



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

Bedford Borough Councillors: C Atkins, M Headley and J Mingay

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

Luton Borough Councillors: D Franks, T Khan, R Saleem and Y Waheed

A meeting of **Fire and Rescue Authority** will be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Thursday, 18 October 2018** starting at **10.00 am**.

John Atkinson
Secretary/Monitoring Officer

AGENDA

| Item | Subject | Lead | Purpose of Discussion |
|------|-----------|----------------------------------|-----------------------|
| 1. | Apologies | Secretary/ Monitoring Officer | |

| Item | Subject | Lead | Purpose of Discussion |
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| 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 (see note below). |
| 3. | Communications | Chair | |
| 4. | Minutes | Chair | To confirm the Minutes of the meeting held on 19 July 2018 (Pages 5 - 16) |
| 5. | Public Participation | Chair | To receive any questions put to the Authority under the Public Participation Scheme |
| 6. | Corporate Services Policy and Challenge Group of 13 September 2018 | Cllr Chapman | To consider a report (Pages 17 - 64) |
| 7. | Service Delivery Policy and Challenge Group of 19 September 2018 | Cllr Mingay | To consider a report (Pages 65 - 74) |
| 8. | Human Resources Policy and Challenge Group of 20 September 2018 | Cllr Waheed | To consider a report (Pages 75 - 84) |
| 9. | Audit and Standards Committee of 25 September 2018 | Cllr Headley | To consider a report (Pages 85 - 92) |
| 10. | NJC Pay Awards | CFO | To consider a report (Pages 93 - 96) |
| 11. | HMICFRS Inspection Update | HSDA | To consider a report (Pages 97 - 102) |
| 12. | Collaboration Working Group | DCFO | To consider a report (Pages 103 - 108) |
| 13. | Metropolitan Fire Chiefs Conference | CFO | To consider a report (Pages 109 - 112) |
| 14. | Information Bulletin | CFO | To consider a report (Pages 113 - 118) |

| Item | Subject | Lead | Purpose of Discussion |
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Local Government Act 1972: Schedule 12A (as amended) - Exclusion on the Public **Chair**

To consider whether to pass a resolution under Section 100(A) of the Local Government Act 1972 to exclude the public from the remainder of the meeting on the grounds that consideration of the following items of business is likely to involve the disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act as amended.

| Item | Subject | Lead | Purpose of Discussion |
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| 15. | Joint Feasibility Study Update (Paragraph 3 of Part 1 of Schedule 12A) | DCFO | To receive a Presentation |
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| 16. | Pension Investigation (Paragraph 1 of Part 1 of Schedule 12A) | Secretary/ Monitoring Officer | Report to follow |
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Next Meeting

10.00 am on 13 December 2018 at Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA

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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**MINUTES OF FIRE AND RESCUE AUTHORITY
MEETING HELD ON 19 JULY 2018**

Present: Councillors C Atkins, F Chapman, J Chatterley, P Downing (Chair), P Duckett, M Headley, D Franks, D McVicar, J Mingay, T Khan, R Saleem and Y Waheed

Kathryn Holloway, the Police and Crime Commissioner for Bedfordshire

18-19/FRA/14 Apologies

An apology for lateness was received from Councillor Saleem.

The Deputy Chief Fire Officer and the Head of Finance and Treasurer were unable to attend the meeting.

18-19/FRA/15 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

18-19/FRA/16 Communications

Spirit of Fire Awards

The Chief Fire Officer reported that the Service had been nominated in two categories for the Spirit of Fire Awards: Supporter of the Year – Dependant (Cameron Moore) and Team of the Year (Leighton Buzzard Fire Cadets). The nominees had attended the awards ceremony in London and had met the Home Secretary.

River Festival

The Chief Fire Officer advised that there had been no major incidents at the River Festival. The Service's Positive Action Team had been in attendance handing out leaflets to interested individuals.

Review of Governance

The terms of reference for the review of governance had been received from the internal auditors and agreed internally. The audit report, when completed, would be submitted to the Corporate Services Policy and Challenge Group.

Incident at Fire Service College

The Chief Fire Officer reported that one of the instructors overseeing the recruits at the Fire Service College had been hospitalised with heat stroke following his collapse during a Breathing Apparatus exercise. He had been discharged on 16 July after a week in hospital and had travelled back to Bedfordshire on 17 July 2018. The Authority was advised that support had been provided to the recruits following the incident.

A letter would be signed by the Chair on behalf of the Authority wishing the individual a speedy recovery.

The Chair commented that a number of Members had not been present on the visit to the Fire Service College, which was unfortunate as both the Service and the College had gone to great lengths to organise the visit and it had been very informative. It was suggested that a similar visit should be arranged in two years' time to allow other Members the chance to visit the College. This should be arranged to take place when new recruits were being trained at the site.

The Police and Crime Commissioner commented that she would have liked to have been invited as she recognised there was potential for police training to be undertaken at that site.

Members were reminded that the passing out parade for the new recruits would be held on 30 August 2018 and were invited to attend in support of the Service's new fire fighters.

Home Office Consultation

The Chief Fire Officer advised that he had received a letter the previous day requesting a response by 7 August 2018 to a Home Office consultation on recognising longer lengths of service as a result of changes to the pensionable age. Previously, only 20 years of service had been recognised. Recognition of 30 years of service and 40 years of service with additional bars was being proposed. The recognition of 40 years of service only would be retrospective.

He suggested that it may be appropriate for someone with more than 30 years of service to have that length of service recognised retrospectively if they were still in employment, as the last time their length of service would have been rewarded would have been upon completion of 20 years of service.

It was agreed that the Chief and Chair respond on behalf of the Authority as Members had not been given sufficient time to consider the consultation proposals.

The Chair requested that the letter be circulated to all Members of the Authority for information.

HMICFRS Inspection

The Chair reported that the Principal Officers had given a detailed presentation to the HMICFRS inspection team the previous day and suggested that the presentation could be given to Members at a forthcoming Member Development Day.

18-19/FRA/17 Minutes

RESOLVED:

That the Minutes of the meeting held on 31 May 2018 be confirmed and signed as a true record.

18-19/FRA/18 Public Participation

Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

There were no members of the public present at the meeting.

18-19/FRA/19 Corporate Services Policy and Challenge Group 21 June 2018

Councillor Chapman introduced the draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 21 June 2018. She reported that recommendations had been made relating to amendments to the Group's terms of reference and the approval of the Asset Management Plans for Fleet & Transport and Information & Communications Technology.

Councillor Chapman advised that a Vice-Chair had not been appointed at the meeting as no one had volunteered to take on the role.

Councillor McVicar stated that he would put himself up for that position if no one else came forward.

In response to a question, the Chief Fire Officer confirmed that the installation of the red diesel storage tanks at Bedford and Luton Fire Stations would pay for themselves as the Aerial Platforms were quite new and had many years of service remaining.

The Police and Crime Commissioner commented on the disposal of assets and volunteered to assist with communications if vehicles were being donated for use abroad.

RESOLVED:

1. That the submitted draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 21 June 2018 be received.
2. That the following amendment to the Corporate Services Policy and Challenge Group's terms of reference be approved: that all references to the Corporate Services Directorate be replaced with references to Corporate Services functions.
3. That, following the Annual General meeting and completion of the current audit, a further review of the Terms of Reference be undertaken.
4. That the updated Asset Management Plans for Fleet & Transport and Information & Communications Technology be approved.

18-19/FRA/20 Service Delivery Policy and Challenge Group 26 June 2018

Councillor Mingay submitted the draft Minutes of the meeting of the Service Delivery Policy and Challenge Group that was held on 26 June 2018, at which there had been a detailed discussion of the procurement of a replacement mobilising system.

Councillor Mingay reported that there had been a significant increase in the number and rate of deliberate fires and some of this was attributable to an increase in criminal activity. Vehicle fires had accounted for approximately 200 of the 874 fires, an increase of 7% from 2016/17. Two prolific arsonists from the Leighton Buzzard area had been successfully prosecuted as a result of collaborative working between the Police and Fire Service.

Councillor Mingay referred to the 99% customer satisfaction rate and the low number of complaints (8) that had been received about the Service during 2017/18.

An update on the feasibility study that had been undertaken into the provision of a joint Police and Fire and Rescue Service had been provided at the meeting.

In this respect, the Police and Crime Commissioner reported that she had been advised by the Carbon Trust that the refurbishment of Police Headquarters would be half the cost of purpose built new Headquarters site. If this was the case, she would be supporting this option going forward. She also stated that she would involve the Service in these discussions.

The Authority was advised that the Carbon Trust was currently undertaking an energy audit of the existing Police Headquarters site. It had subsequently been agreed that the Carbon Trust would undertake a similar audit of Fire and Rescue Headquarters.

The Chief Fire Officer confirmed that the Service was committed to the process as set out and agreed upon the award of funding from One Public Estate and would consider the full range of options.

RESOLVED:

That the submitted draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 26 June 2018 be received.

18-19/FRA/21 Human Resources Policy and Challenge Group 28 June 2018

Councillor Waheed introduced the draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 28 June 2018.

She reported that the implementation of the new HR/Payroll System had been very successful and that all synchronisations had been completed. Strong performance had been achieved against the indicators measuring the recruitment of women and in parity of retention rates.

It was acknowledged that further work needed to be undertaken to increase the recruitment of individuals from black and minority ethnic backgrounds and the Service continued to work with the Police and other partners in this respect.

The Assistant Chief Officer reported that a whole suite of positive action activities had been undertaken and confirmed that the learning points from the Police's successful recruitment campaign had been shared. For example, everyone from a black or minority ethnic background who voluntarily withdrew from the recruitment process was contacted to identify why they had done so. In anticipation of the next whole-time recruitment campaign, mentors would be provided at an earlier stage of the recruitment process.

The Police and Crime Commissioner commented that access to Bury Park Community Centre should improve the Service's engagement with the local community.

The Group had also received the Absence Year End Report, the Occupational Accidents Year End Report, which set out that there had been a decrease in the number of days lost due to workplace accidents from 388 in 2016/17 to 104 in 2017/18, an update on progress against the Single Equality Scheme Review and the Annual Report on the Provision of External Training.

RESOLVED:

That the submitted draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 28 June 2018 be received.

18-19/FRA/22 Audit and Standards Committee 6 July 2018

Councillor Headley submitted the draft Minutes of the meeting of the Audit and Standards Committee held on 6 July 2018.

The Committee had received the Audit Results Report and had approved the Statement of Accounts. The Committee had been advised by the external auditors that there had been an uncorrected misstatement relating to the share of the Pension Fund deficit position that had arisen following the agreement of the Statement of Accounts with Officers. As this was not material, it was agreed that the Statement of Accounts would not be adjusted.

Members were encouraged to access the Statement of Accounts and Audit Results Report on the Service's website.

Councillor Headley referred briefly to the legal action being taken as the result of price fixing in relation to trucks of 6 tonnes or over. This was ongoing and may result in a financial benefit to the Authority.

RESOLVED:

That the submitted draft Minutes of the meeting of the Audit and Standards Committee held on 6 July 2018 be received.

18-19/FRA/23 Collaboration Working Group

The Chief Fire Officer provided an update on collaboration initiatives between the Service, Bedfordshire Police and the East of England Ambulance Service NHS Trust which were managed through the Blue Light Collaboration Board.

He reported on changes to the governance framework, including the creation of a Tactical Delivery Group to deal with operational issues, allowing the Blue Light Collaboration Strategic Board to focus on high-level, strategic issues.

A Blue Light Collaboration Workshop was being held on 1 August 2018 and would involve a vertical slice of staff from both the Police and Fire and Rescue Service. The workshop would begin with a presentation by a representative of the national Emergency Services Collaboration Working Group.

The decision had been made to procure a drone in collaboration with the Police and the delivery of this was expected in late July 2018.

The Chief Fire Officer advised that the Service had agreed that a trial of "red routes" would be undertaken in Luton. Service appliances would return to the station via known crime hot spots to provide a deterrent effect.

It was noted that currently appliances often took a different route back to the station, dependent on operational need, to demonstrate the Service's presence in the local community.

The Police and Crime Commissioner explained the processes that had to be followed to procure equipment such as drones in partnership, as the Force was involved with a number of collaborative arrangements with other Police Forces. This inevitably could delay procurement processes.

She advised that Police Officers, particularly Roads Officers, often engaged with the local community in an ad hoc way to demonstrate a Police presence.

She expressed the wish to attend the Collaboration Workshop, particularly the section on best practice.

In response to a question from the Chair, the Police and Crime Commissioner confirmed that she no current intention to assume responsibility for the Fire and Rescue Service.

RESOLVED:

That the content of the report be acknowledged.

18-19/FRA/24 Annual Overarching Performance Report Year End 2017/18

The Chief Fire Officer introduced the overarching performance report for the year-end 2017/18 that was aligned to the Service's strategic objectives.

Members noted that the relevant performance indicators were submitted to every meeting of the Policy and Challenge Groups.

The Assistant Chief Officer reported that a number of the indicators, such as those that related to property and ICT, could not be reported against at this stage and that performance highlighted in the report would improve when these were updated. She suggested that an updated report be circulated to Members for information at the next meeting of the Authority.

RESOLVED:

1. That the Service's performance against the delivery of the Authority's strategic objectives for 2017/18 be acknowledged.
2. That the Overarching Performance Report be published on the Service's internet site, once all the performance data was available and the report was updated accordingly.

18-19/FRA/25 Information Bulletin

Members received the information bulletin for the period 1 April 2018 to 30 June 2018 and were reminded that there were a number of Open Days at stations throughout the summer.

It was suggested that, in recognition of members of staff who had retired or left the Service after many years' service, this could be reported under the Communications item so that it would be recorded in the public domain.

In response to a question on a small number of firefighters leaving after very short periods of service, the Assistant Chief Officer confirmed that exit interviews were conducted and that there had been no issues arising in any of those cases that she had been aware of. She volunteered to investigate and would circulate the requested information to Members via email.

RESOLVED:

That the information bulletin be received.

18-19/FRA/26 CFO Contract of Employment

RESOLVED:

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraph 1 and 2 of Part 1 of Schedule 12A to the Act (as amended):

Item

CFO Contract of Employment

The meeting ended at 12.25 pm

For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 6

REPORT AUTHOR: COUNCILLOR F CHAPMAN
SUBJECT: CORPORATE SERVICES POLICY AND CHALLENGE GROUP

For further information on this Report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Corporate Services Policy and Challenge Group held on 13 September 2018.

RECOMMENDATIONS:

That the submitted Minutes of the Corporate Service Policy and Challenge Group held on 13 September 2018 be received and the recommendations of the meeting, as noted below, be considered.

1. Introduction

1.1 The draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 13 September 2018 are appended for Members' consideration.

1.2 The Corporate Services Policy and Challenge group made the following recommendations to the Fire Authority:

18-19/CS/021 Revenue Budget and Capital Programme

- 1) That, the Authority be recommended to move the £90k underspend already identified to the Transformation Reserve.
- 2) That, the Authority be recommended to add the Asset Management/Fleet System to the 2018/19 Revenue Budget
- 3) That, the Authority be recommended to transfer Sharepoint and Xen Desktop capital schemes to revenue projects.

18-19/CS/026 Asset Management Plan – Property

That, following due scrutiny by the Group, the updated Asset Management Plan for Land and Buildings be recommended for approval by the Authority (Appendix A).

COUNCILLOR F CHAPMAN

CHAIR OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 13 SEPTEMBER 2018

Present: Councillors Chapman (Chair), Duckett and Headley

ACO Z Evans, SOC A Peckham, Mr J Atkinson, Mr G Chambers and Mr A Dosanjh

18-19/CS/016 Apologies

16.1 Apologies for absence were received from Councillors Downing and McVicar.

18-19/CS/017 Election of Vice Chair 2018/19

RESOLVED:

That Councillor Duckett be elected Vice Chair of the Policy and Challenge Group for the remainder of the 2018/19 municipal year.

18-19/CS/018 Declarations of Disclosable Pecuniary and Other Interests

18.1 There were no declarations of interests.

18-19/CS/019 Communications

19.1 The Policy and Challenge Group received the Minutes of the meeting of the ICT Shared Service Governance Board held on 31 July 2018 for information.

19.2 There were no other communications.

RESOLVED:

That the Minutes of the ICT Shared Service Governance Board held on 31 July 2018 be received.

18-19/CS/020 Minutes

RESOLVED:

That the Minutes of the meeting held on 21 June 2018 be confirmed and signed as a true record, subject to the word “approximately” being added before £10 in the second bullet point of Minute 11.4.

18-19/CS/021 2018/19 Revenue Budget and Capital Programme

- 21.1 Mr G Chambers, the Head of Finance and Treasurer, introduced his report which set out the forecast year end budget monitoring position as at 31 July 2018 and sought agreement to a number of recommendations contained within.
- 21.2 He reported on an underspend in his area resulting from the recalculation and reimbursement of business rates.
- 21.3 The current year to date spend appeared to be low for a variety of reasons detailed within the report. At 31 July 2018, there were no variances in the salary budget forecast outturns and a decision on the pay award for fire fighters was still awaited. A 2% award backdated to July 2018 was still out to consultation with the Fire Brigades Union. If agreed, this may result in an underspend of £198,000.
- 21.4 In response to a question, the Head of Finance and Treasurer confirmed that there would be salary variances reported in the next budget monitoring report. The final position was based on a decision on the national pay award being taken.
- 21.5 The Capital Programme was set out in Table 4 of the report. The Xen Desktop project may slip into 2019 and it was suggested that this be reallocated to revenue. It was also suggested that the Sharepoint scheme be reallocated to revenue.
- 21.6 It was noted that the procurement of a drone had been fully funded by the Authority, rather than purchased in partnership with Bedfordshire Police, in order to progress this.
- 21.7 The Asset Management System replacement was currently forecast at £300,000 in the 2020/21 Capital Programme and was required to be

brought forward into 2018/19, this consisted of an indicative revenue figure of £60,000 to implement the system, and an ongoing annual license fee of £24,000.

- 21.8 The Head of Finance and Treasurer reported on the projects listed in the savings and efficiencies programme that were RAG rated as Amber. Control income generation was Amber and liaison with Officers was ongoing. There had also been a change to the PPE Procurement as this had been delayed but should achieve around £100,000 in 2019/20.

RESOLVED:

1. That the forecast outturns for revenue and capital be acknowledged.
2. That the Authority be recommended to move the £90k underspend already identified to the Transformation Reserve.
3. That it be noted that the Drone capital purchase is solely by the Authority.
4. That the Authority be recommended to add the Asset Management/Fleet System to the 2018/19 Revenue Budget.
5. That the Authority be recommended to transfer Sharepoint and Xen Desktop capital schemes to revenue projects.

