



## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

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Members of Fire and Rescue Authority.

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

Central Bedfordshire Councillors: R Berry, J Chatterley, P Duckett, D McVicar and I Shingler

Luton Borough Councillors: K Choudhry, D Franks, S Khurshid and Y Waheed

A meeting of **Fire and Rescue Authority** will be held **remotely** on **Thursday 29 April 2021** at **10:00am**.

If any members of the public wish to have access or to contribute to the Public Participation item then please contact Democratic Services in advance of the meeting

John Atkinson  
Secretary/Monitoring Officer

### A G E N D A

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

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
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 23 March 2021 (Pages 5 - 16)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Executive Committee meeting 15 April 2021	Chair	To receive the minutes of the Executive Committee meeting held on 15 April 2021 (Pages 17 - 22)
7.	Virtual Meetings after 6 May 2021	Secretary/ Monitoring Officer	To consider a report (Pages 23 - 26)
8.	Fire Prevention Statistics - National Benchmarking Comparison	DCFO	To consider a report (Pages 27 - 38)
9.	Annual Update of Programmes and Projects	ACO	To consider a report (Pages 39 - 54)
10.	Community Risk Management Plan (2021 refresh) - Final version for publication	DCFO	To consider a report (Pages 55 - 122)
11.	Firefighters Pension Scheme - Age discrimination remedy and employment appeal tribunal judgement	ACO	To consider a report (Pages 123 - 148)
12.	HMICFRS State of Fire & Rescue 2020 Report	DCFO	To consider a report (Pages 149 - 154)
13.	Disposal of Assets under the Scheme of Delegated Authority	CFO	To consider a report (Pages 155 - 160)
14.	Covid 19: Mass Vaccination Presentation	ACFO	Presentation

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
15.	Information Bulletin (Jan-Mar)	CFO	To consider a report (Pages 161 - 174)
16.	Work Programme	CFO	To consider a report (Pages 175 - 188)
	Next Meeting		10.00 am on 27 May 2021, to be confirmed whether virtual or at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR

### **DECLARATIONS OF INTEREST**

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

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**MINUTES OF FIRE AND RESCUE AUTHORITY  
MEETING HELD VIRTUALLY ON 23 MARCH 2021**

Present: Councillors C Atkins, R Berry, J Chatterley (Chairman), K Choudhry, P Duckett, D Franks, J Gambold, M Headley, S Khurshid, D McVicar and Y Waheed

CFO P Fuller, DCFO A Hopkinson, ACO G Chambers, T/ACFO A Peckham, Mr J Atkinson, SOC C Ball, SOC I Evans, T/AC D Cook, T/ J Tai, Ms Fecondi, and Mr P Hughes

A minute's silence to mark the anniversary of the first Covid 19 lockdown was held at 12 noon as a mark of respect to those affected by the virus.

20-21/FRA/95 Apologies

An apology for absence was received from Councillor I Shingler.

20-21/FRA/96 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

20-21/FRA/97 Communications

The Chair reported that he continued to circulate items of communication to all Members of the Authority as and when they were received.

Three items of communication had been circulated to Members in advance of the meeting. These were Lord Greenhalgh's letter regarding the PCC Review - Part One Recommendations and Next Steps, the HMICFRS State of Fire 2020 Report and the 2021-22 Fire Settlement and Funding Letter.

The Chief Fire Officer reported on there were four issues which had to be considered as part of the consultation on Part 2 of the PCC Review which were: consulting on whether to mandate the transfer of fire and rescue functions to the Police, Fire and Crime Commissioner model across England where boundaries were co-terminus, unless there was an option to transfer fire governance directly to an elected Mayor; consulting on how to address co-terminuses challenges, including in the South West; legislating to create operational independence

for Chief Fire Officers; and to clearly separate and delineate strategic and operational planning for fire and rescue and considering options to clarify the legal entities within the PFCC model.

The Chair advised that the White Paper would be subject to discussion at the Fire Commission meeting being held on 26 March 2021, at which three Members of the Authority would be present.

In relation to the HMICFRS State of Fire & Rescue Report 2020, which included the Inspectorate's view of the sector's response to COVID-19, Sir Thomas Winsor had expressed views on the reform agenda and how the need to reach a tripartite agreement could have delayed emergency response. The recommendations set out in the previous State of Fire & Rescue Report had not been fully implemented as a result of COVID.

#### 20-21/FRA/98 Minutes from 11 February and 8 March 2021

##### **RESOLVED:**

That the Minutes of the meetings held on 11 February and 8 March 2021 be confirmed as a true record.

#### 20-21/FRA/99 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).

#### 20-21/FRA/100 Audit and Standards Committee 4 March 2021

Councillor Headley introduced the draft Minutes of the meeting of the Audit and Standards Committee held on 4 March 2021.

Councillor Headley reported that he had sought, and received, assurances from the external auditor that resources were in place to conduct the audit of the 2020/21 accounts without delay. This would be kept under review.

The procurement process for internal audit services, which had been progressing at the time of the Committee's meeting, had now concluded and RSM had been reappointed as the Authority's internal auditors.

The Committee had also undertaken its annual review of the Service's complete Corporate Risk Register at the meeting.

##### **RESOLVED:**

That the submitted Minutes of the meeting of the Audit and Standards Committee held on 4 March 2021 be received.

## 20-21/FRA/101 Q3 Performance Report

The Deputy Chief Fire Officer provided a summary of organisational performance at the end of the Quarter 3 of the financial year 2020/21. Members of the Service's Corporate Management Team were present to provide information and context around the performance indicators.

### Prevention

Strategic Operational Commander I Evans reported on the impact of COVID-19 on the incidents that the Service had been called to respond to. There had been a significant decrease in the number of accidental dwelling fires but an increase in the number of fire injuries. The number of deliberate fires was far lower, with the exception of deliberate fires in primary dwellings. There were some repeat locations and the Service was working closely with Bedfordshire Police to investigate these incidents.

Two fire deaths had occurred during the reporting year, one in Quarter 2 and one in Quarter 3. These had both been confirmed as accidental deaths following the coroner's inquests. The fire death in Quarter 3 was as a result of a resident returning to the property to rescue a family pet before fire crews arrived, despite being advised not to do so by Control staff. The individual concerned later died of smoke inhalation.

The number of Safe and Well visits continued to increase from Quarter 2 onwards, as this activity had been paused during the first period of lockdown restrictions. The Service was set to deliver more Safe and Well visits in 2020/21 than in any other previous year. This had been assisted by a Service presence at vaccination centres and other COVID related events.

The total number of secondary fires was slightly over the target, but there was a strong seasonal trend with the majority of these fires occurring during the summer months and it was anticipated that the target would be met by the end of the year.

Strategic Operational Commander I Evans reported that there had been a social media campaign on safe cooking as this had been identified as one of the main causes of accidental dwelling fires and, with more people cooking at home during the lockdown periods, the risks had increased.

Councillor Atkins suggested that the Service liaise with local Councillors in Bedfordshire, who would be able to disseminate the information in this campaign much more widely across the County due to their local knowledge and contacts.

It was also noted that contacting Town and Parish Councils would be an effective way of further spreading any safety messages.

The Deputy Chief Fire Officer advised that he would ask the Communications and Engagement Manager to contact Councillor Atkins to determine how this could be progressed.

