understand to requirements for integration of Gartan with 4i. Detailed information has been requested on the Application Process Interface (API's) to enable both systems to be developed to undertake the task of automatic updates on crewing availability. The Inherent risk remains at 8 with the Residual risk score of 4.

AREA COMMANDER DARREN COOK
HEAD OF ORGANISATIONAL ASSURANCE

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

Risk Rating

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

Risk Strategy

Risk Strategy	Description
Treat	Implement and monitor the effectiveness of new controls to reduce the risk rating. This may involve significant resource to achieve (IT infrastructure for data replication/storage, cross-training of specialist staff, providing standby-premises etc) or may comprise a number of low cost, or cost neutral, mitigating measures which cumulatively reduce the risk rating (a validated Business Continuity plan, documented and regularly rehearsed building evacuation procedures etc).
Tolerate	A risk may be acceptable without any further action being taken depending on the risk appetite of the organisation. Also, while there may clearly be additional new controls which could be implemented to 'treat' a risk, if the cost of treating the risk is greater than the anticipated impact and loss should the risk occur, then it may be decided to tolerate the risk maintaining existing risk controls only.
Transfer	It may be possible to transfer the risk to a third party (conventional insurance or service provision (outsourcing)), however it is not possible to transfer the responsibility for the risk which remains with 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 March 2018
Item No. 18**

REPORT AUTHOR: **ASSISTANT CHIEF FIRE OFFICER**

SUBJECT: **REVIEW OF WORK PROGRAMME 2017/18**

For further information
on this report contact:

Karen Daniels
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Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To review and report on the work programme for 2017/18 and to provide Members with an opportunity to request additional reports for the Service Delivery Policy and Challenge Group meetings for 2018/19.

RECOMMENDATION:

That Members review the work programme for 2017/18 and note the 'cyclical' Agenda Items for each meeting in 2018/19.

**IAN EVANS
ASSISTANT CHIEF FIRE OFFICER**

Item 18.1

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	• Appointment of Vice Chair • Review Terms of Reference • SD Performance Monitoring Report (Annual Review) and Programmes to date • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Customer Satisfaction Report • Operational Decisions Made • Corporate Risk Register • Work Programme 2017/18	Verbal Update		

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 September 2017	• SD Performance Monitoring Report Q1 and Programmes to date		Breakdown of deliberate fires attended by the Service	Added by SDPCG 15 June 2017
	• Audit and Governance Action Plan Monitoring Report		Number of searches for vulnerable people and forced entries included in performance report as information items	Added by SDPCG 15 June 2017
	• New Internal Audits Completed to date			
	• Corporate Risk Register			
	• Customer Satisfaction report		Update on re-inspection of high rise residential tower blocks in Bedfordshire	Added by SDPCG 15 June 2017
	• Operational Decisions Made	Verbal Update		
	• ~~Annual Review of Partnerships~~	Deferred to March 2018 mtg by HSD	Visit to Specialist Rescue Unit	Added by SDPCG 15 June 2017
	• Work Programme 2017/18			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
30 November 2017	• 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	Verbal update	Update on the establishment of the Strategic Road Safety partnership ~~Demonstration of forced entry equipment~~	Added by SDPCG 14 Sept 2017 ~~Added by SDPCG 14 Sept 2017~~ Moved to March 2018

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 March 2018	• 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) • Annual Review of Partnerships • Operational Decisions Made • Review of the Work Programme 2017/18	Moved from Sept 2017 mtg Verbal Update	Evaluation of Effecting Entry Pilot Demonstration of forced entry equipment Strategic Road Safety Partnership update Community Risk Management Plan update Mobilising System update Members of the SDPCG to bring their mobile device/s to this meeting to register and sync them to Modern.gov software. (After the meeting)	Added by SDPCG 14 Sept 2017 Moved from Nov 2017 Added by SDPCG 30 Nov 2017 Added by SDPCG 30 Nov 2017 Added by SDPCG 30 Nov 2017 Requested by Mod.gov project team

Item 18.5

SERVICE DELIVERY POLICY AND CHALLENGE GROUP (SDPCG) PROGRAMME OF WORK 2018/19

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
26 June 2018	• Appointment of Vice Chair • Review Terms of Reference • SD Performance Monitoring Report (Annual Review) and Programmes to date • Audit and Governance Action Plan Monitoring Report • New Internal Audits Completed to date • Customer Satisfaction Report • Operational Decisions Made • Corporate Risk Register • Work Programme 2018/19	Verbal Update		

Item 18.6

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
19 September 2018	• 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 • Annual Review of Partnerships • Operational Decisions Made • Work Programme 2018/19	Verbal Update		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
29 November 2018	• 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 2018/19 • Review of the Fire Authority's Effectiveness	Verbal update		

Meeting Date	'Cyclical' Agenda Items		Additional / Commissioned Agenda Items	
	Item	Notes	Item	Notes
7 March 2019	• 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 2018/19	Verbal Update		

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