18-19/CS/022 2019/20 Revenue Budget and Capital Programme (Planning Arrangements)

- 22.1 The Head of Finance and Treasurer, submitted his report on the current planning arrangements for the 2019/20 Revenue Budget and Capital Programme and sought the Policy and Challenge Group's approval of the proposed timetable.
- 22.2 He confirmed that a zero-based budgeting exercise would be undertaken in relation to the larger budget areas, including ICT, operational equipment, PPR procurement, property service agreements and pensions. Savings of £70,000 were forecast from this exercise.
- 22.3 It was proposed that the draft budget would be presented to the Authority on 13 December 2018, with the final budget considered on 7 February 2019.
- 22.4 Members requested an update of the results of the zero based budgeting exercise when completed.

RESOLVED:

That the report and timescales within be agreed.

18-19/CS/023 Corporate Services Programmes and Performance Report, Quarter 1 2018/19

- 23.1 ACO Evans submitted the 2018/19 first quarter report on the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets.
- 23.2 It was noted that the Asset Management and Fleet System Project was also reported to the Service Delivery Policy and Challenge Group.
- 23.3 The Service Website Project had been completed and had come in under budget.
- 23.4 Phase 3 of the Prevention Replacement Management Information System Project (Safe & Well) was now live, following extended testing and training. Additional enhancements were now in development and the end date would need to be monitored.
- 23.5 The HR & Payroll Project Phase 2 (Recruitment – Green Book) had now commenced with an expected end date of January 2019, dependent on consultancy support being available from the provider.
- 23.6 The Cloud-based processes (Training Centre Administration) programme remained on Amber and SOC A Peckham reported on the need to explore various procurement routes and other solutions to ensure best value. Options included the use of PDRPro or iTrent.
- 23.7 The HR Payroll System and Services Phase 1 had been fully and successfully implemented, amber showed that the final budget was within 10%.
- 23.8 The Fire Safety Protection Replacement Management Information System remained on Amber due to issues identified during User Acceptance Testing which would take time to resolve.
- 23.9 There was also slippage on the Unified Communications and Virtual Desktop Infrastructure (VDI) Upgrade Project, which were interrelated, as a result of provider errors during the build stage. The timescale would also need to be moved to accommodate the Windows 10 upgrade. The Head of ICT and Improvement assured Members that the majority of facilities under Unified Communications would be rolled out with the upgrade to VDI.

23.10 ACO Evans reported that all the performance indicators were reporting as green during the first quarter.

23.11 The property indicators that could not be reported on at year end were included in Appendix C. These were also reporting as green.

RESOLVED:

That the progress made and matters arising from the Corporate Services Programmes and Performance be acknowledged.

18-19/CS/024 New Internal Audit Report Completed to date

24.1 ACO Evans reported that, although the internal audit of Governance had been received on 2 August 2018, additional work had been requested from RSM. A report on the audit may be submitted to the next meeting of the FRA meeting if it was available.

24.2 CFO Fuller confirmed that he had met with RSM the previous day and that he had requested that they provide suggestions for improvement.

RESOLVED:

That the progress made to date be acknowledged.

18-19/CS/025 Audit and Governance Action Plans Monitoring Report

25.1 ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. One extension had been requested to a low priority action arising from the audit of risk management to introduce formal risk management training for risk owners and other key staff. An extension was being requested from August 2018 to 31 December 2018, as resources had been allocated to support the HMICFRS inspection.

25.2 All other actions from previous audits had been completed or were in progress in accordance with their completion dates.

25.3 All actions arising from the Annual Governance Statement were currently in progress.

RESOLVED:

That the issues raised in the report and the progress made to date against the action plans be acknowledged and the recommendation to extend the completion date be approved.

18-19/CS/026 Asset Management Plan - Property

26.1 The Head of Finance and Treasurer introduced the updated Asset Management Plan in respect of land and buildings. The current value of the land and buildings owned by the Authority was approximately £25 million.

26.2 Changes to the previous Asset Management Plan were highlighted in yellow and included the following:

- Inclusion of the new consistently used Corporate Planning Framework.
- Reference to the interest-free loan granted through OPE Round 6 for a feasibility study for a joint headquarters. It was noted that a report would be presented to the next meeting of the Authority on the options for a joint headquarters.
- Following a comprehensive stock condition survey being undertaken by the Property Manager, it was likely that there would be an increase in the maintenance costs over the next ten year period for the Authority as the estate was ageing. This amount would flex each year.
- Reference to the new Intelligence Led Response review.
- The Capital Projects for 2018/19 had been updated, as had the project plan for the property team.
- Inclusion of a list of significant achievements over the past few years.
- Reference was made to the commissioning of the Carbon Trust to undertake an assessment which was being funded through OPE Round 5 funding.

26.3 The Head of Finance and Treasurer reported that consideration was being given to commissioning a specialist Utilities Management Agent to undertake the management of utilities. Given the size of the property team, there was not resource available to proactively identify any changes in utility usage quickly, such as the underground water leak that had occurred at Biggleswade Fire Station.

- 26.4 The usage figures for water, electricity and gas were considered, as was additional information on anomalies identified in 2016/17. Insulation works to the gas pipes had been carried out at Dunstable Community Fire Station in June 2018 and usage would be monitored.
- 26.5 The stations where the Police were now co-located as a result of collaborative working arrangements were expected to have increased usage, particularly in Leighton Buzzard. A fair charge based on occupancy was being levied.
- 26.6 Members noted that if a utility management company was appointed, the Policy and Challenge Group could receive more regular updates on utility usage.

RESOLVED:

That the updated Asset Management Plan for Land and Buildings be recommended for approval.

18-19/CS/027 Annual Review of the Operation of ICT Shared Service Agreement

- 27.1 Mr A Dosanjh, Head of ICT and Improvement, submitted the outcome of the annual review of the operation of the ICT Shared Service Agreement for the period 1 April 2017 to 31 March 2018, undertaken by himself and the ICT Shared Service Manager. The Shared Service agreement had been extended for a further five-year period by the Authority earlier in the year.
- 27.2 The restructure of the ICT Shared Service had commenced during the year and was due to be completed by January 2019. This had led to an increase in vacancies and, potentially, a corresponding decrease in levels of customer service as the reorganisation was implemented.
- 27.3 In response to a question, ACO Evans assured Members the new structure was being monitored following the changes which always brings with it a transition and bedding in period.
- 27.4 A concerted effort was being made to replace contractors with members of permanent staff, except in cases where additional project support was required.

- 27.5 Performance had remained consistently high over the reporting period, with only one indicator missing its target by 1%.
- 27.6 It was noted that the target for IM1 (the number of incidents on mission critical services resolved within 1 hour) had been reduced at the last target-setting meeting as it was recognised that, due to the small number of incidents, one incident unresolved within that time would cause the Service to miss its target.
- 27.7 Mr Dosanjh reported that extended hours were being considered as there were a low number of calls following improvements being made to the service.
- 27.8 In relation to project delivery, the restructure had created more server engineer posts to support project work.
- 27.9 Improvements had also been made to cyber security defences.
- 27.10 It was noted that it had been a challenging year but that the restructure should result in demonstrable service improvements.
- 27.11 ACO Evans thanked the Head of ICT and Improvement for his contribution to Bedfordshire Fire and Rescue Service as his contract with the Service ended the following day.

RESOLVED:

1. That the progress in achieving the aims of improved resilience, flexibility, cover, quality and customer focus be acknowledged and the need to review the structure and capacity of the function be recognised.
2. That the Policy and Challenge Group's thanks to the work undertaken by Mr Amrik Dosanjh to improve the ICT Service during his employment with the Service and the Policy and Challenge Group's best wishes for his future be recorded.

(Please note that Councillor Duckett left the meeting after this item and the remainder of the meeting was held informally as the Policy and Challenge Group was inquorate.)

18-19/CS/028 Corporate Risk Register

- 28.1 SOC A Peckham introduced his report on the review of the Corporate Risk Register. The full extract of the Corporate Risk Register for Corporate Services was displayed and SOC Peckham summarised all 18 risks contained within it, 10 which were treated and 8 were tolerated.
- 28.2 There were no changes to the risk ratings. There were four changes to the risk ratings as follows:
- 28.3 CRR29 (if we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services): the new website had been launched on 21 May 2018 and was being continually monitored to ensure that all links and platforms functioned correctly. Analytics were being measured to monitor hits on the website and retain a focus on customer engagement. Work was ongoing to ensure that the .gov.uk website featured at the top of google search lists.
- 28.4 CRR43 (if the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected): awareness training on Project Griffin was being rolled out across the Service facilitated by National Inter-agency Liaison Officers (NiLOs) who had received training from the Metropolitan Police. If the Service was able to roll this out to all staff, it would be the first Service in the East of England to do so.
- 28.5 CRR16 (if there is an unforeseen change of direction for the FRS (e.g. government request to do something which does not currently fall under the remit of the UK FRS), or there are changes in Government or EU policy on fire and rescue matters or other policy directly affecting the FRS then this may have an impact on our ability to deliver a full range of services due to the need to resource such changes): the HMICFRS inspection of the Service had taken place in July 2018 focusing on effectiveness, efficiency and people. The draft report was expected in October 2018 with the final report being published in December 2018. An update report on the process would be submitted to the next meeting of the FRA in October.
- 28.6 CRR48 (there is a risk that the Service may be subjected to a fine from the ICO due to not implementing GDPR resulting in poor data security and process): A review of the action plan had taken place and resources were being allocated to ensure

that amended completion dates were achieved. Thomas Warner was now undertaking some GDPR work now that the bulk of the work relating to the HMICFRS Inspection had been completed.

RESOLVED:

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

18-19/CS/029 Work Programme 2018/19

29.1 Members received the Work Programme for 2018/19. ACO Evans advised that the report requested at the Policy and Challenge Group's next meeting on fixed rate exposure and variable rate exposure would be submitted to the next meeting of the Policy and Challenge Group.

29.2 It was noted that, once again a meeting of this Policy and Challenge Group was inquorate. Measures had been put in place following the AGM to ensure that there were at least six Members appointed to each Committee/Policy and Challenge Group, but retaining a quorum depended on the appointed Members attending meetings.

RESOLVED:

That the Work Programme be received.

The meeting finished at 11.24am

APPENDIX A

For Publication

**Bedfordshire Fire and Rescue Authority
Corporate Services Policy and Challenge Group
13 September 2018
Item No. 11**

REPORT AUTHOR: HEAD OF FINANCE/TREASURER

SUBJECT: ASSET MANAGEMENT PLAN – LAND AND BUILDINGS

For further information on this Report contact: G Chambers
Head of Finance/Treasurer
Tel No: 01234 845163

Background Papers:

Previous Year's Asset Management Policy and Plans

Implications (tick ✓):

| | | | |
|---------------------|---|------------------------|---|
| LEGAL | | FINANCIAL | ✓ |
| HUMAN RESOURCES | | EQUALITY IMPACT | ✓ |
| ENVIRONMENTAL | ✓ | POLICY | |
| ORGANISATIONAL RISK | ✓ | OTHER (please specify) | |

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

PURPOSE

To present to the Corporate Services Policy and Challenge Group (CSP&CG), the updated Asset Management Plan in respect of:

- Land and Buildings (Appendix A)

RECOMMENDATION:

That CSP&CG consider and recommended for approval:

1. The attached updated Asset Management Plan for Land and Buildings.
-

1. Introduction

- 1.1 The Authority maintains an overarching Asset Management Strategy, together with a series of underpinning Asset Management Plans comprising:

- Fleet and Transport;
- Information and Communications Technology (both presented to the CSP&CG meeting in June 2018); and
- Land and Buildings.

The value of the Authority's Property, Plant and Equipment, as at 31st March 2018 was as follows:

| Property, Plant and Equipment | £000 as at 31 March 2018 |
|---|-----------------------------|
| Vehicles, plant and equipment (incl Heritage Asset) | 6,592 |
| Land and buildings | 25,139 |
| Assets under construction | 1,080 |
| Total fixed assets | 32,811 |

- 1.2 Whilst the Plans all have a medium-term (three to four year) timescale to align with the Authority's Community Risk Management and Medium Term Financial Planning framework, they are subject to an annual review and updating process.

- 1.3 The suite of Asset Management Plans produced in 2017/18 were approved by the Corporate Services Policy and Challenge Group in June 2017, in line with its terms of reference. The Asset Management Strategy was updated in March 2018, reviewed by the CSP&CG and recommended to the FRA for approval. There are no changes proposed to the strategy and it is therefore not attached to this report.
- 1.4 This paper presents for consideration and endorsement by the CSP&CG an updated Asset Management Plan for Land and Buildings (with changes from previous year, excluding date updates, highlighted in yellow) attached at appendix A.
- 1.5 The Asset Plans for Fleet and Transport and Information and Communications Technology were presented to the CSP&CG in June 2018.
2. Contents of the Asset Management Plans
- 2.1 The detailed Asset Management Plans (Fleet and Transport and ICT and Land & Buildings) underpin the Asset Management Strategy. Whilst the detailed format and layout of each of the plans differs to reflect the differences in the types of assets covered, all are based on recognised best practice and Central Government guidance on public sector asset management. All contain:
- comprehensive information on the current assets within each group;
 - a review of the relevant policies, practices and responsibilities for asset management;
 - the wider strategic planning context and corporate priorities within which the plans have been developed and key changes planned over the medium-term;
 - a focus on asset related performance measurement and management;
 - capital and revenue expenditure implications of planned programmes of replacement, repair and maintenance;
 - reviews of achievement over the past year and forward looking action plans for the next year and beyond.
3. Organisational Risk Implications
- 3.1 The use of the Asset Management Plans forms a crucial tool in minimising the risk of the Authority's major assets failing to support its overall aims, objectives and priorities and thus failing to support efficient and effective delivery of services to the community.
- 3.2 Establishing suitability of the current asset base, identifying future changes in Service need and monitoring the performance of assets is central to effective forward planning and ensuring assets support the service delivery requirements arising from Authority's strategic priorities and Community Risk Management Plan.

- 3.3 Good Practice guidance issued by Central Government continues to place ever increasing importance on effective public sector asset management in order to improve on efficiency and the better delivery of services. This philosophy was reinforced by both the national Comprehensive Performance Assessment and Comprehensive Area Assessment frameworks, which required Local Authorities to demonstrate that asset management arrangements were in place that allowed them to plan and improve upon the corporate use of major asset groups. Although these national audit frameworks have now ceased, a focus on robust and effective asset management across all public sector organisations remains core to the current Government's strategy for delivering significant reductions in public spending.
4. Financial Implications
- 4.1 The Asset Management Plans are essential tools in assisting the targeting of financial resources in the most efficient and effective way. They provide supporting information that enables the prioritisation of both capital and revenue expenditure on each of the asset groups to feed into the Authority's Medium-Term Financial Plan.
- 4.2 The focus on performance management of assets plays a crucial role towards the Authority's aims of securing measurable efficiency, effectiveness and value for money in delivery of its services.
5. Equality Impact Assessment
- Equality Assessments will be picked up by each of the plans as and when necessary. For example, prior to the commencement of building works in the Capital Programme.

**G CHAMBERS
HEAD OF FINANCE/TREASURER**



Bedfordshire

Fire and Rescue Service

BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Land and Buildings

Asset Management Plan

2018/19 to 2021/22

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1. INTRODUCTION

1.1 The Need for a Land and Buildings Asset Management Plan

Bedfordshire Fire and Rescue Authority is responsible for the provision of the fire and rescue service within the Local Authority areas of Bedford Borough, Central Bedfordshire and Luton Borough. Its two main aims are to:

- To maximise the safety of our communities by whatever means possible.
- To deliver a modern, well managed and effective Fire and Rescue Service of which we can all be proud.

In order to support the Authority's primary functions, it is necessary to provide or secure use of a range of premises from which to:

- deliver emergency response and community safety services
- train and develop staff
- provide technical and administrative support, and
- house certain staff and their families

As at 31 March 2018, the Authority owns land and property with a value of £25.139m. Each financial year, the planned revenue expenditure for on-going management and maintenance of the Authority's premises is circa £1.25m (including salaries, repairs and maintenance, gas, water, electricity, rates, waste disposal, cleaning, insurance, but excluding income) and there is annually a planned capital expenditure on premises improvement projects. Budgeted income **totals £100k** from the houses, garages and charges for the use of stations as bases by other emergency services.

This Land and Buildings Asset Management Plan identifies the key strategic policy and resource influences which are impacting upon the Authority's approach to managing its land and buildings portfolio and sets a broad direction for the **management of these assets over the medium term (three to five years)**. The overall aim of this Plan is to enable the Authority's property portfolio and associated professional support services to be optimised to meet the identified strategic needs.