## Protection

Strategic Operational Commander I Evans reported that the performance in relation to the building regulations consultations completed on time had been impacted by a large number of consultations (19) being submitted to the Service at the same time. The target for response had been missed by one day.

The fire safety audit and inspection programme had been paused earlier in the year as a result of the restrictions introduced as part of the first lockdown period. The Service had allocated additional resource to this area and at the end of Quarter 3 was only 7% below target. Strategic Operational Commander I Evans expressed confidence that the year-end target would be met, as 1800 audits and inspections had now been completed.

The number of primary fires in non-domestic buildings had reduced significantly due to COVID-19 restrictions. However, as there were fewer people in non-domestic buildings, the Service was responding to more automatic fire detector fire alarms as there may not be individuals present at the premises to confirm if it was a false alarm.

## Responding

Strategic Operational Commander C Ball highlighted three main areas of performance in this area, the first of which was the increase in the number of special services attended. This had arisen as the Service was actively providing new areas of response, for example, in assisting the Ambulance Service with forced entry for medical emergency, the work of the falls prevention team and services for complex patients and technical rescues. Whilst this led to increased activity, this could be viewed positively as the Service was providing additional services to the community.

The average time to attend all primary fires within 10 minutes (600 secs) had been achieved by 7% (558 secs). This was an improvement over both the previous year and the 5 year average. The average response time to primary dwelling fires, where the risk of injury/death was high, was 507 seconds, a 5% improvement from the previous year and 15.5% better than the target. Challenge of the data continued to ensure that accurate response data was being provided.

The availability of on-call staff had increased during the pandemic period, with particularly high availability at the start of lockdown, tailing off as further restrictions were lifted. The 70.7% availability in Quarter 3 was a 3% improvement from the previous year and improvement on the five year average. A significant recruitment campaign had commenced in January, with a course planned for June. New ways of working to support the performance against this indicator were being explored.

In response to a question about attendance at a large incident and how this could affect the availability of resources available elsewhere, Strategic Operational Commander C Ball explained that the Service had mutual aid agreements with neighbouring fire and rescue services.



## Empowering

Ms S Fecondi, the Head of Human Resources reported on the two quarterly indicators in this area, measuring the percentage of working time lost amongst both whole-time and on-call staff. These had both met the target as COVID related absence was reported separately.

In response to questions, Members were advised that in addition to the reporting of absence differing from whole-time and on-call staff, as a result of the shift patterns worked, there had also been a long-term injury sustained by an on-call fire fighter which had negatively impacted on performance. The on-call fire fighters were also a much smaller cohort, so a sustained period of absence would have a significant impact.

## Organisational Development

Temporary Area Commander J Tai reported on the significant impact of COVID-19 on the training indicators as there had been a large part of the year during which courses could not be run. Course delivery had now been revised and reintroduced, with additional courses being provided and those most in need of refresher training being prioritised. The Service had now returned to centrally delivered training and assessment utilising COVID-19 safe procedures, included lateral flow testing, and the return to training was delivered on a risk assessed basis, with some courses being provided to “bubbles” of staff.

The provision of online training had enabled the Service to extend certain courses to additional members of staff who would not previously received that training.

The percentage of operational BA wearers that had attended an assessed BA course within the last two years was 10% below target and the percentage of station-based operational Work at Height Operators that had attended a Working at Height recertification assessment within the last three years was 27.5% below. This was being addressed by the provision of additional courses in 2021/22.

Temporary Area Commander J Tai advised that, in his forthcoming interview with the HMICFRS, he would highlight the work undertaken by the Service to redevelop courses to provide them in a COVID secure way.

## Health and Safety

The performance against the indicator measuring the number of working days/shifts lost to accidents per 1000 on-call employees had been discussed earlier.

A total of 39 specific location and activity risk assessments and a further 15 general activity risk assessments associated with COVID-19 had been completed and approved by the HSA.

Due to the increase in homeworking during the year, 125 DSE assessments had been completed.

The Service would be subject to an external audit of COVID assurance.

#### Maximising - Finance

The Assistant Chief Officer advised that all three quarterly finance indicators had missed their targets at the end of Quarter 3. The percentage of routine financial reports distributed within 6 working days of period-end closure was 1 day late in September and 3 days late in October due to ICT / Finance software complications which occurred causing the reports either to be not ready on time or the electronic email failing due to the Microsoft Office 365 upgrade. These issues had now been resolved.

The percentage of invoices paid within 30 days had been impacted by COVID and as a result of invoices being received without Purchase Orders raised and therefore there was a delay in payment due to having to wait for orders to be raised. The budget managers for these areas had been advised.

The percentage of outstanding debt over 90 days old had also not met its target. The Assistant Chief Officer assured Members that there were small debts with no individual debt over £1000.

#### Maximising – ICT

Mr P Hughes, Head of ICT and Programmes, explained that the indicator measuring the number of incidents on administration services resolved within 8 hours had not met its target as there had been a large number of these incidents generated in Quarter 1 as a result of the introduction of large-scale homeworking. Performance had improved during Quarters 2 and 3.

#### **RESOLVED:**

1. That the Service's performance against the delivery of the Authority's Community Risk Management Plan at the end of Quarter 3 be acknowledged.
2. That the publication of the report on the Service website be approved.

#### 20-21/FRA/102 Proposed Indicators and Targets 2021/22

The Deputy Chief Fire Officer submitted his report which set out the proposed suite of performance indicators and associated targets for 2021/22 and sought Member's endorsement to incorporate these into the Service's performance management framework.

In relation to the Prevention area, the majority of targets had been set based on a reduction using either the three or five year average. The target for Safe and Well visits was to deliver 10,000 visits as set out in the Community Risk Management Plan (CRMP).

In response to a question, Strategic Operational Commander I Evans expressed confidence that, through the Service's close working relationships with other partners, the Service was well-equipped to respond to referrals for Safe and Well visits and to manage the increase in demand for support to those aged 80 and over that forecast in parts of the County.

The Deputy Chief Fire Officer added that, through the community risk analysis that had been undertaken, the Service was aware of the projected growth of the ageing population in Bedfordshire.

In relation to the Protection targets, the target for audits and inspections was proposed to be increased to 2400 from 1800, reflecting the increase in resource that had been provided in this area.

The target for the total number of primary fires in non-domestic buildings was based on a 10% reduction on the 3 year average. The target for the number of automatic fire detector false alarms in nondomestic properties would be unchanged.

There were no changes proposed for Responding as these targets were set out in the CRMP.

The Head of Human Resources reported that it was proposed to increase the percentage of working time lost due to sickness for on-call staff from 4.2% to 4.4%. This was in recognition of the longer waiting times for NHS diagnostics and treatment for non COVID related illness or injury. All other indicators were subject to slight increases.

There were no changes to the targets for organisational development, health and safety, and fleet.

The Assistant Chief Officer advised that the only change to the finance targets was a reduction in the indicator measuring the return on investments due to the low Bank of England base rate.

There was also only one change being proposed to ICT targets, with an increase in the number of incidents on mission critical services resolved within 1 hour from 92% to 95%.

**RESOLVED:**

1. That the proposed suite of performance indicators and targets for 2021/22 be received.
2. That their adoption and publication of the report on the Service website, be approved.