The plan sets the context and **a programme of action for the property portfolio over the medium-term** and is designed to facilitate rational property decision-making based on identified service priorities. It is intended as a practical tool which helps to **define, implement and measure how the Authority:**

- **Makes its investment decisions.**
- **Maintains and improves its assets.**
- **Increases the cost effectiveness of its portfolio.**
- **Promotes innovation and development in asset management.**
- **Listens and responds to property users.**

The Plan has been developed in line with the Authority's overarching Asset Management Strategy and implements a comprehensive approach to the management of the Authority's property assets. It is intended for a wide audience including:

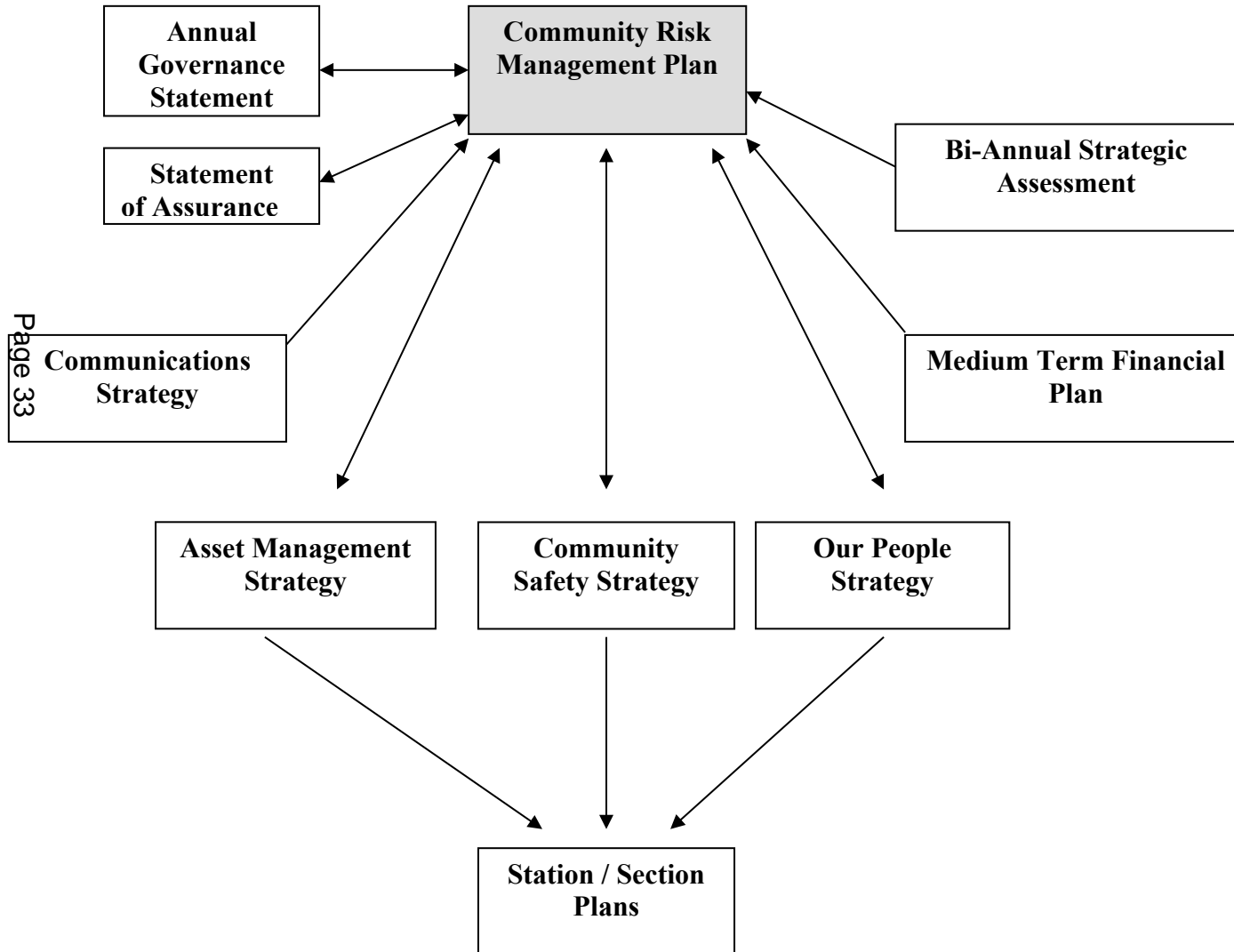
- **Members** - to support decisions on investment priorities in the portfolio.
- **Service managers** - to identify portfolio changes to meet their needs.
- **The community** – as a statement of the Authority's asset management practices and priorities. The Plan also takes account of national guidance and recognised best practice in public sector asset management.
- Ensure the provision of **high quality and cost effective accommodation**, which will be sufficiently **flexible to adapt to the Authority's long term requirements**.
- **Deliver a cost effective and responsive service, which supports operational needs.**
- **Help to strategically plan accommodation for the future.**
- **Contribute to the Authority's community safety initiatives through the design of fire stations and other facilities.**
- **Provide the Authority with long-term value for money.**
- **Support the Authority's corporate risk management in relation to its legislative and environmental obligations.**

1.2 How the L&B AMP links with Other Corporate Plans

This Plan also links with and informs other corporate plans for the effective management of the Service. The Plan is designed to support and integrate with these other plans by reflecting how the Authority's property portfolio and its management needs to be developed to ensure the Authority's priorities are delivered. The diagram below outlines the key relationships between the Asset Management Plan for Land and Buildings and other corporate plans. **The AMP for Land & Buildings, Fleet & Transport and ICT fall under the Asset Management Strategy:**

Relationship of Asset Management Plan for Land and Buildings with other Corporate Plans

Corporate Planning Framework



1.3 Format and Content of the Plan

Following this introductory Section, the plan is arranged in four further Sections:

- Section 2 provides a statement of **strategic direction for property asset management** through an analysis of the environment in which the Authority is operating and its own priorities in response to this.
- Section 3 describes the Authority's current policy and practice with respect to asset management, and is designed to provide a commentary against current '**Best Practice**' in asset management.
- Section 4 provides information on the size and nature of the property portfolio under thematic headings, providing a review of portfolio **performance and highlighting specific current and emerging issues in the estate**.
- Section 5 reviews the asset management actions and **capital programme of major property projects undertaken over the previous year and details the major property projects for the current year. The action plan is structured in accordance with the broad strategic direction** defined through Section 2.

2. THE PLANNING CONTEXT AND STRATEGIC DIRECTION

2.1 External Influences for Change

As noted in Section 1.2 above, this Plan does not exist in isolation but is set within the context provided by other corporate plans. These plans are in part a response to the wider external drivers impacting on Bedfordshire Fire and Rescue Authority. In this broader context, the following five broad external factors have been identified as having significant property asset implications for Authority:

- a. ***Changing Patterns of Service Delivery*** – With the removal of prescriptive national standards of fire cover in 2004 and their replacement by local Integrated Risk Management Planning, the focus for emergency response has shifted from property risk to life risk. There are also other major shifts in patterns of response including the impact of fire prevention contributing to reduced numbers of fire incidents, increasing responses to road traffic collisions and the increasing demands of wider civil emergencies such as inland water rescues and flood related incidents from climate change. In addition, there are specific responsibilities for responses to other incident types such as mass decontamination and marauding terrorist firearms attack (MTFA) incidents under Civil Contingencies legislation. These changes in the demands of emergency response have clear implications for the location and design of fire stations. Equally fundamental in its implications for the design of operational premises is the increasing and wide ranging role of the service in preventative, community safety and broader community wellbeing initiatives. As these

modified service delivery models evolve – for both response and prevention, they are driving revised patterns of accommodation to support them.

- b. **Demographic Changes and Local Development Plans** – By 2021, the population in the county is expected to grow to 679,400. This population growth may change the geographic pattern of risk and hence require review of the positioning of, and response times from the existing portfolio of fire stations. The changing demography of the area may also affect the distribution and nature of demand for the Service’s response. The infrastructure needs associated with new housing and population growth plus a changing demographic profile, such as an increasingly elderly population, will contribute to a changing geography of risk and hence of service response. Again this may support re-profiling of facilities, including relocation of existing facilities to ensure adequate response is maintained.
- c. **Expenditure Constraints** - The current climate of severe public expenditure constraints and, within this, the Authority’s own budgetary pressures are likely to have continuing impact over the medium term and beyond. The requirements to reduce public expenditure will result in increased pressures to reduce overall property costs, in both absolute and relative terms, in order to protect front-line operational services. There will be a need to demonstrate that the portfolio is optimised as far as is possible and that no unnecessary expenditure is being incurred. This will include considering closely the opportunities to release monetary resources tied-up in buildings as a mechanism to modernise and improve service performance.
- d. **Collaboration, Partnership Working and Shared Services** - There is a continuing and growing expectation that all public sector organisations vigorously pursue opportunities for efficiencies through collaboration, developing shared service models or outsourcing. In addition, there is a continuing Government agenda to promote ‘joined up’ local services through initiatives which seek to be more customer- focused, integrated service delivery models and improved resource efficiency through better or shared use of accommodation and improved integration between public sector agencies. These are all drivers for potentially significant changes to the Authority’s property portfolio which may lead to co-location of functions with partner Authorities/agencies or removing the need for accommodation for some functions altogether.

The Policing and Crime Act 2017 mandated all Fire and Rescue Services to pursue closer working and collaboration under “The Pillars of Reform”. In pursuit of this, BFRS jointly chairs a Project Board with Bedfordshire Police which oversees a range of workstreams bringing not only BFRS and Bedfordshire Police closer together but also explores initiatives involving East of England Ambulance Service. The Service currently has four stations used and paid for by the Ambulance Service and currently **three** with the police. This is likely to increase in number. Both Services secured £37.5k funding from the One Public Estate

(OPE 5) initiative to fund joint working at stations. An interest free loan bid of £220k was successful under OPE 6, should it be required, for feasibility study/option appraisal for a joint headquarters building.

Since 2016/17, the Service has also welcomed both Midshires Search and Rescue and the Road Victims Trust to Bedford Station.

2.2 The Authority's Strategic Priorities and Aspirations

In accordance with its corporate planning cycle, the Authority undertakes a strategic assessment each year to consider the strategic environment within which the Service is operating and set overall priorities and direction to guide corporate strategies and plans for the following year and the medium-term. **The Land and Buildings Asset Management Plan will adapt to ensure it is aligned to the these priorities.**

2.3 The Financial Resources Context (Revenue and Capital Expenditure)

The Authority's Medium-Term Financial Strategy (MTFS) for 2018/19 to 2021/22 recognises the extreme revenue budgetary pressures facing the Authority and the public sector in general, with a requirement to do more with less.

Whilst it is recognised that staff costs represent circa 80% of Authority revenue expenditure, the current budget climate also necessitates a focused approach to asset management to identify efficiencies.

The annual budgeted premises running costs are circa £1.25m. This includes the Property Team, repairs and maintenance, utilities, contracts, insurance etc

The annual capital budget for property projects are circa £80k and this is likely to increase as part of the 2019/20 budget process, following a comprehensive Condition Survey that the Property Manager has carried out.

Funding for the current years capital programme has been achieved from revenue contributions, without the need to undertake any further borrowing in the form of Public Works Loan Board. The capital funding from the Ministry of Housing Communities and Local Government (MHCLG) or Home Office, via direct grant or through a bidding process has ceased.

The Authority is also aware that its property portfolio itself represents latent capital (locked up in land, bricks and mortar) and the release of this form of capital could make an important contribution to reducing future revenue and capital budget pressures.

2.4 Strategic Direction for Land and Buildings Asset Management

Based upon the above considerations, the over-arching strategic direction for land and buildings asset management over the next four years can be summarised as a continued robust and systematic challenge to the need for and performance of the assets in the portfolio.

A collaborative approach is being taken with key partners, with discussions continuing with the police regarding joint HQ options.

This as well as providing a response to the key issues identified above, clearly using assets collaboratively, set a broad strategic direction around which resources and action can be coordinated. This direction can be summarised as:

- Reviewing the operational asset base** - This is an on-going activity at the core of the Authority's service obligations and in furthering its strategic priorities under the theme of a more rigorous, business like approach, the Authority continues to 'Match Operational Resources to Risk'. The phases of the project have involved an in-depth analysis of the need for the number, type and location of fire stations in order to explore the full range of possible options, comparing the existing portfolio against a 'blank canvas' plan for the number, type, size and location of fire stations and what opportunities this might allow for asset rationalisation. In terms of operational and resource efficiency, questions were raised in relation to some Retained Duty System fire stations as to whether the same level of service and response times be provided from the existing full time urban stations or from a reconfigured smaller portfolio. The outcomes of the work undertaken to date have indicated that there is no clear case, at present, to dispose of or change the location of any of the Authority's fire stations and the capital programme for buildings for 2018/19 onwards has been developed on this basis. However, a new review called Intelligence Led Response, will commence in 2018/19 to reassess the current and potential future service requirements.

Changes that have been made in the past following the above work includes the crewing at Toddington Fire Station, with the removal of day crewing.

A key step in the rationalisation and use of our premises was made during 2013/14, where the Operational Support Team moved out of leased premises and into HQ and other sites. This was achievable through the better utilisation of available space, after making some changes to building layouts. This process also brought together the Functional Heads into one floor at HQ, rather than being spread across the county at numerous sites.

- Active portfolio management** – In line with the Authority's commitment to a businesslike approach and the planning and financial context, there is an increasing need to ensure that the property portfolio is contributing effectively to the Authority's core objectives and that every opportunity is taken to minimise cost, generate income, to enhance or release value. This requires a much more robust approach to performance measurement and management of the portfolio. **Within asset management there is need to embrace and demonstrate consistency with best practice, use of performance measures and a strategic, innovative and collaborative approach to the use of assets.** This includes, for example, more active recognition that unused or under-utilised space is a hidden cost which needs to be minimised and that similarly buildings can in certain circumstances **provide the basis to generate income**

from third party lettings. This is especially true of the non-operational space such as offices, training facilities and other ancillary facilities. Whilst a relatively small portfolio and thus any efficiency gains from improved utilisation maybe limited, it is nevertheless an area which requires robust challenge through examining whether, for example:

- better promotion of flexible working practices could reduce demand for office space and intensify utilisation;
- joint working arrangements with partners are being exploited to ensure facilities are fully utilised (this is clearly already adopted);
- income earning opportunities are being actively sought;
- there is equity in office facilities in different parts of the portfolio;
- as noted above, with the cessation of the Authority's one leased property, the Authority owns all the premises that it uses.

Discussions continue to take place with other emergency services and partners with a view to utilising our assets effectively. This will generate income to the Authority, albeit in the main to contribute to existing costs such as rates, heating, lighting etc.

- **Using Authority assets to support wider community role** - In line with its aspirations for demonstrating civic leadership and playing a wider community role, the Authority and Service are increasingly being recognised as a focus for the community. With this community role allied to the increasing preventative nature of the service there is a requirement to ensure buildings are welcoming and easily accessible to the public. Due to the nature of the service it is not possible to make all areas of fire stations publicly accessible and so the approach needs to focus on use of ancillary areas of existing stations or within new stations to provide community facilities without compromising safety, security or effective response to incidents. There is a need to define the nature of this community role and issues such as how the community focus supports the BFRS mission and overall objectives; the operating basis of community facilities (subsidy or self-supporting), facilities provided; mixing of operational and community activities need to be considered. The Dunstable station provides the model of such community engagement.

3. LAND AND BUILDINGS ASSET MANAGEMENT POLICY AND PRACTICE

3.1 Overall Approach

In line with the priority of a rigorous, business-like approach, asset management is gaining an increasingly high profile within the Authority and Service.

The following sections provide a brief overview of some of the key arrangements for the Authority's land and buildings asset management.

3.2 Roles and Responsibilities

The following posts/groups undertake key roles in the asset management process for land and buildings:

| Individual/Group | Role |
|--|---|
| Fire and Rescue Authority | Approve the Community Risk Management Plan and Medium-Term Financial Plan, including annual capital programme and revenue budget for property. |
| Corporate Services Policy and Challenge Group | Approve Asset Management Strategy and Asset Management Plans. Monitor implementation and performance of plans, scrutinising and challenging as appropriate. |
| Capital Strategy Team (Principal Officers and Head of Finance/Treasurer) | <p>Develop Asset Management Strategy and Plans.</p> <p>Develop Capital Programme for property for approval by Authority and monitor/oversee implementation, receiving regular update reports.</p> <p>Prioritise capital investment proposals.</p> <p>Assign and consider post implementation reviews.</p> |
| Corporate Management Team (Principal Officers and Functional Heads) | Develop Community Risk Management Plan and annual revenue budget for approval by Authority and monitor and manage in-year implementation. |
| Head of Finance/Treasurer | <p>Undertakes the role of ‘Corporate Asset Officer.’</p> <p>Monitors and reports capital and revenue expenditure against budget/programme to Authority, Capital Strategy Team and Corporate Management Team.</p> <p>Oversees day to day operation and implementation of the Asset Management Policy and Land & Buildings Plan.</p> |
| Property Manager | <p>Undertakes role of ‘asset officer’ for land and buildings – has day to day responsibility for all property related matters.</p> <p>Manages implementation of the Asset Management Plan and implements Capital Programme and revenue budget for property (project managing, procuring services, monitoring progress/outcomes, prioritising work, managing budget etc).</p> <p>Liaises closely with the Head of Finance/Treasurer on asset related issues.</p> |

3.3 Management of Capital Programme Property Projects

Proposals for capital property projects are invited on an annual basis, when Service managers submit a pro forma for consideration by Capital Strategy Team which comprises the three Principal Officers plus the Head of Finance/Treasurer. The process commences annually in July and is supported with technical information from the Property Manager. All proposals are scrutinised and evaluated against Service strategic priorities. The proposals are then presented to Members for discussion and challenge at successive budget workshops prior to the final programme being agreed by the Authority in February as a component of its annual budget.

The Asset Management Review found that the allocation of funding reflected the priorities as identified in the Community Risk Management Plan and other strategic plans and that the process was undertaken in an open way with key proposals on property matters presented to Members for decision with appropriate recommendations.

3.4 Managing Properties in Use

The Property Team maintains records of the nature, location and function of all the Authority's property. A compliance register is also maintained, which is vital to the effective management of the property which includes asbestos, legionella, gas checks, electricity checks, lightning checks, Health & Safety matters, Environmental and Equality & Diversity etc.

A continuous condition survey is carried out on the whole portfolio to obtain an up to date assessment of the properties and the priority to medium term capital and revenue works that are required. This will then inform the following year's budget process with the latest capital and revenue expenditure forecasts.

Budget bids and condition surveys are discussed at regular meetings between the Head of Finance/Treasurer and Property Manager and are linked into the Property Manager's annual personal action plan.

The day-to-day management of the operational buildings is the responsibility of the station/section managers although they have the support of the Property Team as and when maintenance issues arise.

The Property Manager is currently considering efficient and effective options for an electronic property management system.

3.5 Review of Need, Utilisation and Cost

Data held by the Authority which can support not only an effective asset management function but also a robust and systematic process of challenge to the need for and performance of individual property assets includes:

- Asset values for capital accounting purposes are undertaken on a five yearly basis or more frequently if there have been significant movement in values. They were fully re-valued as at 31 March 2017, with a desk top update exercise carried out as at 31 March 2018.
- Property running costs are available for each property through the financial management system. The costs of 'owning' and 'occupying' property is known and readily identified through the financial management system for individual managers.
- The development potential of all operational properties sites are continually assessed.

3.6 The Transparency Code

The Code requires local authorities to publish details of all land and building assets, amongst other areas. There are some exclusions that may apply for the Authority where details are not required, such as assets of national security.

For each land or building asset, the following information must be published together in one place:

- Unique asset identity
- Name of building/land or both
- Street number
- Street name
- Postal town
- UK postcode
- Geocode (easting and northing)
- Whether freehold or leasehold
- Whether land only or land with permanent building

The above information is published on the Authority's website, there is a dedicated page for the full suite of Transparency Code subject areas including procurement, the organisational structure etc.

The above data should be published at least annually.

3.7 Collaboration and Partnership Working in Property Asset Management

The Authority has undertaken some partnership working with the ambulance trust and has responded favourably to initiatives as they have arisen. For example, there was considerable direct engagement with the public on the provision of community facilities at Dunstable. St Johns Ambulance does have a rental agreement with the Authority too for use of part of Dunstable Station.

Whilst it may not be expected for the Authority to take a lead on collaborative asset management it is keen to play an active part in multi-agency projects, particularly where related to community safety.

4. REVIEW OF PROPERTY PORTFOLIO

4.1 Number and Type of Premises

The Authority has a duty to provide premises that are safe for users and visitors, accessible for staff and public and provide an economic and effective service to the public. The Authority will provide buildings that make efficient use of energy, minimise any harmful effects to the environment and make a positive contribution to the appearance of the local community. A summary of the numbers and types of premises occupied by the Authority is listed in the Table below:

Summary of Property Occupied by the Fire and Rescue Authority (All property assets are owned by the Authority)

| Premises Type | No |
|---|-----------|
| Fire Stations – Shift Duty System (one of which located on Headquarters site) | 5 |
| Fire Stations – Day Crewing Duty System | 1 |
| Fire Stations – Retained Duty System | 8 |
| Service Control (located on Headquarters site) | 1 |
| Service Training Centre (located on Headquarters site) | 1 |
| Vehicle Servicing and Maintenance Workshops (located on Headquarters site) | 1 |
| Headquarters Offices | 1 |
| Area Offices | 2 |
| Houses | 7 |

4.1.1 Fire Stations

The locations, types and sizes of fire stations are determined by the risk to the community and the ability to respond to incidents in terms of the time and number of appliances according to specific types of incidents. The positioning of fire stations is therefore location sensitive with proximity to the road network and areas of risk being critical.