## 20-21/FRA/103 Treasury Management Strategy and Practices

The Assistant Chief Officer and Treasurer presented his report reviewing the Authority's Treasury Management Strategy Statement and Treasury Management Policies. No major changes were being proposed. The Authority currently had a total borrowing of £9.987 million, short-term investments of up to £5 million (18 million if including short term notice accounts (95 to 180 day notice)), and budgeted interest of £65,000 in 2021/22 from investments.

It was noted that Members had last received treasury management training in July 2017, and Members may find it useful to receive this training again at a Member Development Day.

In response to a question on the term of the borrowing, the Assistant Chief Officer advised that the loans from the Public Works Loan Board were due in 35-40 years' time. There was a high penalty for early repayment.

Members were advised that inter-authority lending was being actively considered, with discussions with a local unitary authority ongoing.

### **RESOLVED:**

1. That the following documents be approved:
  - i. Treasury Management Strategy Statement
  - ii. Minimum Revenue Provision Policy and Annual Investment Strategy
  - iii. Treasury Management Practices
2. That Members be offered Treasury Management training in 2021/22 at a Member Development Day.

## 20-21/FRA/104 Emergency Cover Review Update

The Deputy Chief Fire Officer introduced his report which provided an overview of progress to review the Service's emergency cover provision in order to better understand how the Service was currently performing and to develop a data driven evidence base from which the Authority could develop options that sought to improve the efficiency and effectiveness of the emergency response both now and into the future.

The review was to be conducted in two phases; the first phase, to develop a risk and response analysis methodology and apply this to 5 years of incident data, had already been concluded. The second phase was to use the outcomes from the first phase of the review to develop options for improving emergency response cover to meet current and future risks and demand.

The key findings of the first phase of the review included that the incident profile was broadly consistent year-on-year, appliance availability had a greater effect on response performance than incident demand, parts of Bedfordshire were reliant on an 'over the border' response,

indices of multiple deprivation (IMD) were a good predictor of incidents and there were pockets of the County where there were long response times and relatively high risk levels.

It was being proposed that a half-day Members workshop be arranged to provide dedicated time to develop Members' awareness of the analysis undertaken so far and explore the potential options to improve response performance and maximise return on investment in the Estates portfolio.

A number of Members expressed concern that they had not been involved in the first phase of the review and that Members should be engaged throughout the process so that they could share their local knowledge and expertise, as by doing so, they would add value.

The Deputy Chief Fire Officer advised that the first phase of the process had been an information-gathering stage and the full suite of information available would be shared with Members. He confirmed that no decisions had yet been made, as his intention was to fully engage with Members.

**RESOLVED:**

1. That the progress of the review and the emerging findings be noted.
2. That the Authority receives a more detailed explanation on the work of the review and potential future options at a specific Members workshop at a date to be confirmed.
3. That Members be fully engaged in the future work on this review to utilise their extensive knowledge of the local areas that they served.

(Note: Councillor Headley requested that it be recorded that he voted against resolution 1 above.)

20-21/FRA/105 Blue Light Collaboration Strategic Board

Temporary Area Commander D Cook presented a report providing an overview of key collaboration initiatives between Bedfordshire Fire and Rescue Service, Bedfordshire Police and East of England Ambulance Service Trust as managed through the Blue Light Collaboration Strategic Board.

Of the 32 current workstreams, 8 related to a shared estate and the development of a joint estates strategy and this would be discussed further under the next agenda item.

In presenting the report, Temporary Area Commander D Cook highlighted progress in relation to the tri-service drone response, shared across Bedfordshire, Hertfordshire and Cambridgeshire Fire and Rescue Services and Police Services.

The Service had been active in supporting the Ambulance Service with the servicing of its vehicles. What began as a pilot scheme had now resulted in the Service being awarded a three-year contract, thus providing an additional income stream.

Collaborative work had continued throughout the pandemic period, and evidence of this had been provided to HMICFRS as part of the inspection process.

The Deputy Chief Fire Officer reminded Members of the work undertaken in partnership with Nottinghamshire Trent University to assess the return on investment of the additional collaborative workstreams with which the Service was involved. This would be shared with Members as soon as it was available.

**RESOLVED:**

That the content of the report and the continued efforts to pursue collaboration with the Service's blue light partners be acknowledged.

20-21/FRA/106 Tri-Service Estate Strategy

Temporary Area Commander D Cook submitted the report which provided an update on progress to establish a Tri-Service Estates Strategy between Bedfordshire Fire and Rescue Service, Bedfordshire Police and East of England Ambulance Service Trust.

As part of the initial preparations for the Joint Headquarters project, the value of developing a joint Estate Strategy had been recognised and agreement on a set of five core principles governing this had been reached by the Strategic Board to guide how the partners would develop and maintain their estates into the long term of 2040 and beyond. An annual review would take place to ensure it remained fit for purpose.

Improvements in joint working in workshops and stores was an example of how this approach could benefit all partners.

Councillor McVicar, as the Member representative on the Board, emphasised the importance of the Estate Strategy being driven by strategic need. He recognised the progress that had been made on the development of the Strategy, which was due for final approval of the Board later in 2021.

**RESOLVED:**

1. That the progress of this important collaboration initiative be noted.
2. That the proposed five core principles be incorporated into the draft Tri-Service Estate Strategy for Bedfordshire.
3. That a further report presenting the final draft Tri-Service Estates Strategy once released by the Blue Light Collaboration Strategic Board be submitted to the appropriate meeting of the Authority.

## 20-21/FRA/107 Safeguarding Arrangements

Group Commander S Auger, the Service's named safeguarding lead, gave a presentation on the Service's safeguarding arrangements. The Service worked closely with its constituent authorities and other partners and was an active member on the Safeguarding Boards.

Following the previous HMICFRS inspection, when it had been noted that not all staff were sufficiently aware of safeguarding responsibilities, a refreshed approach had been taken to address gaps in knowledge. Working closely at a Pan Bedfordshire level was important to identify and support vulnerable groups. Areas of focus including hoarding, exploitation, homelessness, the transition to adulthood and domestic abuse.

It was recognised that the Service had been instrumental in raising awareness of hoarding. The Service had also been working closely with the CCG and during the pandemic, the Service had been active in assisting at vaccination centres and had managed to identify many individuals requiring additional support. This activity led to 450 direct referrals.

Group Commander S Auger relayed a case study of a 71 year old hoarder who had not had contact with any agency since 1991. The individual had accepted a visit from the Service and also gave permission for a full referral to be undertaken and had agreed to ongoing support.

The next steps for improving safeguarding within the Service included the recruitment of a safeguarding adviser, upskilling the current safeguarding lead, incorporating further learning from Serious Case Reviews, developing a serious fire and injury sub-group and ensuring that safeguarding awareness was promoted across the organisation. A direct referral portal had also been developed and would be implemented in April.

In response to questions about the importance of hoarding as a capacity indicator, Group Commander S Auger reported that the Service had identified 160 hoarders through its records list and this had led to hoarding being recognised as a key priority.

The Service sought to interact in a more positive way with more vulnerable groups in the County. For example, the Service sought to reduce barriers to communication with those on the autistic spectrum by using Plain English in its communications.

### **RESOLVED:**

That the presentation be received.

### 20-21/FRA/108 HMICFRS Inspection Update

The Chief Fire Officer provided an update on the inspection process which was currently ongoing. The Chair and some members of the Corporate Management Team had been interviewed and the strategic briefing given to the inspection team. The inspection would continue throughout most of April 2021.