Staff duty systems (wholetime, day crewed or retained) influence the provision of facilities at each station. Wholetime stations are in use around the clock and require some staff to spend extended periods in these buildings; day-crewed fire stations are in use for large parts of the day, whilst retained fire stations have far less staff activity on site and therefore require fewer facilities. In general terms the pattern of fire station provision is for whole-time and day crewed fire stations to be in urban centres and retained fire stations to be in rural areas.

Fire station design has over recent years been significantly affected by the aspirations of the Authority for community safety services and a wider community role. This has led to design of a range of public access areas on the sites of some stations (a specialised interactive community fire safety education facility has been built at the Luton Fire Station site) as well as within the existing station buildings themselves (such as the extensive community facilities at the Dunstable Community Fire Station).

As the principal requirement for fire stations is to meet standards of emergency cover, it is essential that this Asset Management Plan is based on a sound understanding of the existing and possible future emergency cover requirements.

Following the replacement of national standards of fire cover with local Integrated Risk Management Planning in 2004, the Authority developed and implemented local standards of incident response that matched fire appliance attendance times against risk. These locally determined standards will be a primary influence on any options for change to location of stations. The Authority's Community Risk Management Plan (CRMP) details how the Authority assesses community risk and its current arrangements for managing that risk through prevention, protection and response.

4.1.2 Emergency Fire Control Centre

The location and design of the Emergency Fire Control Centre is determined by a number of factors including the fact that it operates 24 hours per day, 365 days per year and forms a vital part of the Service's operational capability. The loss of use of this facility can impact more significantly on the operational effectiveness of the service than any other single building and so the premises and services are to the highest standard of reliability and security. In addition, alternative facilities are provided in case of an emergency evacuation of the main control room.

4.1.3 Training Facilities

The Authority has a specialist Service Training Centre comprising a range of facilities including teaching rooms, a 'hot' and 'cold' fire training complex, driver training and domestic facilities.

In addition, a range of specialist training facilities are required at fire stations including 'smoke' houses, drill towers and yards. All fire stations are provided with multi-media equipment to allow training to be carried out in lecture room environments.

4.1.4 Servicing of Vehicles, Equipment and Supplies

The Authority has vehicle and equipment workshops and a supplies facility at Fire and Rescue Headquarters. They provide all the necessary technical support to equip and maintain the fire and rescue service.

4.1.5 Residential Accommodation for Day Crewing and Retained Staff

Firefighters who operate at the day crewing station provide extended hours of cover. They are required to live in close proximity to the fire station to enable them to respond to the fire station when a fire call is received. The Authority provides two houses for staff at the Leighton Buzzard Fire Station. The accommodation must be suitable for the normal domestic requirements of the staff and their families.

There is also housing available for retained firefighters at the Toddington Fire Station, where under a licence to occupy the fee paid is at a comparable public sector market rate.

4.1.6 General Standards

The Authority will apply certain standards to all buildings, regardless of their function, although the way standards are achieved will vary according to the specific needs. These include:

Health and Safety: The Authority protects the health, safety and welfare of its employees and visitors, and provides a safe working environment in the premises under its control.

Accessibility: The Authority is committed to providing an 'inclusive environment'. For reasons of safety, it is not possible to provide public access to all areas on fire stations; however, it is the aim to provide welcoming and clearly available access to relevant parts of the Authority premises. All new buildings and refurbishment will include specific provision for access. In existing premises, the Authority will seek effective ways of providing access to services.

Equality and Diversity: Until relatively recently, fire stations have been designed to accommodate the traditionally exclusively male operational fire fighting staff. The designs of older fire stations did not include gender segregated showering and changing facilities for operational staff, although the more limited facilities necessary for female non-operational staff were provided. All stations operating the wholtime duty system and retained stations now have adequate facilities with improvements carried out when required. The Property Team have now documented all E&D related facilities at the Authority's premises and will liaise on an ongoing basis with the Diversity Advisor. Any required works will be met from the annual capital works budget.

Sustainability: The Authority is committed to ongoing measures to ensure the property portfolio contributes to its aspiration to minimise the adverse environmental impact of its activities and to reduce its overall carbon footprint. An overall reduction in space used is an important contribution to this target, as is promoting sustainability through procurement and design of new buildings and retro-fit of existing buildings through measures such as use of double glazing, insulation, energy efficient lighting and appliances. The age profile of the Authority's portfolio creates some challenges in this respect and means that continuing consideration will need to be given to the environmental aspects of buildings, such as energy and water consumption and to the overall carbon footprint of the portfolio.

Building Standards: In addition to meeting the legislative and planning requirements, the Authority will seek to provide buildings that offer a cost effective solution to the planned whole life of the building. It will not be assumed that all stations will have a life of 50 – 80 years, particularly in areas of the county where significant changes that may affect fire cover are foreseeable. Where appropriate, low cost modern building systems will be used. Buildings will be sympathetically designed and will make a positive contribution to the environment of the local community. Building methods and services will be selected to meet the requirements of the Building Regulations and, as described above, to minimise the use of energy and water, therefore, making a positive contribution to a sustainable environment. Statutory and regulatory controls are managed by structured inspection and testing regimes.

4.2 Cost of Ownership and Occupation

There is a recurring cost borne from the revenue budget to own and occupy property. Assuming the portfolio is fit for purpose and in a reasonable state of repair the objective should be to minimise this expenditure in order to release revenue for operational priorities.

Such expenditure includes smaller items of routine maintenance that are identified within the condition surveys, items of preventative maintenance carried out on a pre-determined cycle, regular premises cleaning and dealing with unforeseen repairs. The budget also meets all costs arising from heating and lighting and payment of premises related insurance, rents and rates. In each financial year the planned revenue expenditure for such ongoing maintenance and management of the Authority's premises is circa £1.25m.

4.3 Value and Income

The Authority owns land and property with a value of £25.139m, as at 31 March 2018.

As well as providing the accommodation from which to deliver services, property can also be considered as a 'productive asset' which is capable of releasing value (from property disposals) or generating income (from rental lettings). Although not its primary purpose, this can make a valuable offsetting contribution to capital projects or operating costs.

In 2018/19, the Authority has a budget for rental income from property lettings of **approximately £100k**. This budget may be exceeded with additional rental income from discussions with partners that are currently progressing.

The Authority continues to consider the commercial value of its premises and land particularly those located in prime town centre areas or areas of high residential property values. It is recognised that on-going discussions with developers may generate opportunities for the Authority to benefit from the disposal of older premises on commercially valuable sites, using the income to fund replacement stations. There are also areas of station land that could be sold off in the future should there be a financial or other requirement to drive this.

The operational considerations of such proposals are paramount and because of the essential operational requirements for strategic locations, this approach may not yield usable options. As the approach is dependant on the availability of alternate sites or shared sites, and the commercial value of existing sites, the Authority's options will be kept under constant review.

4.4 Condition of Premises

It is important to understand the condition of the building stock in order to be aware of immediate health and safety issues in the portfolio, incipient risks and liabilities to the Authority; and the investment needs associated with ensuring buildings are in a reasonable state of repair - as required by the Authority to meet its service obligations. It is also an important element of 'Best Practice' within current asset management guidance.

The bulk of the portfolio buildings (70%) are over 30 years old with less than 20% aged less than twenty years. This age profile may indicate incipient issues in the portfolio related to building maintenance and constrain the ability to promote a 'green' portfolio which is consistent with the Authority's sustainability objectives. The age profile of the Authority's premises is identified in the table below:

Age Profile of Premises

| Building | Duty Systems Employed | Date of Construction and Major Extension |
|-------------------------------|------------------------------|---|
| Amphill Fire Station | Retained | 1953 |
| Bedford Fire Station | Wholetime & Retained | 1968 and 1988 |
| Biggleswade Fire Station | Retained | 1959 and 1985 |
| Dunstable Fire Station | Wholetime | 2008 |
| Harrold Fire Station | Retained | 1971 |
| Kempston Fire Station | Wholetime & Retained | 1970 and 1989 |
| Leighton Buzzard Fire Station | Day Crewing & Retained | 1961 & 1987 |
| Luton Fire Station | Wholetime | 1956 |
| Potton Fire Station | Retained | 1973 |
| Sandy Fire Station | Retained | 1957 & 1992 |
| Shefford Fire Station | Retained | 1968 |
| Stopsley Fire Station | Wholetime | 1984 & 2009 |
| Toddington Fire Station | Retained | 1973 |
| Woburn Fire Station | Retained | 1997 |
| Service Headquarters | Not Applicable | 1970 & 1997 |
| Service Training Centre | Not Applicable | 1987 & 1997 |
| Area Office (North) | Not Applicable | 1968 |
| Area Office (South) | Not Applicable | 1956 |

The age profile shows that a significant number of fire stations and other buildings that are owned by the Authority were built during the 1950s, 1960s and 1970s. Eight properties have had major extensions since they were first built. However, age of buildings is not necessarily the sole driver of replacement plans; indeed, all the fire stations are in good structural condition and have the potential to last many more years. On the other hand, due to the increasing development in the Authority's area there may be a future need to consider the location of fire stations to ensure they meet the requirements of the Community Risk Management Plan.

Nevertheless, it is essential that a proactive programme of repair, maintenance and refurbishment takes place. The Authority has completed a data and condition survey that is used as the basis for planning programmes of work. A five year rolling programme has been developed that identifies the condition of the main elements of buildings and generates a score. These scores are utilised to help develop programmes of work either specific to the elements considered or to whole premises. This methodology helps to target those premises in greatest need of attention and to ensure that programmes of work are targeted in a balanced and structured way. Legislative requirements for premises are also considered and specific programmes for improvements to premises to comply with food hygiene regulations and other health and safety issues are in place.

5. PROGRAMME OF PROPERTY PROJECTS AND ASSET MANAGEMENT ACTIONS

5.1 Capital Programme of Property-Related Projects

Based upon all the above considerations and factors, the Authority develops a programme of major property refurbishment and improvement projects which aims to make the best use of the existing strategic sites and buildings by enhancing and sustaining suitable premises and extending their effective life. Such refurbishment requires significant investment and entails some disruption to the users of the building. Premises and works included in the in the programme will reflect an assessment of cost and benefits of investing in the property or site and will, in the case of fire stations, take account of any potential need to remove or relocate the station to meet changed requirements for emergency cover.

Such major property-related projects form an integral part of the Authority's Capital Programme as contained within the Medium-Term Financial Plan.

5.1.1 Review of Capital Programme Property Projects 2018/19

The Property Services team experienced a further turnover of temporary staff during 2018/19 however, a new permanent full-time Property Manager was appointed in March 2018 and a new permanent full-time Property Support Officer was appointed in August 2018. The year's focus had been on continuing to maintain robust compliance activities and recording as well as undertaking further capital and planned works.

Capital works included:

- The refurbishment of the Fire and Smoke House training facilities
- Luton Fire Station Re-roof
- The refurbishment of Luton Smoke House training facility
- Improvements to various stations

A stock condition survey has now been carried out and the resulting report will identify future capital and planned works requirements by year with approximate budget costs. This will be incorporated into the forthcoming budget setting process and medium term financial plans.

Some of the more significant achievements over recent years, through which the Authority demonstrated its commitment to asset management include:

- Compliance registers – asbestos, gas, electricity, air conditioning, lightning protection, legionella etc
- Drawings/plans – numerous, covering lighting, drainage, asbestos, fire alarms, security alarms, door/room numbers, heating etc
- Movement detection sensors for internal lighting and external floodlights
- Replacement of lighting with new LED economical upgrades
- New economical A rated boilers
- Service house improvements
- Disabled access improvements – door widening, flooring improvements
- Office improvements
- Carrying out an in-house condition survey of the Authority's built assets
- The extension of Kempston HQ's main car park to accommodate an additional 21 vehicles overall

5.1.2 Planned Programme for 2018/19 to 2021/22

In the 2018/19 Capital Programme, the specific projects for the Property Team are:

- The refurbishment of the male and female toilets and showers at Luton Station, (carried forward from 17/18)
- The refurbishment of the male and female toilets and showers at Leighton Buzzard station
- The refurbishment of the male toilets and showers at Kempston station
- Continuation of Security works
- Continued Floodlighting upgrades
- Car parks and drill yard major repairs
- Appliance bay floors
- Re-roofing older stations
- Heating & hot water boiler replacements
- Drill tower major works remedials, (ie Biggleswade)
- Automatic LED lighting to replace manually switched traditional lighting
- The replacement of the Emergency Generator at Bedford station
- Phase 2 of the boiler room insulation works

Some of the above will be funded from the annual capital budget for Condition Survey related work of £80k. This is as well as revenue budgets for minor works and repairs and maintenance.

All future work will be considered against the possibility of future co-location to a yet to be determined extent. Therefore works, including those noted above, will be subject to a final review before proceeding.

Areas of revenue and capital priority will include:

- Running Costs: Assessing how to improve the energy efficiency of the portfolio, which may include cavity wall insulation, replacing single glazed windows with double glazed, Reducing energy costs and introduction of cyclical painting programs that should in turn reduce the repairs budget. New economic LED lighting, with movement detectors to reduce wasted energy, timers on heating and lights, Installation of new AAA rated boilers to reduce CO2 and reduce energy etc. The Carbon Trust is being commissioned to carry out an assessment and to produce a report making energy efficiency recommendations for the Kempston HQ complex. This will be funded by the OPE5 monies.

- Energy management & Utilities :Linked with the above, is the collation and analysis of accurate utility usage data for water, electricity and gas. This will be much improved in the future with the roll out of automatic meter readings for electricity and gas, the installation of which has now commenced. **A tendering exercise to commission a specialist Utilities Management Agent is to take place with a view to outsourcing the management of our utilities.**
- Equality Diversity and Accessibility: Identifying the priority needs for Equality, Diversity and Accessibility. New widened front doors some with electronic access, widened doors to community rooms .New DDA toilets. Giving access to more areas within building & scope for promoting shared asset use. **The refurbishment of the male and female toilets and showers at Leighton Buzzard station.**
- Health & Safety. Review of Drill yards and parking area assessments with special review of any hazardous areas , new one way systems & protected or proscribed pedestrian walk ways & DDA parking bays that may lead to works.
- Building Standards. Sustainability Improvements to: - Station bay floor works. Update of Kitchens, Toilets, renewal of roofs, Repointing & painting programs.
- Space utilisation - Improved use of buildings.
- Compliance .Statutory, Regulatory and Best Practice. New management systems for the continual use of premises making sure of sustainability within the Estate. This would include continuation of the removal of asbestos when works are undertaken at premises, lighting protection, GAS Safe program & Electrical periodicals
- New Cyclical maintenance program to reduce call out costs and reduce overall maintenance costs. **All cyclical maintenance is in the process of being competitively tendered to bring on board term contractors.**
- Security – assessment and remedial works to improve security, particularly around HQ and Control.
- Generators/Uninterrupted Power Supply (UPS) - a service review and works where necessary for the generators and UPS. Changes of requirements include Control with the new mobilising system and associated communications. **The replacement of the Emergency Generator at Bedford station is under discussion.**

5.2 Summary Strategic Themes and Actions

The analysis of the planning context in Section 2.0 and the identification of strategic direction provide a framework within which to set key actions for asset management. A programme of action to respond to key the issues identified over the short, medium and long-term is presented below under the four identified strategic themes.

The actions identified are the strategic actions concerned with developing asset management and are in addition to the more regular actions which are set through the Property Team's annual action plan. There is no implied priority or sequencing for the identified actions and similarly no identified lead or target date for completion. The identified actions were considered as part of the annual corporate planning processes of the Authority and actions will be progressed according to available resources and organisational capacity and in light of corporate priorities reflected through the CRMP. It is anticipated however that many of the actions listed below will be reflected through the Property Team's action plan over the coming years.

Key Asset Management Themes and Actions

Review of the operational asset base

- Ensure full integration of asset management considerations and principles into on-going implementation of the 'Intelligence Led Response' project.

Active portfolio management

- To annually review the expenditure on utilities (water, gas and electricity) and look into any anomalies. The planned Carbon Trust review will assist with this.
- To ensure that an up to date compliance register is in place and being regularly used and updated.

Use of assets to support wider community role

- To assist the Community Safety Team and Station Commanders in utilising the accommodation to the best effect with community groups.

Promoting shared asset use

- Continual review of existing and potential future opportunities for shared use of property assets.

5.3 Performance Indicators and Targets for 2018/19 onwards

The Authority procures gas and electricity through the LASER group. LASER is a public sector energy buying group and part of Kent County Council's Commercial Services division. LASER was founded in 1989 to manage the procurement opportunities created by the deregulation of the gas and electricity markets. LASER purchases energy on behalf of circa 115 Local Authorities and 45 wider public

sector bodies. Current contracted volumes for electricity and gas amount to 6.7 TWhs of energy, equating to an annual delivered spend of over £350m. This is approximately 1.7% of the UK's non-domestic energy demand.

LASER's flexible procurement model aggregates the energy volumes of all customers. LASER closely monitors energy market prices and drivers, purchasing the energy requirements in multiple blocks over a period of time, prior to the point of use. Gas and electricity market prices are highly volatile and price movements of more than 10% in a week are not unprecedented. To spread market price risk, and to avoid buying during periods of peak market pricing, the Pan Government Energy Project recommended that 'all public sector organisations adopt aggregated, flexible and risk-managed energy procurement', which LASER provides.

Water is supplied to the Authority by two providers, Anglian Water and Affinity. An external company is currently involved in supporting the reduction of water usage.

Meter Readings:

Water is monitored accurately via meters. For Gas and electricity, the accuracy of the manual readings has in past years led to inaccurate figures being used. The Automatic Meter Readers were rolled out during 2015/16 and in early 2016/17 across nearly all of the service premises and this will now significantly improve the management information available going forward.

The usage of gas and electricity can vary considerably between years with a cold winter one year, followed by a mild winter the next.