Temporary Assistant Chief Fire Officer Peckham commented that the rate of response to the staff survey had improved by 33% from the one undertaken during the previous inspection.

The disadvantages of being inspected early on in the process, and exclusively virtual, were discussed.

**RESOLVED:**

That the update be received.

### 20-21/FRA/109 Work Programme

Members received the updated Work Programme.

It was noted that a workshop for Members to discuss the risk assessment work would need to be arranged, as would the Treasury Management Training for Members.

**RESOLVED:**

That the Work Programme be received.

The meeting ended at 1.23 pm



For Publication

Bedfordshire Fire and Rescue Authority  
29 April 2021

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**REPORT AUTHOR: COUNCILLOR J CHATTERLEY**

**SUBJECT: EXECUTIVE COMMITTEE**

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For further information on this Report contact: John Atkinson  
Secretary/Monitoring Officer

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To report on the meeting of the Executive Committee held on 15 April 2021.

**RECOMMENDATIONS:**

That the submitted minutes of the meeting held on 15 April 2021 be received and the recommendations of the meeting, noted below, be considered.

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1. Introduction

1.1 The draft minutes of the meeting of the Executive Committee held on 15 April 2021 are appended for Members' consideration.

1.2 The Executive Committee made the following recommendations to the Fire Authority:

Virtual Meetings after 6 May 2021

**RESOLVED:**

That the update be received and that the Secretary and Monitoring Officer provide a further update on virtual meetings after 6 May 2021 to the next meeting of the Authority.

**COUNCILLOR JOHN CHATTERLEY  
CHAIR**

## MINUTES OF A VIRTUAL EXECUTIVE COMMITTEE MEETING HELD ON 15 APRIL 2021 AT 10:00 AM

Present: Councillors J Chatterley (Chair), Y Waheed and C Atkins  
DCFO A Hopkinson, ACO G Chambers and Mr J Atkinson

A minute's silence was held at the start of the meeting in memory of HRH The Duke of Edinburgh

### 20-21/EC/38 Apologies

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

### 20-21/EC/39 Declaration of Disclosable Pecuniary and Other Interests

39.1 There were no declarations of interests.

### 20-21/EC/40 Communications

40.1 The Chair reported that he had received an invitation to meet the new Chair of Fire at the Home Office.

### 20-21/EC/41 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 3 February 2021 be confirmed as a true record.

### 20-21/EC/42 Public Participation

42.1 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).

### 20-21/EC/43 Virtual Meetings after 6 May 2021

- 43.1 Mr J Atkinson, the Secretary and Monitoring Officer, provided an update on the ability of the Authority to hold virtual meetings after 6 May 2021, on which date the legislation allowing virtual meetings ended as Parliament had not sought to extend the necessary primary legislation.
- 43.2 A case in the High Court had been brought by a number of parties, and was now supported by the Ministry for Housing, Communities and Local Government, to test whether the virtual meetings were permissible under the Local Government Act 1972. The case would be heard on 21 April 2021 and a judgement was expected soon after.
- 43.3 As the next meeting of the Authority was scheduled for 29 April 2021, this could be held as a virtual meeting; however, arrangements for face to face meetings from 7 May 2021, including the Annual General Meeting on 27 May 2021, may be required, subject to the outcome of the High Court case.
- 43.4 The Secretary and Monitoring Officer advised that he would provide an update to the full Authority meeting on 29 April 2021.
- 43.5 Members of the Executive expressed support for the continuation of virtual meetings as they recognised the numerous benefits to holding meetings in this way, including reduced travel time for both Members and Officers. Members also supported a hybrid model.

#### **RESOLVED:**

That the update be received and that the Secretary and Monitoring Officer provide a further update on virtual meetings after 6 May 2021 to the next meeting of the Authority.

### 20-21/EC/44 Principal Officer Team Succession Planning

#### **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: Principal Officer Team Succession Planning

The meeting ended at 10.57 am

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**REPORT AUTHOR:** JOHN ATKINSON, SECRETARY/MONITORING OFFICER

**SUBJECT:** VIRTUAL MEETINGS AFTER 6 MAY 2021

For further information on this report contact: John Atkinson  
Secretary/Monitoring Officer

Background Papers:

Implications (tick ✓):

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

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

**PURPOSE:**

To receive an update on virtual meetings after 6 May 2021.

**RECOMMENDATION:**

That Members note the content of the report and consider any further developments if the outcome of the High Court case is known by 29 April 2021.

## The Future of Virtual Meetings

1. At the outset of the Pandemic in April 2020 the Government introduced the concept of virtual meetings for local authorities. Remote attendance at local authority meetings was specifically authorised by regulations made under the Coronavirus Act 2020 and came into force on 4 April 2020. They applied to meetings held before 7 May 2021.
2. The Regulations are about to expire and the Government has made no provision to extend them or to introduce any alternative measures.
3. On 25 March 2021 Luke Hall MP, a Minister of State in MHLG, wrote to the leaders of all local authorities explaining why the Government had decided not to extend the Regulations. In short, the Government took the view that an extension required primary legislation and it was not persuaded that priority could be given to this issue over other legislation. This decision was influenced by the success of the vaccination programme and the roadmap for lifting Covid-19 restrictions.
4. The effect of the Government's decision is that all meetings held before 7 May 2021 can be held remotely but any meetings held after that date will be held in accordance with the previous rules set out in the Local Government Act 1972. The Government's roadmap proposes that indoor meetings will be permitted from 17 May and in his letter Luke Hall suggests that local authorities (including FRAs) may consider that they can revert to actual meetings from that date.

### **How does this affect BFRA?**

5. The next meeting of the FRA is due to take place on 29 April 2021. This meeting can go ahead remotely because the regulations permitting remote attendance will apply on that date.
6. A meeting of the Executive Committee is due to take place on 11 May 2021. The regulations will no longer apply on 11 May 2021 and thus, subject to the legal action described below, Members may need to meet in person in order to conduct any business.



7. The FRA's Annual Meeting is due to take place on 27 May 2021 by when the Government's roadmap envisages that it will be possible to hold meetings indoors, so the presumption is that the Annual Meeting will need to take place with FRA members present in the meeting room.

### **High Court Declaration**

8. There is an additional complication to take into account. Lawyers in Local Government, the Association of Democratic Services Officers and Hertfordshire County Council have applied to the High Court for a declaration that local authorities are permitted to hold remote meetings under the relevant provisions in the Local Government Act 1972. They argue, in effect, that in this respect the Coronavirus Regulations were unnecessary.
9. The issue is further complicated by the fact that Robert Jenrick MP, the Communities Secretary, has announced that the Government supports the argument that virtual meetings are permitted under the Local Government Act 1972.
10. The High Court case has been listed for hearing on 21 April 2021. However, we cannot be sure that the Court will issue a declaration on that date. The decision may be reserved to give time for the Judge to consider the matter.
11. In summary, the future of virtual meetings is uncertain at the moment and this applies to any meetings that the Authority proposes to hold after 6 May 2021. The outcome of the High Court case (if known) and any other developments will be reported to the Authority's meeting on 29 April 2021.