Water Table

| Water (m3) | Av 13/14 & 14/15 for 15/16 Benchmark | 15/16 Usage | 16/17 Benchmark | 16/17 Actual | 16/17 Comments | 17/18 Benchmark | 17/18 Actual | 17/18 Comments (against 16/17 actual) | 18/19 Benchmark | Explanation / Reason Where Known |
|---------------------|--------------------------------------|-------------|-----------------|--------------|----------------------------|-----------------|--------------|---------------------------------------|-----------------|--|
| Ampthill Supply 1+2 | 345.49 | 182.26 | 345 | 170.15 | 16/17 benchmark too high | 190 | 148.00 | -13.0% down | 150 | |
| Bedford | 850.83 | 867.75 | 850 | 912.38 | 7% up | 1,000 | 808.00 | -11.4% down | 810 | |
| Biggleswade | 129.84 | 124.11 | 125 | 150.17 | 20% up MONITOR | 140 | 254.00 | 69.1% up | 130 | Ongoing increased water usage was due to an underground heating system leak, repaired Feb 2018. Benchmark set reflects this. |
| Control | 189.09 | 166.32 | 170 | 208.82 | 23% up MONITOR | 200 | 212.00 | 1.5% up | 210 | Now stabilised. |
| Denstable | 957.75 | 949.28 | 950 | 1,051.80 | 11% up | 1,000 | 932.00 | -11.4% down | 930 | |
| Harrold | 101.20 | 99.51 | 100 | 88.28 | 12% down | 95 | 108.00 | 22.3% up | 110 | Monitor |
| Kempston & HQ | 2,131.06 | 2,008.58 | 2,010 | 1,874.55 | 7% down | 1,900 | 2,099.00 | 12.0% up | 2,000 | |
| Leighton Buzzard | 361.95 | 387.89 | 380 | 557.00 | 47% up MONITOR | 560 | 500.00 | -10.2% down | 500 | |
| Luton Supply 1+2 | 1,862.89 | 1,758.26 | 1,800 | 1,094.05 | 39% down | 1,100 | 1,032.00 | -5.7% down | 1,030 | Now stabilised |
| Potton | 85.02 | 50.33 | 65 | 33.8 | revise benchmark | 40 | 42 | 24.3% up | 40 | Monitor, low quantity |
| Sandy | 90.54 | 60.25 | 80 | 51.57 | 36% down, revise benchmark | 55 | 52.00 | 0.8% up | 55 | |
| Shefford | 134.71 | 217.00 | 135 | 98.91 | 27% down | 100 | 94.00 | -5.0% down | 95 | |
| Stopsley | 651.78 | 623.77 | 650 | 608.84 | 6% down | 625 | 546.00 | -10.3% down | 550 | |
| Toddington | 196.53 | 291.27 | 200 | 271.41 | 35% up | 280 | 306.00 | 12.7% up | 300 | Water feeding boiler and overflowing |
| Woburn | 88.07 | 79.72 | 80 | 62.81 | 21% down, revise benchmark | 70 | 71.00 | 13.0% up | 70 | |

Electricity and Gas:

Unlike water, electricity and gas supplies were not all on meters and therefore the accuracy of the usage has in prior years caused the monitoring to be inaccurate. As noted above, predominantly all premises have had meters installed during 2015/16, these dates are shown in the tables below. When the meters are fitted, they start from a nil reading, so the proposed benchmark below is based on using the best available usage data from the old and new systems. From 2016/17 the usage will now be accurately monitored with real time information, to enable monthly reviews and stations to be advised if there are peaks in usage, to therefore try to establish the cause of these and take remedial action. Future tables will detail more accurate information, including usage detail compared to benchmark per station.

As noted above, the Property Manager is researching the services available by an external energy management supplier.

Electricity Table

| Electricity (kWh) | Date Meter Fitted | 16/17 Benchmark | 16/17 Actual | 16/17 Comments | 17/18 Benchmark | 17/18 Actual | 17/18 Comments (against 16/17 actual) | 18/19 Benchmark | Explanation / Reason |
|-------------------|-------------------|-----------------|--------------|----------------------------|-----------------|--------------|---------------------------------------|-----------------|---|
| Ampthill | 27/10/2015 | 21,000 | 15,596.00 | 26% down | 17,000 | 16,546.00 | 6.1% up | 16,500 | Increase due to police occupancy |
| Bedford | 30/05/2016 | 80,000 | 78,944.00 | 1% down (B | 80,000 | 83,419.00 | 5.7% up | 83,500 | Increase due to police occupancy |
| Biggleswade | 30/10/2015 | 16,500 | 17,199.00 | 4% up | 17,200 | 15,828.00 | -8.0% down | 15,900 | |
| Control | Prior Year | 181,000 | 190,224.00 | 5% up | 190,230 | 167,171.00 | -12.1% down | 170,000 | |
| Dunstable | Prior Year | 188,000 | 192,680.00 | 2% up | 192,680 | 180,795.00 | -6.2% down | 181,000 | |
| Harrold | 27/10/2015 | 18,000 | 9,685.00 | 47% down MONITOR | 9,690 | 9,188.00 | -5.1% down | 9,200 | No reason identified for 16/17 decrease (benchmark out). Now stabilised. |
| Hogwell | Prior Year | 333,000 | 331,800.00 | 0.4% down | 331,800 | 325,334.00 | -1.9% down | 325,000 | |
| Leighton Buzzard | 17/02/2016 | 24,000 | 21,408.00 | 11% down | 21,410 | 25,455.00 | 18.9% up | 25,500 | Asset Sharing, Police moved in Sept 2017 |
| Luton (inc. SAO) | 26/04/2016 | 105,000 | 106,934.00 | 2% up | 106,940 | 131,871.00 | 23.3% up | 132,000 | No reason identified for 17/18 increase. To be monitored, 16/17 appears low. |
| NAO | 27/10/2015 | 10,000 | 10,773.00 | 7% up | 10,780 | 8,542.00 | -20.7% down | 8,500 | No reason identified for 17/18 decrease. To be monitored. |
| Potton | 30/10/2015 | 18,000 | 9,358.00 | 52% down MONITOR | 9,360 | 9,967.00 | 6.5% up | 10,000 | No reason identified for 16/17 decrease. Now stabilised. |
| Sandy | 30/10/2015 | 14,000 | 9,920.00 | 31% down MONITOR | 9,920 | 11,927.00 | 20.2% up | 12,000 | No reason identified for 16/17 decrease. Now stabilised. |
| Shefford | 16/03/2016 | 21,000 | 23,995.00 | 14% up | 24,000 | 19,383.00 | -19.2% down | 19,500 | Monitor |
| Stopsley | 26/10/2015 | 41,000 | 50,736.00 | 23% up | 50,740 | 53,220.00 | 4.9% up | 53,300 | |
| Toddington | 17/02/2016 | 24,000 | 17,040.00 | 39% down MONITOR | 17,040 | 28,486.00 | 67.2% up | 17,100 | Increased electricity usage due to portable electric heaters over winter, whilst boiler out of operation. |
| Woburn | Prior Year | 52,000 | 44,875.00 | 14% down | 44,880 | 70,383.00 | 56.8% up | 70,500 | Standby/Strat Reserve at station. |

Gas

| Gas (m3) | Date Meter Fitted | 16/17 Benchmark | 16/17 Actual | 16/17 Comments | 17/18 Benchmark | 17/18 Actual | 17/18 Comments (against 16/17 actual) | 18/19 Benchmark | Explanation / Reason |
|--------------------|-------------------|-----------------|--------------|----------------------------|-----------------|--------------|---------------------------------------|-----------------|---|
| Amphill | 26/06/2015 | 4,400 | 4,113.00 | 6.5% down | 4,120 | 4,254.00 | 3.4% up | 4,300 | |
| Biggleswade | 15/05/2015 | 6,000 | 5,101.00 | 15% down | 5,110 | 4,295.00 | -15.8% down | 4,300 | Monitor |
| Control | 25/08/2015 | 6,000 | 5,483.00 | 8.6% down | 5,490 | 6,161.00 | 12.4% up | 6,200 | |
| Dunstable | 09/08/2016 | 20,000 | 20,034.00 | | 20,040 | 25,171.00 | 25.6% up | 25,200 | Insulation works carried out June 2018 - monitor reduced gas usage. |
| Harrold | 26/06/2015 | 3,900 | 3,668.00 | 6% down | 3,670 | 3,511.00 | -4.3% down | 3,500 | |
| HTC | 21/06/2016 | 60,000 | 39,484.00 | 34% down MONITOR | 39,490 | 35,734.00 | -9.5% down | 35,800 | 2016/17 Benchmark not accurate, Insulation works carried out June 2018 - monitor gas usage. |
| HTC Training & Gym | To be installed | 16,500 | 11,163.00 | 32% down MONITOR | 11,170 | 11,791.00 | 5.6% up | 11,800 | No reason identified for 16/17 decrease. Now stabilised. |
| Leighton Buzzard | 14/08/2015 | 19,250 | 16,092.00 | 16% down | 16,100 | 15,034.00 | -6.6% down | 15,000 | Insulation works carried out June 2018 - monitor reduced gas usage. |
| Luton | 12/06/2015 | 28,000 | 28,520.00 | 2% up | 28,520 | 25,086.00 | -12.0% down | 25,000 | Insulation works carried out June 2018 - monitor reduced gas usage. |
| NAO | 29/05/2015 | 2,500 | 2,114.00 | 15% down | 2,120 | 2,240.00 | 6.0% up | 2,250 | |
| Potton | 17/11/2015 | 1,850 | 885.00 | 52% down MONITOR | 890 | 1,273.00 | 43.8% up | 1,300 | No reason identified for 16/17 decrease. Usage returned to near previous level. |
| Sandy | 29/02/2016 | 1,790 | 1,730.00 | 3% down | 1,730 | 1,778.00 | 2.8% up | 1,800 | |
| Shefford | 29/02/2016 | 3,425 | 3,519.00 | 3% up | 3,520 | 2,287.00 | -35.0% down | 2,300 | To monitor. Boiler was off and awaiting parts for a period over winter. |
| Toddington | 02/09/2015 | 12,000 | 10,928.00 | 9% down | 10,930 | 5,017.00 | -54.1% down | 5,000 | Heating and hot water services off the run, no usage for 4 months. Increased electricity use shown in table above |
| SAO | 30/03/2016 | 7,235 | 8,938.00 | 24% up MONITOR | 8,940 | 8,702.00 | -2.6% down | 8,700 | |

The 2017/18 Benchmark Outturn data:

The table below summaries the total usage benchmark for electricity, gas and water and compares this to the year-end outturn. All are within a 10% tolerance, with gas and water being under the benchmark set.

| Property | | | | | | |
|----------|---|-----------------|--------------------------------|-----------------|----------------------------|--------------------|
| Measure | | | 2017/18 Full year Outturn Data | | | |
| No. | Description | Aim | 2016-17 Outturn | 2017-18 Outturn | Performance against Target | Comments |
| Pr01 | Total Electricity Consumption (Kwh) | Lower is Better | 1,131,167 | 1,157,515 | Green | 2% Usage Increase |
| Pr02 | Total Gas Consumption (M ³) | Lower is Better | 161,772 | 152,334 | Green | 6% Usage Reduction |
| Pr02 | Total Water Consumption (M ³) | Lower is Better | 7,355 | 7,204 | Green | 2% Usage Reduction |

REPORT AUTHOR: COUNCILLOR J MINGAY
SUBJECT: SERVICE DELIVERY POLICY AND CHALLENGE GROUP

For further information on this Report contact: Nicky Upton
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Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Service Delivery Policy and Challenge Group held on 19 September 2018

RECOMMENDATION:

That the submitted draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 19 September 2018 be received and the recommendation of the meeting, as noted below, be considered.

1. Introduction

1.1 The draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 19 September 2018 are appended for Members' consideration.

1.2 The Service Delivery Policy and Challenge Group made the following recommendations to the Fire Authority:

18-19/SD/019 Customer Satisfaction Survey Report Quarter 1 2018/19

1. That the Fire and Rescue Authority be recommended to consider ways of improving feedback of its meetings to the constituent authorities, such as a video presentation being provided by the Chief Fire Officer outlining the extensive activities undertaken by the Service that Members of the constituent councils may not be aware of.

**COUNCILLOR J MINGAY
CHAIR OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP**

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING
HELD ON 19 SEPTEMBER 2018 AT 10.00am**

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

DCFO A Hopkinson, SOC I Evans and SOC G Jeffery

18-19/SD/013 Apologies

13.1 An apology for absence was received from Councillor McVicar.

18-19/SD/014 Declarations of Disclosable Pecuniary and Other Interests

14.1 There were no declarations of interest.

18-19/SD/015 Communications

15.1 There were no communications.

18-19/SD/016 Minutes

RESOLVED:

That the Minutes of the meeting held on 26 June 2018 be confirmed and signed as a true record.

18-19/SD/017 Service Delivery Performance Monitoring Report Quarter 1 and Programmes to date

17.1 DCFO Hopkinson submitted the Quarter 1 2018/19 project and performance report. The format of the report had been amended so that the exceptions were reported with the relevant section of the report rather than having both the project and performance exception reports together.

17.2 In relation to the project exceptions, DCFO Hopkinson reported that the Co-responding Project was RAG rated Red as the co-responding trials remained on hold subject to the ongoing national negotiations around pay and terms and conditions.

- 17.3 The Emergency Services Mobile Communications Programme project was RAG rated Amber awaiting the outcome of a national review of the project.
- 17.4 DCFO Hopkinson advised that the Policy and Challenge Group would be receiving a separate report on the Replacement Mobilising System later on in the meeting.
- 17.5 The Asset Management and Fleet Management System had been updated to Green as a report was being submitted to the Fire and Rescue Authority at its next meeting to request that a reduced budget for the project be brought forward into the current financial year to allow the project to progress.
- 17.6 The Collaborative Working project was RAG rated as Green with a number of initiatives continuing to be progressed. The initial options appraisal for a joint Headquarters undertaken would be submitted to the next meeting of the Fire and Rescue Authority. A drone had now been purchased and joint training with the Police had commenced. The Red Routes trial in Luton and would commence on 1 October 2018.
- 17.7 The Blue Light Collaboration Event held on 1 August 2018 had been very successful and was well received by staff and others who attended, such as the Chair of the Authority and the Police and Crime Commissioner. Another workshop would be held in the New Year focussing on community safety.
- 17.8 The PPE project was RAG rated Green as the call-off contract had been signed and a contacts set-up meeting with the new supplier had taken place.
- 17.9 The Retained Duty System Improvement Project was RAG rated Green. The supplier of the availability module for the Retained Duty System had also been selected to provide a system for the Whole-time Duty Management System Improvement Project.
- 17.10 Members who had attended the station visit the previous evening reported that some firefighters had expressed concern about collaboration, and that there was some misinformation about what this included. DCFO Hopkinson advised that the Corporate Management Team was seeking to address this in a number of ways, including the extension of management briefing days, more internal communications and visits of senior Officers to stations.
- 17.11 SOC Jeffrey introduced the performance report for the first quarter of 2018/19 and referred to the exception reports.
- 17.12 PI08 (the average response time to primary fire incidents) had missed its target by 13%. The indicator measuring average response times to dwellings (PI09) had performed at 9% above target levels, indicating that the average response time had been missed for incidents that were in more remote parts of the County and were not the most high-risk. There were also incidents that had been

identified where the arrival of the second appliance had overwritten the arrival of first appliance and these had had to be manually overwritten.

- 17.13 DCFO Hopkinson reported on a large piece of work that was being undertaken as part of the development of a new Community Risk Management Plan that sought to identify risks and requirements for the Service at both the present time and 10-15 years in the future, taking into account the extensive growth planned for in the County. This would also evaluate if the Service's resources were in the right locations to mitigate against the risks identified. He confirmed that this would also take into account growth at both London Luton Airport and Cranfield Airport.
- 17.14 In relation to Section 106 and Community Infrastructure Levy funding, SOC Evans reported that all three constituent local authorities had agreed that developers would be required to provide fire hydrants by condition in planning permission for large developments. It was understood that very large developments, such as Cambourne in Cambridgeshire, could release funding for the provision of a new fire station, although this had not yet been the case in Bedfordshire.
- 17.15 The target for PI11 (the average call-handling time to mobilise to primary fires) had been missed by 40%. This related to 9 calls which had call-handling times ranging from 61 seconds to 440 seconds. The top five in terms of length had been analysed and the reasons for the length of time had been identified as wrong information given by the caller, the caller not knowing the location of the incident and over the border incidents which required coordination with other Fire and Rescue Services. It was recognised that this only related to a small number of incidents, which would be fully investigated, and that performance would continue to be monitored.
- 17.16 Members asked for information on the 440 second call.
- 17.17 PI12, (number of "false alarm malicious"/"hoax calls" mobilised to) 13 (number of "false alarm malicious"/"hoax calls" not attended) and 14 (number of "false alarm good intent" mobilised to) had all missed their targets.
- 17.18 In relation to PI12, there had been 58 calls during the reporting period and 33 were mobilised to. The calls would need to be monitored to ensure that there was enough call challenge.
- 17.19 There did not appear to be any identifiable trends, although there were repeat offenders.
- 17.20 Over half of the mobilisations to false alarm good intent calls were to controlled burning or fires on open ground.
- 17.21 It was noted that there was a process by which landowners could advise the Service that they were undertaking controlled burns and this could then be entered onto the mobilising system to prevent mobilisations to those fires. Councillor Franks suggested that this should be publicised more widely to raise awareness of this facility.

- 17.22 PI17 (the percentage of fire safety audits carried out on high and very high risk premises) was an annual target and the audit scheduling throughout the year was not evenly distributed. SOC Evans reassured Members that the target would be met by the end of the year.
- 17.23 PI18 (the rate and number of fires in non-domestic buildings) had missed its target by 18%. There were a small number of fires of this type and therefore performance was subject to fluctuation. Of the 37 fires during the quarter, 9 were classified as deliberate, including 3 separate incidents at HMP Bedford. 20 were minor fires contained to the first item ignited and 7 were confined to the room of origin. The fire at Bedfordshire Growers was one of the incidents reported under this indicator.
- 17.24 SOC Evans advised that HMP Bedford had experienced a high number of fires people had to be rescued or led to safety. This was of a significant concern and the decision had been made to write to the authority responsible for the Prison as previous concerns had been raised with the Deputy Governor.
- 17.25 Members requested that a report on the Service's liaison with HMP Prison be submitted to a future meeting of the Policy and Challenge Group.
- 17.26 It was noted that HMP Bedford was currently in special measures, as well as being the subject of an official warning letter submitted to the Justice Secretary.
- 17.27 Of the 37 non-domestic premises, 29 had previously received a fire safety audit. After fire inspections had been undertaken by a Fire Safety Inspection Officer at 28 of the premises. No specific issues had been identified as part of that process.
- 17.28 The Policy and Challenge Group was advised that the Service worked closely with local authorities and registered social landlords on fire safety issues.
- 17.29 SOC Jeffrey referred to the appendix of the report setting out the information measures. There had been 116 road traffic collisions during the quarter and 2 water deaths, both in Bedford Borough.
- 17.30 SOC Evans reported that the Service had recently been involved in a pilot project to develop an innovative new water rescue device being used as an alternative to the traditional lifebuoys that are placed alongside the banks of rivers and water ways, including the River Ouse in Bedford. Designed in partnership, the Portsafes rescue system uses an extendable 'reach and rescue' pole that is contained in a lockable box and stands on the water's edge similar to the traditional lifebuoy. But unlike the lifebuoy, it is secure and tamper proof. To get the pole they'll need to call the Fire Service on 999 for a code to unlock it, which means we'll also be on our way to assist.

17.31 DCFO Hopkinson reported that this product had been developed by the supplier in conjunction with the Service's technical support team. The Community Safety team had been recognised at the Service Awards evening for their efforts to deploy these devices along the River Ouse in Bedford. An article had been published in a fire publication explaining how the device worked and this could be circulated to Members for information.

RESOLVED:

1. That the progress made on the Service Delivery Programmes and Performance be acknowledged.
2. That a report on the Service's liaison with HMP Bedford be submitted to a future meeting of the Policy and Challenge Group.