**JOHN ATKINSON**  
**SECRETARY/MONITORING OFFICER**

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**REPORT AUTHOR:** DEPUTY CHIEF FIRE OFFICER

**SUBJECT:** Fire Prevention Statistics - National Benchmarking Analysis

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For further information on this report contact: Andrew Hopkinson  
Deputy Chief Fire Officer  
Tel No: 01234 845112

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Background Papers: None

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Implications (tick ✓):

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

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

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## PURPOSE:

To present a comparative analysis of national prevention statistics, as published by the Home Office, against local Bedfordshire Fire and Rescue Service (BFRS) performance for the period up to the end of March 2020.

## RECOMMENDATION:

That Members **note** the content of the paper and **comment** on the implications for the future strategy of the Service.

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### 1. Background

- 1.1. The current Community Risk Management Plan (2019-2023) seeks to ensure the Service is more data driven and evidence based in our decision making, a key enabler for our mission to provide outstanding fire and rescue services that help make Bedfordshire safer. Preventing fires & other emergencies from happening is one of the 6 key aims of the CRMP.
- 1.2. We believe giving staff better access to data and information will help broaden their awareness and insight of the risks within our diverse communities and how we are performing and thereby support our strategic aim of empowering our staff to take greater ownership for delivering performance improvements at the local level.
- 1.3. Benchmarking performance across teams within our Service and with other fire and rescue services (FRS) is an important aspect of this approach within the CRMP. This report utilises the range of fire and rescue service related prevention related statistics published by the Home Office to inform a comparative analysis against our own performance to both justify the current strategy and inform the strategic direction going forward. Please note, the national statistics used in this report cover the period up to March 2020. We will update the report once the 2020/21 financial year national data is published later in 2021.

### 2. Home Fire Safety Checks versus Safe & Well Visits

- 2.1. Home Fire Safety Checks (HFSCs) are often targeted towards the more vulnerable members of the community, including older people and those with disabilities, and aim to offer bespoke fire safety advice based on their household and lifestyle which can mitigate the risk of fire. These visits can result in the installation of smoke alarms and safety recommendations

such as moving/removing furniture which may be hazardous. Like many FRSs, BFRS now conduct HFSCs as part of a wider Safe and Well Visit (SWV), which can cover additional factors such as falls risk assessment, smoking cessation, cold homes and fuel poverty and a range of other health and community issues. For this report, we will use the HFSC as a measure to allow comparison across all FRS in England noting the numbers include the more comprehensive SWV.

### 3. Accidental Dwelling Fires & Safe and Well Visits – Why increasing output and improving targeting is a CRMP strategic priority

3.1. Of the 557,299 incidents attended by FRSs in England in 2019/20, around 28% (154,000) were fires.

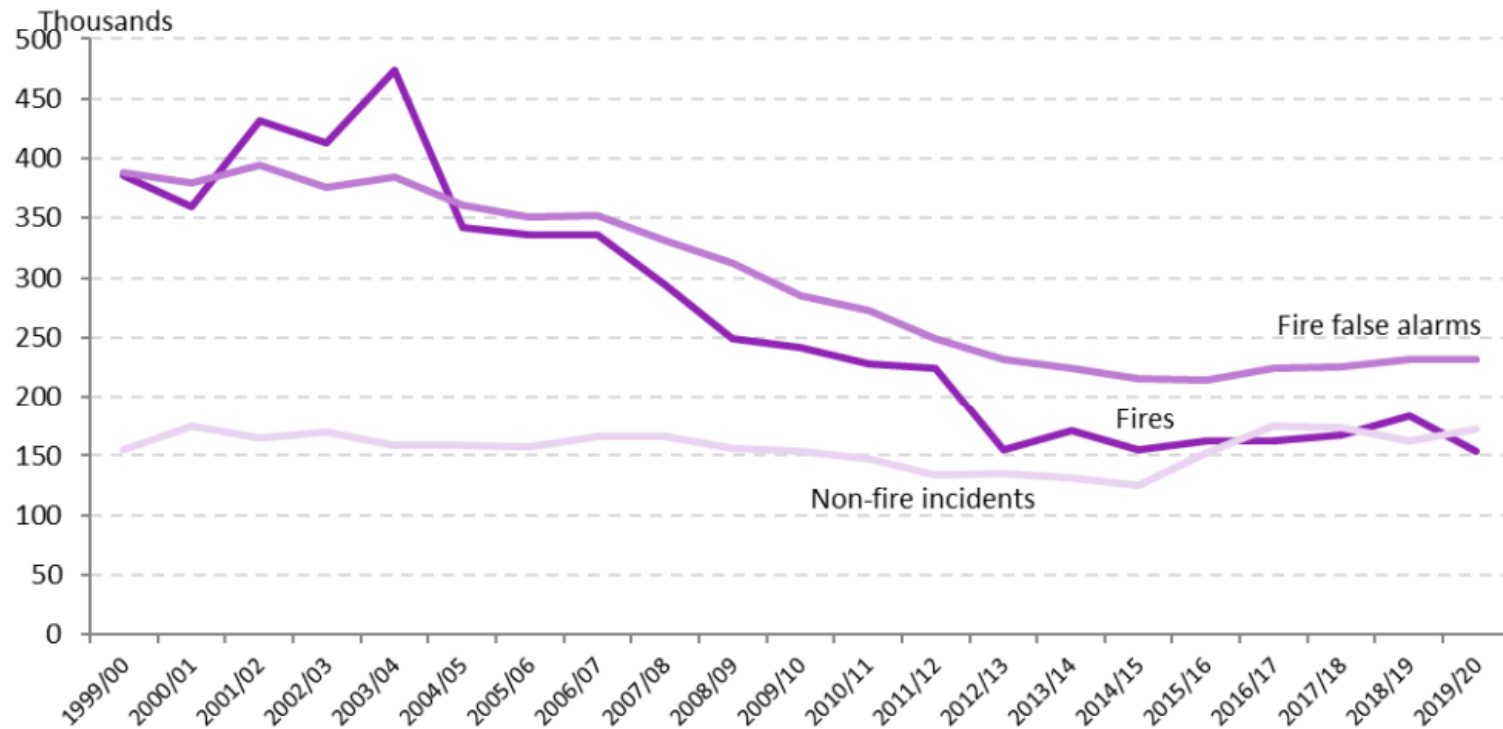


Figure 1: Total incidents attended by type of incident, England; 1999/00 to 2019/20