(Note: at the end of the meeting, SOC G Jeffrey reported that the 440 second call had been received from a caller driving down the M1 reporting a fire on the opposite side of the carriageway. The driver did not know his/her location and was unable to provide information on landmarks that would allow the location of the fire to be identified.)

18-19/SD/018 Audit and Governance Action Plans Monitoring Report

- 18.1 DCFO Hopkinson reported that all actions had been completed. The action arising from the audit of Collaboration was to be confirmed by follow up audit.
- 18.2 DCFO Hopkinson advised that a number of improvements to the Blue Light Collaboration Board's performance monitoring and reporting mechanisms had been made following the audit recommendations. The first meeting of the Board's Tactical Delivery Group had been arranged for October 2018.
- 18.3 He further reported that it had been agreed to store the performance monitoring and reporting documents on Resilience Direct, which was available to Officers in both the Police and Fire and Rescue Service.

RESOLVED:

That progress made against current action plans be acknowledged.

18-19/SD/019 Customer Satisfaction Survey Report Quarter 1 2018/19

- 19.1 SOC Evans presented the results of customer satisfaction surveys conducted from 1 April 2018- 30 June 2018. During this period, the Service had achieved a 100% customer satisfaction rate.

- 19.2 The response rate for surveys had decreased significantly during the reporting period following a change in the way that surveys were being delivered. They used to be sent through the post to individuals following the surveys and had now been left for individuals to complete and this had led to a drop in the response rate to 14%. This would be investigated to improve the return rate in future reporting periods.
- 19.3 SOC Evans expressed that view that the questionnaires were valuable, not only for the feedback on the service received, but also in identifying the vulnerabilities of individuals receiving the Safe and Well visits.

RESOLVED:

1. That the report and the continuing good levels of customer satisfaction be acknowledged.
2. That the Fire and Rescue Authority be recommended to consider ways of improving feedback of its meetings to the constituent authorities, such as a video presentation being provided by the Chief Fire Officer outlining the extensive activities undertaken by the Service that Members of the constituent councils may not be aware of.

18-19/SD/020 Operational Decision Making Procedures – Exception Report

- 20.1 There were no exceptions to report.

18-19/SD/021 Replacement Mobilising System

- 21.1 SOC Jeffrey submitted the report on behalf of SOC Ball, which provided an update on the Replacement Mobilising System, including some background information, focusing on the option that had been selected as the way forward and the scope of the work being undertaken in partnership with Cambridgeshire (CFRS) and Suffolk (SFRS) Fire and Rescue Services.
- 21.2 SOC Jeffrey reported that the Service's current Replacement Mobilising System was procured in partnership with Essex Fire and Rescue Service in 2012. The contract with the supplier was coming to an end and Essex had decided to not renew the contract. This had led to the Service needing to identify another way forward and consultants had been engaged to provide an options appraisal.
- 21.3 The Authority had agreed at its meeting on 26 April 2018 to proceed with the procurement of a new system in collaboration with Cambridgeshire Fire and Rescue Service and Suffolk Fire and Rescue Service.
- 21.4 Following this, a joint Executive Project Board had been established between the three Services. A number of project teams had also been established to progress a variety of work streams including the technical specification, procurement strategy and resources and ICT requirements.

21.5 It was noted that there would be no requirement for a secondary control room as this function would be provided by another Service. This improved resilience and provided opportunities for cost savings through economies of scale.

RESOLVED:

That the update provided be received.

18-19/SD/022 Arson Case Study

- 22.1 SOC Evans introduced a case study commissioned by the DCFO on how the Service responded to incidents of deliberate fire setting in domestic dwellings
- 22.2 The case study related to a fire reported in the early hours of 22 June 2018 in a residential area in Luton. The first appliance arrived at the scene at 01.00, within eight minutes of receiving the call. Another two appliances were mobilised to the scene.
- 22.3 The whole building was affected by fire and smoke damage. The fire had been declared as “persons reported”; however, the property was found to be unoccupied at the time of the fire. It was subsequently identified that the owner was an elderly individual who resided in a care home.
- 22.4 Upon attendance at the incident, it was established that there were clear signs of forced entry and two seats of fire in both the kitchen and a bedroom, indicating that the fire had been caused by arson. A balance was therefore struck between scene preservation and extinguishing the fire.
- 22.5 Uniformed police attended the incident and there had been excellent on-scene liaison from the Police with immediate house to house enquiries on the night. An after fire ‘hot strike’ was conducted after the incident to 10 properties in the immediate vicinity. It was noted only 2 of the 10 households contacted responded to enquiries.
- 22.6 Group Commander Allen, who attended as part of the initial response, visited the scene the next day as he was a member of the Service’s specialist Fire Investigation Team. A joint fire investigation was undertaken in partnership with the Police in accordance with the Memorandum of Understanding for Fire Investigation. Evidence at the scene suggested that the fire was deliberately set following a burglary at the property.
- 22.7 The forensic investigation recovered blood within and outside the property and this was identified as belonging to a known individual for whom an arrest warrant was served. The individual was subsequently arrested.
- 22.8 A formal Fire Investigation report was completed which may be presented in evidence in criminal proceedings.

22.9 Members recognised the close working relationship between the two Services in dealing with the incident and thanked those involved in the co-ordination involved which would hopefully lead to a successful prosecution.

RESOLVED:

1. That the report provided be received.
2. That the Policy and Challenge Group's thanks to all those involved in the incident for the excellent demonstration of strong partnership working and co-ordination between the Police and Fire and Rescue Service which would hopefully result in a successful prosecution be recorded.

18-19/SD/023 Corporate Risk Register

23.1 DCFO Hopkinson presented the review of the Corporate Risk Register in relation to Service Delivery. There had been no changes or updates to risk ratings over the reporting period.

RESOLVED:

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

18-19/SD/024 Work Programme

- 24.1 The Group received its work programme and noted that the additional report on the liaison with HMP Bedford would be scheduled for the Policy and Challenge Group's next meeting.
- 24.2 DCFO Hopkinson advised that a report on the national data set published by the Home Office for benchmarking purposes would be presented to the Group when it was available in its entirety, as at this point in time, only half the data set had been published.

RESOLVED:

That the Work Programme be received.

The meeting finished at 11.21am.

For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 8

REPORT AUTHOR: COUNCILLOR Y WAHEED

SUBJECT: HUMAN RESOURCES POLICY AND CHALLENGE GROUP

For further information on this Report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Human Resources Policy and Challenge Group held on 20 September 2018.

RECOMMENDATION:

That the submitted draft Minutes of the meeting held on 28 June 2018 be received and the recommendations of the meeting, as noted below, be considered.

1. Introduction

1.1 The draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 28 June 2018 are appended for Members' consideration.

1.2 The Human Resources Policy and Challenge Group made the following recommendations to the Fire Authority:

18-19/HR/023 Progress Report on Positive Action

1. That the Fire and Rescue Authority be recommended to support the roll-out of unconscious bias training to Members of the Authority.

COUNCILLOR Y WAHEED

CHAIR OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP

**MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING
HELD ON 20 SEPTEMBER 2018**

Present: Councillors C Atkins, T Khan, J Mingay and Y Waheed (Chair)

ACO Z Evans, SOC G Jeffery, SOC A Peckham, Ms D Clarke and Mr R Jones

18-19/HR/016 Apologies

16.1 An apology for absence was received from Councillor Franks.

18-19/HR/017 Declarations of Disclosable Pecuniary and Other Interests

17.1 There were no declarations of interests.

18-19/HR/018 Communications

18.1 There were no communications.

18-19/HR/019 Minutes

RESOLVED:

That the Minutes of the meeting held on 28 June 2018 be confirmed and signed as a true record.

18-19/HR/020 Human Resources Programme and Performance Report, Quarter 1 2018/19

20.1 ACO Evans submitted the 2018/19 Quarter 1 report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.

- 20.2 ACO Evans reported that the timeline for the HR & Payroll Project Phase 2 (Time and Expenses Module) had been planned and the expected completion date was January 2019. The Recruitment of Green Book employees via the web was also now live.
- 20.3 In relation to the performance report, it was noted that EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target with 3.03% (1 out of 33 appointments) of staff recruited during the reporting period identifying as coming from a black, Asian or minority ethnic (BAME) background.
- 20.4 SOC Peckham advised that the Service was running an extensive positive action campaign in order to encourage applicants from BAME backgrounds.
- 20.5 In response to a comment about the perception of the Fire Service as an unsuitable career to some of the South Asian communities, Mr R Jones, the Service's Diversity Adviser, advised that this was not the case for younger generations. The school visits had generated a lot of interest from Asian young women. It was important that the Service increased its presence and that it was recognised that there was a wide variety of careers available within the Fire and Rescue Service.
- 20.6 Councillor Atkins referred to a visit by a delegation of fire fighters from Bangladesh. It was noted that this would be taking place during the next couple of weeks and would offer opportunities for engagement with the Bangladeshi communities in Bedfordshire. ACO Evans advised that she would obtain and circulate details of this visit to Members of the Committee for information.
- 20.7 A Member commented that a "canteen culture" often put off applicants from certain ethnic minority communities and that improvements had been made in the last couple of decades. The Police had recently run successful recruitment campaigns and it was hoped that the extensive positive action activities that the Service was currently involved with would result in successful BAME applicants to the Service's forthcoming whole-time recruitment campaign.
- 20.8 In relation to the training indicators, SOC Peckham reported that all the stretch training targets had been met with the exception of T7 (percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months), T8b (percentage of Retained Duty System personal attainment in maintaining core, operational safety critical training modules within a rolling 12 month period) and T8c (percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months).

20.9 T7 and T8b had missed their targets by 2% and T8c had missed its target by 1%. Meeting the RDS target continued to be a challenge and there was a review ongoing in relation to the learning materials provided to on call fire fighters. It was noted that performance against T7 and T8c had been impacted by a small number of staff.

RESOLVED:

That the progress made on Human Resources Programmes and Performance be acknowledged.

18-19/HR/021 Audit and Governance Action Plans Monitoring Report

21.1 ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. There were no current requests for extensions to completion dates. All actions arising from internal audits had been completed.

21.2 The one action under the remit of this group arising from the Annual Governance Statement was currently in progress.

RESOLVED:

That progress made to date against the action plans be acknowledged.

18-19/HR/022 Health and Safety Annual Report

22.1 SOC Jeffery introduced the Service's Health and Safety Annual Report for 2017/18. This provided an overview of the work undertaken in relation to the management of health and safety within the Service.

22.2 The Service's health and safety policy had been reviewed and updated during the year. The Service had also published 9 general risk assessments and reviewed 79 existing general risk assessments. Two safety bulletins had been published during the year on breathing apparatus general check and compressed air cylinder connection and series 19 fire hydrants.

22.3 The report also detailed the health and safety training that had taken place during the year.

22.4 Members were referred to the health and safety data in the report and it was noted that the number of days lost due to workplace accidents had substantially decreased from 388 in 2016/17 to 104 in 2017/18, 54 days of which related to the same incident.

- 22.5 There were 38 vehicle collisions during 2017/18 compared to 40 in 2016/17. The majority of these were low speed collisions. 11 incidents involved a Service vehicle being struck by another vehicle.
- 22.6 SOC Jeffery advised that the incidents were reviewed using footage obtained from vehicle mounted CCTV systems on Service vehicles. Any complaints that remained unresolved after Stage 1 were reported to the full Fire and Rescue Authority.
- 22.7 Members commented on how well-written and readable the report was and how well it demonstrated the amount of work undertaken in relation to the management of health and safety in the Service.
- 22.8 The significant efforts made by members of the health and safety team to integrate with the operational and support arms of the Service and to change the culture around health and safety within the Service was recognised.
- 22.9 In response to a comment, SOC Jeffery advised that Service vehicles would always find a way to an incident regardless of the number of cars parked on the sides of the road. However, a local campaign would be introduced in Bedford to educate people how to park and this would include flyer and leaflet drops.
- 22.10 ACO Evans reported that the Service would be undergoing a Royal Society for the Prevention of Accidents (RoSPA) Audit with the hope of obtaining a Level 5 qualification.

RESOLVED:

That the Health and Safety Annual Report be acknowledged.

18-19/HR/023 Progress Report on Positive Action

- 23.1 Mr R Jones, the Service Diversity Adviser, presented his report outlining the progress made against the Positive Action Plan. The report also outlined the difference between positive action and positive discrimination and explained the benefits of positive action to the Service and the wider community.
- 23.2 Nine of the actions set out in the action plan had been completed, including sharing best practice with Bedfordshire Police, providing guidance materials for station open days, engagement events and 'have a go' days and on call recruitment campaigns, although it was noted that work on many of these actions remained ongoing.

- 23.3 The Diversity Adviser reported that he attended conferences and regional meetings to discuss best practice in relation to positive action campaigns. The Service engaged with a wide variety of organisations, such as the Asian Fire Service Association, to better understand and address any perceived barriers to those from ethnic minority backgrounds and females applying for positions within the Service.
- 23.4 One of the recognised challenges in recruiting males from certain communities was that the breathing apparatus was not currently compatible with beards as the hair compromised the seal. This would have to be considered further as currently the provider of the equipment would not validate the use of the equipment if the users were not clean-shaven.
- 23.5 In response to a comment on the unconscious bias training provided to managers at the Service, the Diversity Adviser commented that this was currently provided as an online package and that it had been well received. An in-house training programme was being developed.
- 23.6 It was suggested that the unconscious bias training be offered to Members and that this be recommended by the Group to the Fire and Rescue Authority.
- 23.7 The Diversity Adviser reported that there were six actions that remained ongoing, including developing relationships with representatives of a wide range of faith groups, distributing recruitment messages at community events, such as the River Festival and Luton Carnival, holding a series of 'have a go' events at Community Fire Stations and utilising working with young people such as Cadets and Fire Forward.
- 23.8 The 'have a go' events had proven very popular and recent events in Bedford and Luton had been oversubscribed. Although they were not targeted specifically at individuals from minority ethnic backgrounds and females, a number of individuals from these target groups had attended or signed up for future events. The Service would then track if these individuals went on to sign up to the joining page so that they could be sent information about the recruitment process.
- 23.9 The Diversity Adviser reported on the positive action initiatives supporting the 2018/19 whole time recruitment campaign. This included the recruitment of 19 volunteer positive action ambassadors from within current Service staff. 7 of these individuals were recent recruits themselves.
- 23.10 Members were advised that engagement with faith communities was primarily to address perceptions of the Fire Service as a career with the older generation of some ethnic minority communities.

23.11 SOC Peckham reported on initiatives to increase engagement in the recruitment process by the Cadets by decreasing the age at which interest in recruitment can be expressed from 18 to 17.

23.12 It was recognised that the Service was actively promoting a range of positive action initiatives, particularly in relation to the forthcoming whole time recruitment campaign.

RESOLVED:

1. That the presentation be noted.
2. That the Fire and Rescue Authority be recommended to support the roll-out of unconscious bias training to Members of the Authority.

18-19/HR/024 People Strategy 2018-22

- 24.1 ACO Evans introduced the Service's draft People Strategy 2018-2022. The report set out workforce data, which would be updated in accordance with HMICFRS data requirements, service objectives, vision, national values and virtues, employee relations and survey responses, key achievements, performance and focus areas for 2018-2022.
- 24.2 The Strategy had been subject to internal and external consultation that had closed on 27 August 2018. The Strategy had been sent to 14,589 individuals externally and 92 responses had been received. 92% of respondents responded positively to all areas.
- 24.3 It also encompassed the elements contained in the Fire and Rescue National Framework for England 2018 and the Service's Inclusion Strategy.
- 24.4 ACO Evans drew Members' attention to the section on "Your Views" which set out results of employee surveys. The strategy importantly highlighted significant achievements as set out across the focus areas building capability and capacity, developing the organisation, resourcing the service, employer of choice and building a strong behaviours culture.
- 24.5 Members recognised the substantial amount of work that had gone into the production of the report and how easy the Strategy was to read and how much work had taken place over the last 4 years. It was hoped that this would be accessed by members of the public on the Service's website upon its publication.

RESOLVED:

That the People Strategy 2018-22 be approved.

18-19/HR/025 Corporate Risk Register

- 25.1 SOC Peckham presented the report on the Corporate Risk Register. The extract of the register relating to Human Resources was displayed to Members. Of the eight risks, six were tolerated and two were being treated.
- 25.2 There had been no changes and no updates to risks within the Corporate Risk Register relating to Human Resources.

RESOLVED:

That the development of the Service's Corporate Risk Register in relation to Human Resources be noted and approved.

18-19/HR/026 Work Programme 2018/19

- 26.1 Members received the Work Programme for 2018/19.
- 26.2 Councillor Mingay reported on concerns that had been raised by on call firefighters at Sandy Community Fire Station at the recent station visit. They had expressed dissatisfaction about leave arrangements and commented that these could have an adverse impact on recruitment and retention of on call firefighters.
- 26.3 SOC Jeffery advised Members that one of the strands of the RDS Improvement Programme was the use of the Gartan payroll module to increase the flexibility of leave arrangements to allow for a pro-rata retainer and for on call firefighters to be able to take shorter term periods off as leave rather than full 24 hour periods. This would support a better work life balance. Any changes to the contractual arrangements would be subject to negotiation.
- 26.4 ACO Evans advised that the RDS Improvement Programme project was reported to the Service Delivery Policy and Challenge Group. She assured Members that the concerns were known about and being addressed by the programme of work.

- 26.5 SOC Jeffery reassured Members that these issues would be addressed and that the Service would make more of an effort to ensure that communications were improved and firefighters at retained stations were aware of future improvements.
- 26.6 SOC Peckham advised that he would be visiting the fire station in Sandy in the next 2-3 weeks and he would communicate this to the on call firefighters there.

RESOLVED:

That the Work Programme be agreed.

The meeting finished at 11.25am

For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 9

REPORT AUTHOR: COUNCILLOR M HEADLEY
SUBJECT: AUDIT AND STANDARDS COMMITTEE

For further information on this Report contact: Nicky Upton
Democratic and Regulatory Services Supervisor
Tel No: 01234 845149

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Audit and Standards Committee held on 25 September 2018.

RECOMMENDATION:

That the submitted Minutes of the meeting held on 25 September 2018 be received.

1. Introduction

- 1.1 The draft Minutes of the meeting of the Audit and Standards Committee held on 25 September 2018 are appended for Members' consideration.

**COUNCILLOR M HEADLEY
CHAIR OF AUDIT AND STANDARDS COMMITTEE**

**MINUTES OF THE AUDIT AND STANDARDS COMMITTEE
MEETING HELD ON 25 SEPTEMBER 2018 AT 10.00am**

Present: Councillors Headley (Chair), Chapman, Chatterley, Downing and Duckett

Mr J Atkinson, ACO Z Evans and Mr G Chambers

Ms K Storey, Ernst & Young

Mr D Harris, RSM

Mr B Standing, Browne Jacobson LLP

18-19/AS/016 Apologies

16.1 Apologies for absence were received from Cllr Waheed.

18-19/AS/017 Declarations of Disclosable Pecuniary and Other Interests

17.1 There were no declarations of interest.

18-19/AS/018 Communications

18.1 The Assistant Chief Officer referred to RSM's Emergency services sector update September 2018 that had been circulated after the publication of the agenda.

18.2 The briefing contained a section on "the dark art of collaboration assurance". The Assistant Chief Officer advised that progress on the collaboration projects that the Service was involved in was reported regularly to Members at meetings of the full Authority. RSM, the internal auditors, had also undertaken an audit of Collaboration.

- 18.3 The Assistant Chief Officer reported that she would pass the briefing on to the Blue Light Collaboration Board for information.
- 18.4 The first question for the Committee's consideration under the Fire sector section of the update was *"Are you satisfied that your statistics are in line with national trends, and if not, do you have any mechanisms to ensure the outlying areas are investigated and action taken?"*
- 18.5 The Committee was advised that operational statistics were reported to and scrutinised by the Service Delivery Policy and Challenge Group.
- 18.6 The Committee considered further questions on the recent HMICFRS inspection as follows: *"Have you considered how your service will use the inspections as a source of assurance and ensure any potential duplication of assurance is minimised?"* and *"Has the impact on resources within the service been considered and planned for?"*
- 18.7 The Assistant Chief Officer reported that it was not yet fully known what the outcome from the inspections would be as the inspection reports from the first tranche were still awaited. This would be investigated further when the reports were published. The issue of duplication of effort has been considered and the equality peer review postponed until it is known how much will be covered by the HMICFRS inspection, instead an internal assessment had been completed against the framework.
- 18.8 The significant impact on the Service's resources in supporting the inspection was recognised.
- 18.9 In response to a question, the Committee was advised of a wide range of collaborative projects with other fire and rescue services. These included the ICT Shared Service, the sharing of Area Commanders with Cambridgeshire Fire and Rescue Service, the Fire and Rescue Indemnity Company with eight other fire and rescue services, the procurement of Personal Protective Equipment (PPE) and Fleet procurement with a large number of other fire and rescue services to name a few.
- 18.10 In response to a question it was confirmed there were currently no plans in place to merge with another fire and rescue service, although it was noted that mergers had taken place in other parts of the country.

18.11 Councillor Downing reported on the CIPFA conference on effective contract management that he had recently attended. He had circulated the slides to other Members of the Authority for information and would be producing notes so that this issue could be discussed at the forthcoming Member Development Day.

RESOLVED:

That the communication be received.

18-19/AS/019 Minutes

RESOLVED:

That the Minutes of the meeting held on 6 July 2018 be confirmed and signed as a true record.

18-19/AS/020 Public Participation

20.1 There were no members of the public present at the meeting.

18-19/AS/021 Annual Audit Letter for year ended 31 March 2018

21.1 Ms K Storey, Ernst & Young, submitted the Annual Audit Letter for the Year Ended 31 March 2018 which communicated the key issues following the completion of the audit procedures carried out by Ernst & Young, as was required under the National Audit Office's Code of Practice.

21.2 It was noted that the content of the letter had been considered by the Committee at its last meeting when it had received the Annual Audit Results Report. This included discussion around the uncorrected misstatement of £161,000 arising from a better than forecast outturn for the Bedfordshire Pension Fund.

21.3 Ms Storey also confirmed that there would be no change to the annual audit fee, as reported at the last meeting.

RESOLVED:

That the submitted Annual Audit Letter dated August 2018 be received.

18-19/AS/022 Internal Audit Progress Report

- 22.1 Mr D Harris, RSM, introduced the report on progress made against the internal audit plan for 2018/19.
- 22.2. He advised that the governance audit was still in draft following a meeting with the Chief Fire Officer and it was anticipated that the final draft would be issued by the end of that week.
- 22.3 The Use of Risk Management Information was also currently in progress, with dates set for four of the remaining five audits in the programme.
- 22.4 Information was awaited from Cambridgeshire Fire and Rescue Service in relation to the audit of cyber security. It may be that the two Services' own assurance arrangements resulted in this being removed from the audit programme.
- 22.5. It was noted that a new Head of ICT had recently been appointed and one of the key tasks of the role would be to ensure that the appropriate cyber security arrangements were in place.
- 22.6 The Chair commented that the Committee must be kept informed of the assurance arrangements, regardless of whether this was through internal audit or management controls.
- 22.7 In response to a question, Mr Harris expressed the view that the two issues that could have the most significant impact on the Service in the future were collaboration and ICT.

RESOLVED:

That the report be received.

18-19/AS/023 Local Government Act 1972, Schedule 12A, Paragraph 3 of Part 1: Exclusion of the Public

RESOLVED:

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act (as amended):

Item

Pensions Investigation

(Please note: the Minute on this item is attached as a confidential appendix to these Minutes.

Councillor Duckett left the meeting during the discussion of the item and Councillor Chapman left at the conclusion of the item.

Following the conclusion of this item, the Committee returned to public session.)

18-19/AS/024 Audit and Governance Action Plan Monitoring - Exception Report and Summary Analysis

- 24.1 The Assistant Chief Officer presented the Committee with a summary statistical analysis of actions arising from internal audit reports over the last three financial years to date and from the Authority's current Annual Governance Statement.
- 24.2 A total of one high priority, twenty-five medium priority and forty-eight low priority actions had been agreed over the reporting period, of which one medium priority and two low priority actions were still in progress.
- 24.3 The three actions arising from the Annual Governance Statement were still in progress.

RESOLVED:

That the report be received.

18-19/AS/025 Review of the Fire Authority's Effectiveness

- 25.1 The Assistant Chief Officer introduced her report which set out proposals for the review of the Fire and Rescue Authority's effectiveness in 2018/19.
- 25.2 It was noted that only two questionnaires had been completed as part of the process in 2017/18.

- 25.3 It was suggested that, as there was a governance review in progress, and as it was likely that there would be a number of new Members appointed onto the Authority in 2019, the review of the Authority's effectiveness should not take place this year, and further consideration be given to the frequency of review next year.

RESOLVED:

That the Annual Review of the Fire Authority's Effectiveness be deferred for one year.

18-19/AS/026 Corporate Risk Register and Review of Corporate Risk Management

- 26.1 The Assistant Chief Officer presented an update on the review of the Corporate Risk Register. All changes and updates to risks had been considered by the relevant Policy and Challenge Group.
- 26.2 There had been four updates to risks in the Corporate Services Risk Register. There had been no changes and no updates to the other Risk Registers.

RESOLVED:

1. That the continuing development of the Service's Corporate Risk Register be acknowledged.
2. That it be acknowledged that the appropriate Policy and Challenge Groups have considered and reviewed controls proposed to reduce the identified risks.

18-19/AS/027 Work Programme

- 27.1 The Committee considered the proposed work programme for 2018/19.
- 27.2 It was noted that the Committee had agreed to receive a report on abatement earlier in the meeting and this was to be programmed for its next meeting.

RESOLVED:

That the Committee's Work Programme for 2018/19 be received, with the inclusion of a report on abatement for the Committee's meeting on 6 December 2018.

The meeting closed at 12.32pm

For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 10

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: NJC PAY AWARDS

For further information on this Report contact: Zoe Evans
Assistant Chief Officer (Human Resources and Organisational Development)
Tel No: 01234 845019

Background Papers: NJC notification attached

Implications (tick ✓):

| | | | |
|---------------------|---|------------------------|---|
| LEGAL | | FINANCIAL | ✓ |
| HUMAN RESOURCES | ✓ | EQUALITY IMPACT | |
| ENVIRONMENTAL | | POLICY | ✓ |
| ORGANISATIONAL RISK | | OTHER (please specify) | |

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

PURPOSE:

To inform Members of the NJC pay awards and offers for Green Book and Grey Book staff and to seek authority to implement the pay award for Brigade Managers.

RECOMMENDATIONS:

1. For Members to be aware of the NJC Green Book Pay Award for 2018 and 2019;
 2. For Members to consider/confirm the application of the NJC Brigade Managers Pay Award for 2018;
 3. For Members to be aware of the ongoing NJC Grey Book pay negotiations for 2017/18 and the interim payment.
-

1. Introduction

1.1 On 10 April 2018 the Service received confirmation that an agreement had been reached between the National Employers and the NJC Trade Union Side for the National Joint Council for Local Government Services on rates of pay applicable from **1 April 2018** and **1 April 2019**. This national agreement is automatically accepted and pay for those bound by **Green book terms** and conditions (**support professional staff**) have been updated accordingly. The agreement was quite complex, the essence of which is:

- A pay increase of between 15% and 4.3% for those on the current SCPs 7 – 28.
- 4.04% increase over two years, for those above the current SCP 29, including those above SCP 49.
- A new pay spine from 2019, with new scale points 1-43 and even 2% pay gaps between SCPs 6-28.

1.2 On 27 July 2018 the NJC for Brigade Managers of Local Authority Fire and Rescue Services (**Principal Officers**) agreed a two-stage approach in respect of the 2018 pay settlement for this group, which provides a 1.0% increase on 2017 basic salary levels with effect from 1 January 2018, rising to a 2.0% increase on 2017 basic salary levels with effect from 1 July 2018. The pay of all Brigade Managers covered by the NJC's agreement should therefore be increased by this amount with effect from that date (Appendix 1). This pay increase is not automatically implemented. The national pay award for Brigade Managers was not applied in 2015 as this was the same year as a local review. The national pay award of 1% was applied in January 2016. A 1% increase was applied with effect from 1 January 2017. There has been no local review conducted since 2015 and the application of the National agreement is for Members to consider.

- 1.3 We are aware that discussions stemming from the 2017 pay award for Grey Book (**operational and control staff**) are ongoing. As an interim measure and whilst negotiations continued it was agreed on 7 December 2017 to uplift those bound by grey book terms and conditions (operational employees) by 1.0% across the board, including continual professional development payments, backdated to 1 July 2017.
- 1.4 To recap, the annual settlement date for employees covered by the National Joint Council for Local Authority Fire and Rescue Services (Grey Book) is 1 July. On 3 July the Employers side of the NJC put forward an offer. On 25 July the FBU formally rejected the pay offer in its current form. On 26 July 2017 the Employers side wrote to the FBU mutually agreeing for further engagement and discussion on the issue. The offer was:
- (i) **Stage 1** – to immediately apply a 2.0% increase on basic pay across the board with effect from 1 July 2017. This includes CPD payments. This will allow time to reach a permanent agreement that can meet both parties' aspirations.
 - (ii) We expect to be able to reach a deal through the NJC which would: build upon the current broadening the role of firefighters negotiations; agree a permanent position; and include how the arrangements for the pay awards for 2018, 2019, and possibly 2020 will be staged fitting into an overall pay framework (including that relating to Retained Duty System firefighters).
 - (iii) **Stage 2** - Assuming the deal referred to in (ii) above is reached, we will apply a further 3% increase with effect from 1 April 2018 as part of the 2017 settlement.
 - (iv) However, as you are aware fire and rescue services have had to deal with significantly reduced finances over recent years. Therefore, to be absolutely clear, in order to be able to apply the stage 2 increase it will also have to be subject to governments across the UK providing funding to enable us to do so.
- 1.5 On 14 September 2017, the FBU formally rejected the offer with a commitment to engaging in further discussion. As a result the FBU also notified the Employers Side that the current NJC trials on EMR and other work would cease.

- 1.6 On the 27 July 2018 the employers made an offer that basic pay and continual professional development payments are uplifted by 2.0% with effect from 1 July 2018 while negotiations continue to put in place a longer term deal. The FBU have proposed to the membership that the pay uplift is made and negotiations should continue. The FBU intend to make a decision at the Executive Council scheduled for 18-20 September 2018.
- 1.7 We await further detail around the outcome of the continued discussions for grey book pay.

**PAUL M FULLER CBE QFSM DL
CHIEF FIRE OFFICER**

**JOHN ATKINSON
SECRETARY/MONITORING OFFICER**

Implications

FINANCIAL

Through the budget setting process national pay negotiation is anticipated and the impact on salary budgets is considered and planned for. Depending on the outcome of the Grey Book increases, further budgetary implications will be addressed.

Human Resources

National pay bargaining machinery exists for all employees employed by the authority.

Policy

A paper to FRA communicating this information is in line with existing Service Policy.

For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 11

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: HMICFRS INSPECTION UPDATE

For further information on this Report contact: Strategic Operational Commander Andy Peckham
Head of Service Development and Assurance
Tel No: 01234 84 5129

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

The purpose of this report is to inform the Fire and Rescue Authority (FRA) of the recent activity involved in delivering Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection process in 2018.

RECOMMENDATION

That the FRA acknowledges the content of the report.

1. Background

- 1.1 In July 2017, HMICFRS extended its remit to include inspections of the 45 Fire & Rescue Services in England. Between December 2017 and February 2018 HMICFRS ran a public consultation on its proposed methodology for inspection of Fire and Rescue Services (FRS), which Bedfordshire Fire and Rescue Service (BFRS) responded to with the FRA support. The framework is based on the core measures of effectiveness, efficiency and workforce.
- 1.2 Three tranches of inspection will take place through 2018-19, in groups of 15, after each tranche there will be a reporting process. BFRS were selected to be inspected in the first tranche in summer 2018.

2. Communications and engagement

- 2.1 Exploration – informal visits to the Service have been made throughout the year. Our Service Liaison Lead (SLL) Kathryn Bloomfield, and other members of the HMICFRS team, initially visited in May 2018. Our SLL changed in June 2018 and Jerry Kirkby, an established HMICFRS inspector, and Matt Reavill, a SLL for the north east of England, were appointed. This required us to revisit ‘exploration’ to enable both Jerry and Matt to understand our FRS prior to the formal inspection process. Two further days were dedicated to this.
- 2.2 Exploration provided opportunity to meet with many staff, including operational personnel at Dunstable, Woburn and Leighton Buzzard. This included observing exercise ‘Storm Deborah’ which provided us an opportunity to showcase how we are able to deliver effective multi-agency command simulations.
- 2.3 A series of management briefings have provided staff with regular update on our preparations for the inspection process. The event in May 2018 was a workshop session to better understand the demands and successes within BFRS. Approximately 60 managers took part in this activity. The event in July 2018 provided opportunity for Principal Officers to

present the Strategic Briefing in advance of HMICFRS and take any comments. The event also included group work to appreciate what staff were proud of.

- 2.4 On 30 May 2018 DCFO Andrew Hopkinson, Cllr Coleen Atkins and Cllr Paul Downing attended a 'Chiefs and Chairs' briefing event, hosted by HMICFRS. At this event the inspectorate provided feedback on the three pilot events and released the final versions of the methodology and judgement criteria.
 - 2.5 On 6 June 2018 SOC Andy Peckham, Karen Daniels and Thomas Warner attended a briefing event, hosted by HMICFRS, for Service Liaison Officers and staff engaged in delivering the inspections within Services.
 - 2.6 A number of Blue Bulletin articles have been included to update all staff. A total of 10 updates have been provided to date.
 - 2.7 Copies of our self-assessment and position statement have been made available on SharePoint, promoted in the Blue Bulletin and printed copies sent to workplaces for staff awareness.
 - 2.8 Recent CMT engagement with all stations and work departments includes an update on the inspection process which enables a more detailed understanding for all staff.
 - 2.9 A Data Pack was provided by HMICFRS on 20 July 2018. This pack provides BFRS with information collated from a number of sources, including data returns made to HMICFRS, CIPFA and Home Office national statistics. A review was carried out by BFRS to ensure that the data contained was accurate, enabling any matters of accuracy to be addressed. It was used to inform the inspection team within Fieldwork.
 - 2.10 Recent communications have involved sharing with all staff detail of HMICFRS' Reporting Line and their staff survey access, both of which will help inform the final inspection report.
3. Timeline for Inspection
 - 3.1 **Data submissions** – an initial request was made in May 2018 and was provided on time. A total of 1200 data cells were completed. In July 2018 a second request was made with a total of 600 data cells. The next data request is expected in October 2018.

- 3.2 **Document Submission** - three weeks were provided for a return of a document request, self-assessment and position statement. These were submitted on time in May 2018. More than 200 documents were provided to HMICFRS (e.g. minutes of meetings, terms of reference, action plans etc.).
- 3.3 **Self-assessment** – this document explained how we are delivering against the 11 diagnostic areas that support the core elements of *effectiveness*, *efficiency* and *people*. It had a word limit of 300 words per diagnostic area. All CMT members were engaged in developing this.
- 3.4 **Position Statement** – this document demonstrated where we see our successes and our challenges, and what our priorities are for the year ahead.
- 3.5 **Discovery** – took place for one week commencing 18 June 2018. During discovery, the inspection team visited a number of specific areas within the Service, such as Control, speaking with specific individuals and teams, and hosting telephone interviews with some of our partners.
- 3.6 **Strategic Briefing** - took place on Wednesday 18 July 2018. This was attended by four inspectors and HMI Zoe Billingham, and ran from 12:00hrs to 16:00hrs. This was preceded by interviews with representatives from both Fire Brigades Union (FBU) and Fire and Rescue Service Association (FRSA, formerly RFU), and concluded with interviews with CFO and FRA Chair.
- 3.7 **Fieldwork inspection** - commenced on Monday 30 July and concluded on Friday 3 August 2018. This was led by Jerry Kirkby, assisted by Matt Reavill and included a total of twelve inspectors. A verbal debrief was provided to Principal Officers on Friday 3 August. No critical areas of concern were raised.
4. Resourcing
 - 4.1 The number of hours that inspection requires from the Service is being maintained so that this can be quantified at the end of the process.
 - 4.2 To date, across all areas of the inspection process, this is approximately 1,200 hours (150 days, or 30 weeks).

5. Further Evidence

- 5.1 Data requests will continue, with further requests in October 2018 and January 2019, moving to bi-annual in 2019-20 and beyond.
- 5.2 The debrief provided a summative position of the outcomes from the fieldwork week, which will be built on by HMICFRS through further triangulation and review of the wider discovery, data and document evidence, prior to a draft final report being made available to us for the purpose of checking for factual accuracy. We will not be able to influence the narrative of the report.
- 5.3 The final report is expected early December 2018. All 15 tranche one FRS will have their reports published at the same time. Following the publication of these reports, HMICFRS will publish a 'state of the nation' report which covers findings from across all tranche one Fire and Rescue Services.
- 5.4 Following receipt of the published report, FRA members will be updated on both findings and the Service intent based on any recommendations that it contains.
- 5.5 Our evidence that has been collated and used to support this inspection process will be reviewed, categorised and maintained for future processes.

**PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER**

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For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 12

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: BLUE LIGHT COLLABORATION UPDATE

For further information on this Report contact: Deputy Chief Fire Officer Andrew Hopkinson
Tel No: 01234 84 5112

Background Papers: Blue Light Collaboration Updates

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 Fire and Rescue Authority (FRA) with a regular update on progress with key collaboration initiatives between Bedfordshire Fire and Rescue Service (BFRS), Bedfordshire Police (BP) and East of England Ambulance Service (EEAS) as managed through the Blue Light Collaboration Strategic Board (Blue Light CSB).