3.2. By contrast, the 5,921 incidents attended by BFRS in 2019/20, 31% (1,871) were fires.

3.3. Accidental Dwelling Fires (ADFs) accounted for around 16.5% (25,484) of total fires.

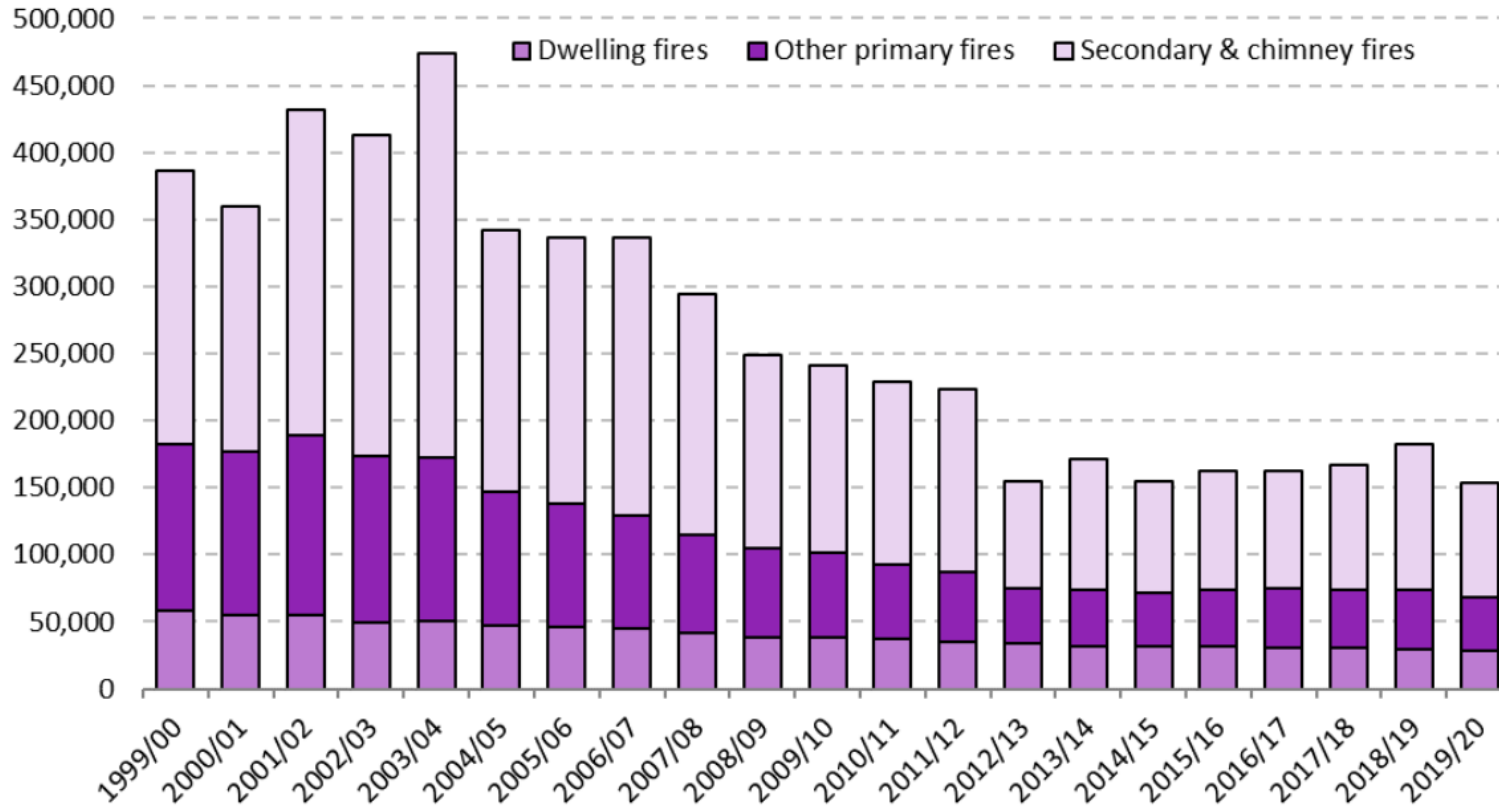


Figure 2: Total fires attended by type of fire, England, 1999/00 to 2019/20

3.4. In Bedfordshire, 17.1% (321) were ADFs.

- 3.5. It is estimated that only 9% of households do not have at least one working smoke alarm but despite this, there was no working smoke alarm present in 24% of all dwelling fires and 26% of all dwelling fire-related fatalities.
- 3.6. The likelihood of dying in a fire is not uniform across all age groups or genders. Generally, the likelihood increases with age, with those aged 80 and over by far the most likely to die in a fire. Overall, men are nearly twice (1.7 times) as likely to die in a fire as women. 46% of all fire-related fatalities in England were 65 years old and over in 2019/20. Smokers' materials were the source of ignition in only 7% of ADFs but were the largest ignition category for fire-related fatalities in ADFs, accounting for 23% in 2019/20.

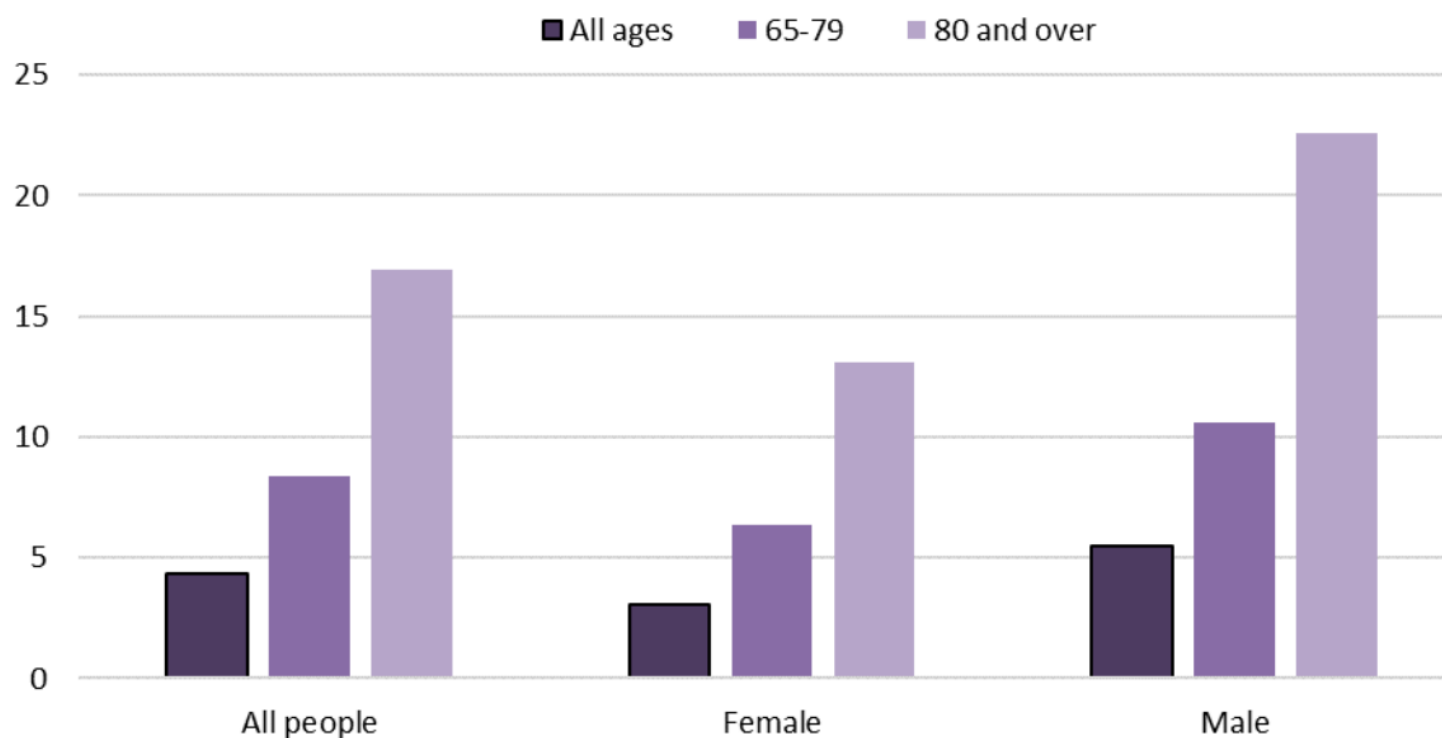


Figure 3: Fatality rate (per million people) - all ages & selected age bands by gender, England; 2019/20

- 3.7. There were no fire-related fatalities in Bedfordshire in 2019/20 although the average over the past 10 years around 2% a year.
- 3.8. There were 1,909 non-fatal casualties requiring hospital treatment (excluding precautionary checks and first aid) from accidental dwelling fires in 2019/20, a similar level to the previous year. In Bedfordshire, there were 28 non-fatal injuries arising from ADFs in 2019/20, a reduction of 20% on the previous year, slightly higher than the 5-year average and which places the BFRS 8th nationally when normalised as ADF non-fatal injury rate per 100,000 population for 2019/20.