RECOMMENDATION

Members are requested to **receive** the content of the report.

1. Background

- 1.1. The Policing and Crime Act 2017 places a statutory duty on the emergency services to collaborate, where the collaboration is viewed to be in the interests of efficiency or effectiveness or where it will improve public safety. BFRS, BP and EEAS have a successful track record of collaborating together operationally on a number of initiatives in recent years.
- 1.2. Collaboration between the three primary emergency services within Bedfordshire is co-ordinated through the bi-monthly Blue Light CSB, jointly chaired by the Deputy Chief Fire Officer and Deputy Chief Constable.

2. Programme Governance update

- 2.1. To further strengthen the programme governance arrangements, DCFO Andrew Hopkinson and DCC Garry Forsyth, have established a Tactical Delivery Group (TDG) that will report into the Blue Light CSB.
- 2.2. Jointly chaired by a BFRS Group Commander and a BP Chief Inspector, the TDG will be convened for the first time during October 2018. BFRS will be further represented by the Partnership Development Manager and BP will be represented by the Superintendent, Intelligence and Corporate Services a liaison for the two organisations.
- 2.3. Improvements to the way in which the numerous projects are tracked and reported to the CSB have been implemented including an initial feasibility assessment proforma designed to facilitate potential collaboration initiatives to be quickly assessed in a more streamlined and consistent manner.

3. Blue Light Collaboration Workshop 1 August 2018

- 3.1. On 1 August, the CSB hosted a successful one-day 'Blue Light Collaboration Workshop' at Dunstable Community Fire Station to involve and encourage front line staff from BFRS and BP to identify and influence future collaboration opportunities. Supported by the DCFO, DCC, FRA Chair Cllr Paul Downing, Cllr David McVicar in his capacity as Member Collaboration

Champion and the Police and Crime Commissioner, Kathryn Holloway, the event brought together a vertical slice of 36 predominantly operational staff from Firefighter to Group Commander and Constable to Chief Inspector.

- 3.2. Under the banner of 'Together We Are Better', delegates participated in a number of exercises to help identify barriers to communication and collaboration between BFRS and BP, to develop their understanding of the duties and functions of the two services and to encourage them to identify areas they felt had real potential to improve collaboration. A report detailing the activities and outcomes of the day is being finalised and will be shared separately with FRA members in the very near future. The success of the workshop has influenced the CSB to host a further workshop early in the new year in February that will bring together a different group of staff and potentially include EEAS to focus on collaboration that will improve community safety.
4. Collaboration Projects - update
 - 4.1. Collaboration projects are currently structured under the 5 headings of Estates, Operations, Response, Resource Sharing and Support Services. The following sections summarise progress of the key projects that have progressed since the last update report.
 - 4.2. Estates:
 - **Joint Headquarters:** This is the subject of a separate briefing presentation under Part B.
 - **Police Co-Location:** The co-location of police staff at Ampthill, Bedford, Leighton Buzzard, Harrold fire stations and joint use of the Bury Park Community Centre office is reported to be working well and becoming more embedded. Works to increase the number of female toilet and shower facilities at Leighton Buzzard fire station is underway.
 - **Ambulance Co-Location:** The DCFO has recently had a productive initial meeting with Simon King, EEAS Senior Locality Manager for Bedfordshire and Hertfordshire to revisit and explore collaboration opportunities with EEAS including sharing estates and in other operational areas.
 - 4.3. Operations:
 - **Unmanned Aerial Vehicle (Drone):** The drone has been delivered and the necessary actions regarding registration with Civil Aviation Authority and the provision of insurance cover are underway. Joint training with police colleagues is

underway with completion expected in early November. Subject to CAA approval, the drone should become operational shortly afterwards. Agreement has been reached with Police Tri-Force Joint Protective Services and Hertfordshire FRS to formulate a regional MoU for joint response and interoperability.

- **Red Routes:** The 6 month Red Routes pilot scheme that will see BFRS appliances routing back to station via known burglary 'hotspots' to act as a visible crime deterrent commenced on 1 October.

4.4. Response:

- **Missing Vulnerable Person Searches:** The evaluation of current arrangements for BFRS being mobilised to support BP in searches for vulnerable persons has influenced the revision of the Memorandum of Understanding (MoU) which has now been signed by both parties.
- **Co-Responding:** Remains on hold due to on-going national negotiations linked to pay and conditions. DCFO Hopkinson has engaged with EEAS about how BFRS can support their response in anticipation of a positive outcome from the national negotiations.

4.5. Resource Sharing:

- **Datashare Agreements and Information Sharing:** BFRS has met with BP Information Services team and agreed the way forward to produce an overarching cross service datashare agreement. BFRS which will provide for any specific activity where data is shared e.g. Herbert Protocol. Community Safety staff now have access to Police Control to undertake known risk flag checks on premises to be visited.

4.6. Support Services:

- **Police Driver Training:** The separate projects exploring the provision of motorcycle and car driver training have been merged into a single 'driver training' project. BP has identified a significant need for the provision of response (non-pursuit) driver training for their police officers over the next 2-3 years that they are struggling to resource due to a national shortage of suitably trained instructors. BFRS already employs suitably trained ex-police driving instructors and the College of Policing have confirmed BFRS can be licenced to deliver such training so a feasibility assessment is being progressed to identify how to accommodate this extra demand.

- **General Data Protection Regulation (GDPR):** Discussions continue with Police Tri-Force Information Governance team to progress the agreement in principle for them to support BFRS in achieving GDPR compliance in a very cost effective way and without increasing our staff establishment headcount.
- **Vehicle Workshops:** Discussions continue to assess the feasibility of co-locating BFRS and BP workshop facilities. In addition, BFRS have received training to service EEAS ambulance vehicles at BFRS workshops and this should commence on a trial basis in the near future.

5. Further updates will be presented at future meetings of the FRA.

**PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER**

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For Publication

Bedfordshire Fire and Rescue Authority
18 October 2018
Item No. 13

REPORT AUTHOR(S): CHIEF FIRE OFFICER

SUBJECT: METROPOLITAN FIRE CHIEFS' ASSOCIATION CONFERENCE 2018

For further information on this Report contact: CFO Paul Fuller
Tel No: 01234 845017

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 advise Members of the key issues arising from the Metropolitan Fire Chiefs' Conference 2018.

RECOMMENDATION:

That the learning outcomes in the report be noted and future attendance at the Metropolitan Fire Chiefs' Conference be supported, as appropriate.

1. Background

- 1.1 The Metropolitan Fire Chiefs' Association is an organisation set up within the auspices of the International Association of Fire Chiefs but is designed specifically to provide a network for Fire Chiefs in Services that have more than 400 staff or service a population of more than 200,000 people.
- 1.2 By British standards this includes most of our Fire and Rescue Services but in the United States there are some 33,000 fire departments the vast majority of which serve small towns with largely volunteer response. The 'Metro Chiefs' account for about 300 of the US Departments.
- 1.3 Each year the Association holds a conference which is normally attended by around 100 delegates representing the United States, Canada, the UK, Australasia and occasionally others. The UK sends a varying contingent of UK Chiefs.
- 1.4 Clearly, at CFO level, there are limited opportunities for continuing personal development but the opportunity to consider UK issues in context of how similar issues are being dealt with elsewhere is very beneficial. A number of initiatives and awareness of issues subsequently adopted or impacting on BFRS have come out of attendance.
- 1.5 There is also an important opportunity to enhance the profile of this Service and Authority, both in terms of the issues and involvement but also in how we are perceived nationally.

2. Outcomes

2.1 There are a number of themes which were covered during the conference some of which are worthy of further explanation both here and by other national bodies.

- a) Next steps in emergency medical care and implications of introducing immediate and post overdose interventions by fire crews.
- b) Developing community health and wellbeing.
- c) Major operational incident reviews – Hurricane response and Miami pedestrian bridge collapse.
- d) Managing fire fighter cancer risk in United States, supported by the ongoing cancer risk enquiry in the Australian Fire and Rescue Service. The potential impact of presumptive cancer in firefighters.
- e) Widening the use of fire sprinklers.
- f) New research ongoing in fire behaviour analysis.
- g) Occupational health screening for firefighters.
- h) Firefighter mental health management and awareness (CFO Fuller was one of the presenters in this area).
- i) Deployment of emergency response resources, assessing risk and capacity.
- j) Update on new work on NFPA standards.
- k) Response and preparedness for major incidents in the UK.
- l) Update on formation of CTIF women Fire Chiefs Group.

2.2 The Metro Chiefs' Conference also facilitates a collegial network which enables us to challenge our thinking in a number of different areas of work.

3. Conclusion

3.1 In conclusion, many of the issues discussed or faced by fire departments/services represented are very similar. It is the way in which they are approached and responded to which differ and it is the consideration of these various responses which offer the CFO the greatest development opportunities.

**PAUL M FULLER CBE QFSM MStJ DL MSc BSc FIFireE
CHIEF FIRE OFFICER**

S Crizzle (Payroll Officer) with effect from 3 September 2018.

P Hughes (Head of ICT) with effect from 17 September 2018.

H Commons (Recruitment and Positive Action Administrator) with effect from 24 September 2018.

A Roberts (ICT Senior Support Technician) left on 31 July 2018 after 16 years and 6 months service.

H Bechoo (Finance Officer) left on 31 July after 12 years and 10 months service.

C Ashpole (Software and Integration Services Engineer) left on 12 August after 12 years and 9 months service.

Retirements:

Wholetime:

Firefighter K Shaw (Dunstable) with effect from 13 August 2018 after 27 years' service.

(Contact Mrs S Green, HR Operations Manager, Tel 01234 845152)

Leavers:

Wholetime:

Firefighter M St Ville (Dunstable) with effect from 8 September 2018 after 9 years and 7 months service.

Retained:

Firefighter R Jones (Woburn) left on 17 July 2018 after 1 year service.

Firefighter P Robinson (Kempston) left on 30 July 2018 after 10 years and 8 months service.

Firefighter J Whittemore (Bedford) left on 11 July 2018 after 8 months service.

Crew Commander D Lee (Harrold) left on 20 August 2018 after 7 years and 9 months service.

Support Staff:

M Anderson (Area Community Safety Officer (Youth Development) North) left on 30 September 2018 after 10 years and 4 months service.

M Broughton (ICT Communications Technician) left on 31 July 2018 after 11 years and 10 months service.

B Macharia (ICT Senior Network Technician) left on 31 July 2018 after 4 years and 11 months service.

Operations

Statistics for the Period 1 July – 30 September 2018

| Incident Statistics | 2018/19 Q2 |
|--|-----------------------|
| Total Incidents attended (Fires, Special Services and Fire Alarms) | 1895 |
| Total Fires Attended* | 729 |
| Primary Fires | 291 |
| Accidental Dwelling Fires | 87 |
| Non Domestic Property Fires | 22 |
| Chimney Fires | 1 |
| Fire Fatalities | 0 |
| Fire Injuries | 1 |
| Total Special Service Attended | 351 |
| Road Traffic Incidents | 125 |
| Road Traffic Accident – Number of Extrications | 23 |
| Total Fire Alarms Attended | 624 |
| Malicious False Alarm | 26 |
| False Alarm Good Intent | 239 |
| Alarm caused by Apparatus | 354 |
| OTB Mobilised To | 27 |

*Note: Total fires attended is not a total of the sub fire categories listed.

(Contact Mr A Turner, Service Performance Officer, Headquarters, Tel 01234 845022)

Incidents of Note

PERSONAL INJURIES

Assist Ambulance

Bedford Road, Wixams

19 July 2018 - 1749 hours

Rescue Pump Kempston and Aerial Platform Luton, extracted one male injured in JCB digger. Assisted in transportation of casualty to hospital.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

ROAD TRAFFIC COLLISIONS

RTC Persons Trapped

West Street, Dunstable

7 July 2018 - 1809 hours

Rescue Pumps from Dunstable and Stopsley attended incident involving two cars. One person with trapped leg extracted by fire service.

(Contact Station Commander D Evans, Dunstable and Woburn Fire Stations, Tel 01582 661223)

RTC Persons Trapped

A6 Bletsoe to Clapham

18 July 2018 - 1809 hours

Rescue Pumps from Bedford and Kempston attended a RTC involving a tractor and a car. One male casualty was extracted by the Fire Service.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

RTC Persons Trapped

Shortmead Street, Biggleswade

19 July 2018 - 1535 hours

Rescue Pumps from Biggleswade and Sandy attended an incident involving two cars. One casualty medically trapped released by the Fire Service.

(Contact Station Commander S Duffy, Biggleswade/Potton/Sandy/Shefford Fire Stations, Tel 07717 274302)

RTC Persons Trapped

A6 Barton Bypass

22 August 2018 – 1623 hours

Rescue pumps from Luton, Stopsley and Bedford attended an incident involving a people carrier. Two persons trapped in vehicle. Extracted by the Fire Service.

(Contact Station Commander S Brereton, Luton and Toddington Fire Stations, Tel 01582 825218)

RTC Persons Trapped

A421 Westbound

16 September 2018 – 2256 hours

Rescue pumps from Bedford, Kempston and Amphill attended an incident involving one car and one Heavy Goods vehicle. Seven casualties. Two persons trapped in vehicle. Extracted by the Fire Service.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

FIRES

Shed Fire

Woodcock Lane, Hockliffe

12 July 2018 - 0714 hours

Rescue Pumps from Dunstable, Kempston and Stopsley attended a fire in farm outbuilding containing around 100 tonnes of hay. Livestock evacuated to alternative location. Safety cordon put in place to protect against asbestos roof collapse.

(Contact Station Commander D Evans, Dunstable and Woburn Fire Stations, Tel 01582 661223)

Standing Crop Fire

Furzenhall Road, Biggleswade

14 July 2018 – 1353 hours

Rescue Pumps from Sandy and Pottton and specialist vehicles from Shefford, Kempston and Toddington attended a fire involving 14 hectares of stubble and standing crop.

(Contact Station Commander S Duffy, Biggleswade/Pottton/Sandy/Shefford Fire Stations, Tel 07717 274302)

Fire Outside

Keysoe Row, East Keysoe

23 July 2018 - 1353 hours

Rescue pumps from Kempston and Bedford attended an incident involving three large areas of fire involving manure and straw close to wind turbines and growing crop. One large farm trailer destroyed during incident.

(Contact Station Commander D Hobbs, Kempston and Amphill Fire Stations, Tel 01234 845024)

Field Fire

Bedford Road, Roxton

24 July 2018 - 1354 hours

Rescue Pumps from Sandy, Pottton, Bedford, Amphill, St Neots and Biggleswade attended a standing crop fire of around 200 hectares. Two tractors and ploughs used to cut fire break.

(Contact Station Commander S Duffy, Biggleswade/Pottton/Sandy/Shefford Fire Stations, Tel 07717 274302)

Bales on Trailer Fire

A6 Wilstead

21 August 2018 – 1237 hours

Rescue pumps from Bedford and Kempston attend a fire involving 30 tonnes of hay on a trailer. All hay removed from trailer and damped down.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

RESCUES

Water Rescue

The Embankment, Bedford

14 August 2018 – 1758 hours

Rescue pumps from Kempston and rescue boat from Bedford attended one female casualty needing rescue from river.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

Cow stuck in River Reeds

Felmersham Road, Carlton

18 September 2018 – 0953 hours

Rescue pumps from Kempston and Bedford attended animal stuck in soft ground by river. Moved to a place of safety by the Fire Service.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

Letters of Appreciation or Complaint

Complaint:

No complaints (past Stage I) have been received for this period.

Appreciation:

We continue to receive letters of appreciation from members of the public, schools and organisations that we visit and/or assist with charitable events.

The following is a selection:

Compliment from a **Member of the Public:**

.....'It's nice to be provided with additional links to other agencies involved where more in depth info is available. I often find the links very interesting and so much more open to the people of Bedfordshire who need and are fortunate enough to have an excellent Fire and Rescue Service staffed by skilled men and women

who risk their lives for us in so many situations'.....

The following has been received from **Rt Hon Alistair Burt, MP for NE Bedfordshire:**

.....' During this prolonged spell of hot, dry weather, and the increasing number of rural fires in the county, I would just like to take the opportunity to thank everyone at the Fire Service for all their hard work in what must be very difficult conditions'

A member of the public sent thanks to Potton Red Watch:

.....'I write to comment the actions of the five crew members from Potton who attended the child rescue incident at Howard Park and gardens in Letchworth on Monday 6 August.

Working in temperatures of 30 degrees and in full sun, surrounded by members of the public, there was no room for error as they worked to successfully release a young boy with his leg trapped in a climbing frame at a height of over three metre from the ground.

The crew had to balance on climbing ropes as they worked to partially dismantle the frame which the boy was both perched on and wedged within. The care, skill and dedication was eventually rewarded with a round of applause from the attentive audience as the boy was released unharmed.

British firefighters at their best. Thank you'.

Thanks from a **Member of the Public:**

.....'My family would like to thank all the crews who attended the barn fire late on 27 July, especially Shefford crew who were so quick on the scene. All crews worked tirelessly all night and Saturday to contain it to the hay barn and prevent it from getting to the other sheds where cattle were housed'.

Thank you from a **Member of the Public:**

.....'Thank you to the two firefighters from Luton station who visited to replace my faulty smoke alarm, I'd like to express my thanks for their courteous and helpful behaviour. It is unusual in Luton these days to be treated this well. I will be making a donation to the Firefighters Charity in recognition of this'.....

Thank you from a **Member of the Public:**

.....'Last week, one of my smoke detectors in my home started playing up. I tried to fix it myself but the skills I used to have as a firefighter have left me. It's a medical condition called AGE. I called your Service and my home was visited by Stephanie. She was in my house for about an hour and she was first class. She did a great job and my wife and I were very impressed. Please give her my thanks'.....

Thank you from a **Member of the Public** where some of their livestock died in an accidental fire

.....'The fire team did a fantastic job by getting there as quickly as they could and my heart melts knowing we had 2 fire fighters giving oxygen to the badly burned remaining 3 in our kitchen that we are still caring for and praying they will survive'.

Forthcoming Events

31 October 2018, 10.00 am
Members' Development Day, Fire and Rescue Service Headquarters

15 November 2018, 10.00 am
Budget Workshop (no: 1), Fire and Rescue Service Headquarters

27 November 2018, 10.00 am
Corporate Services Policy and Challenge Group, Fire and Rescue Service Headquarters

29 November 2018, 10.00 am
Service Delivery Policy and Challenge Group, Fire and Rescue Service Headquarters

20 September 2018, 10.00 am
Human Resources Policy and Challenge Group, Fire and Rescue Service Headquarters

6 December 2018, 10.00 am
Audit and Standards Committee, Fire and Rescue Service Headquarters

6 December 2018, 10.00 am
FRA Briefing, Fire and Rescue Service Headquarters

13 December 2018, 10.00 am
FRA (Draft Budget), Dunstable Community Fire Station

(Contact Mrs N Upton, Democratic and Regulatory Services Supervisor, Headquarters, Tel 01234 845149)