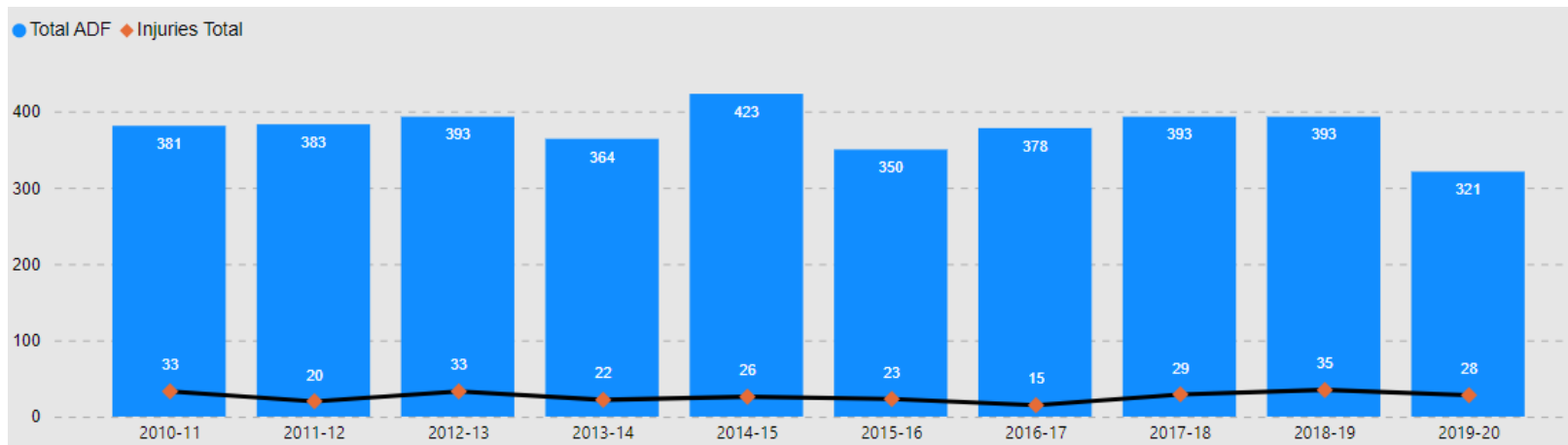


Figure 5: Non-fatal injuries arising from Accidental Dwelling fires 2010/11 to 2019/20

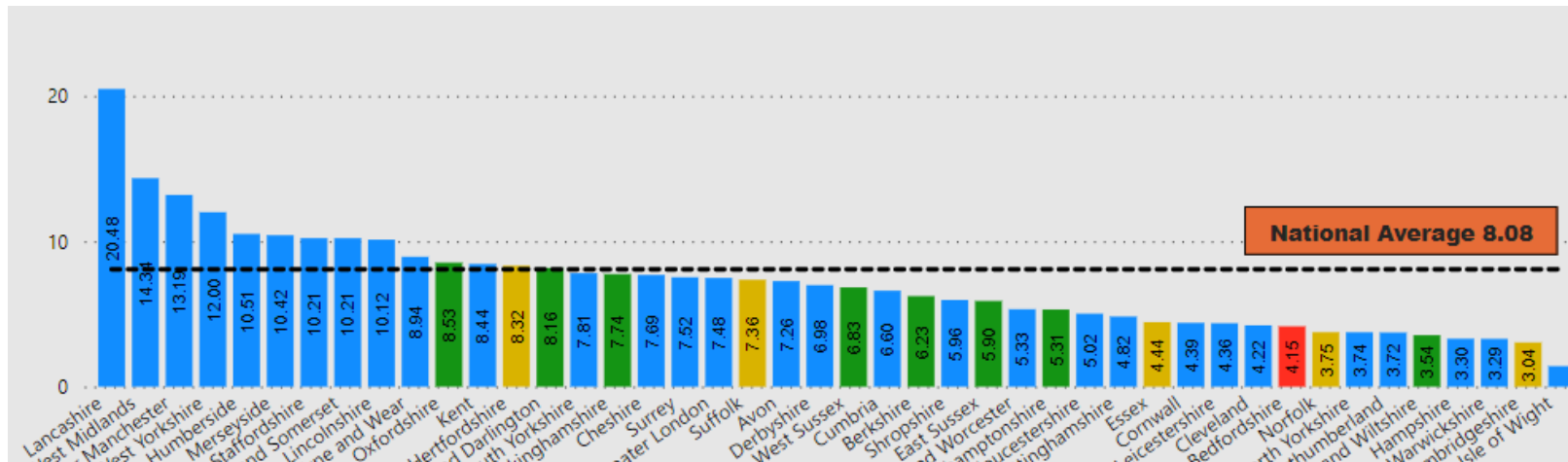


Figure 4- ADF Injury Rate (excl precautionary checks & first aid) per 100,000 population 2019/20



- 3.9. A key strategic priority within the current CRMP 2019/23 is to dramatically increase the number of SWVs being delivered and to target them towards the most vulnerable. This was heavily influenced by a benchmarking analysis of how BFRS compared to other FRS (using 2017/18 data) that contrasted a low output rate of HFSCs/SWVs per 1,000 dwellings (5th worst performing in England) against a high rate of ADFs per 10,000 population (5th highest in England).
- 3.10. The number of Home Fire Safety Checks (HFSCs) has been declining since 2010/11 with 581,917 HFSC/SWVs delivered nationally, 3% fewer than the previous year.

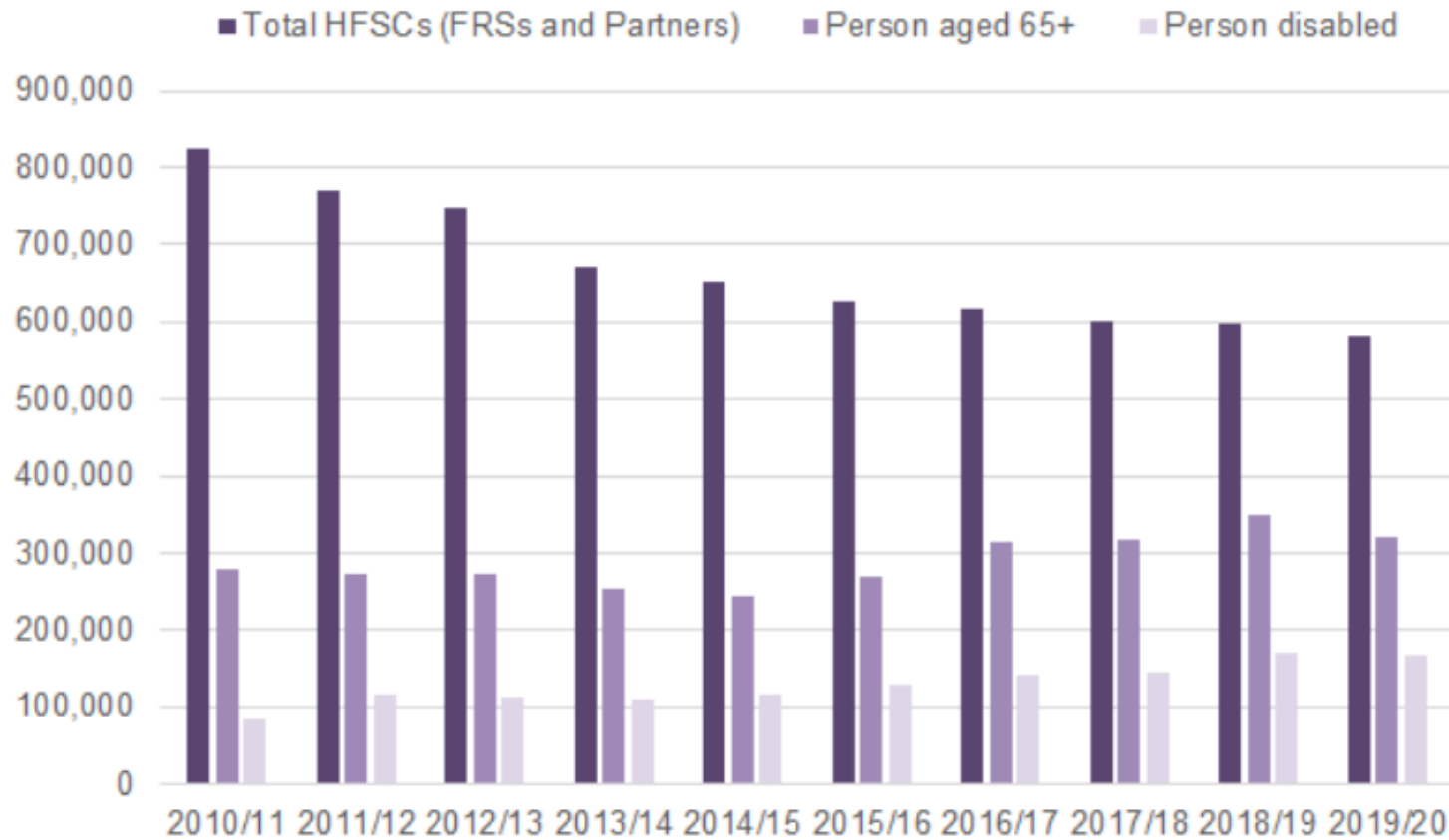


Figure 6: Total numbers of HFSCs and targeted HFSCs completed by FRSs, England, 2010/11 to 2019/20

3.11. In comparison, BFRS delivered 5,806 HFSCs/SWVs, an increase of 3.84% on the previous year and an increase of 176% on 2017/18. 54.9% of those delivered were to people over 65 years old, up from 50.2% in the previous year.

3.12. The chart below shows the correlation between the increase in prevention activity and the reduction in dwelling fires (includes 2020/21 data).

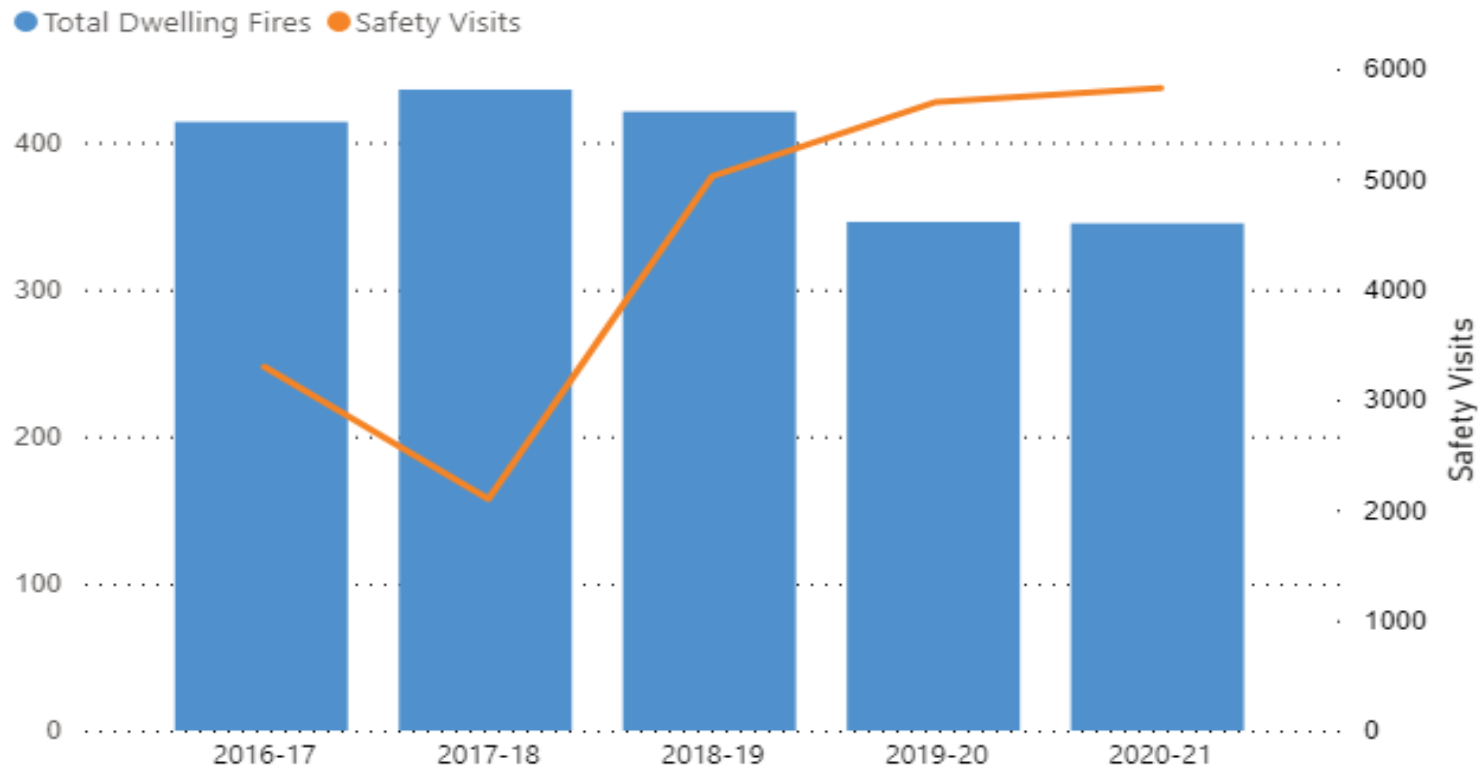


Figure 7: BFRS Safe & Well Visits versus Dwelling Fires

3.13. 2019/20 saw the lowest number of accidental dwelling fires (321 with an additional 24 classified as deliberate) on record and provisional figures for the year ending March 2021 indicate in 2019/20 this reduced yet further to 302.

3.14. The effect of this strategy means for 2019/20, BFRS has moved significantly up the national league table from 39th to 24th of 43 FRS (excl Isle of Wight/Isles of Scilly FRS).

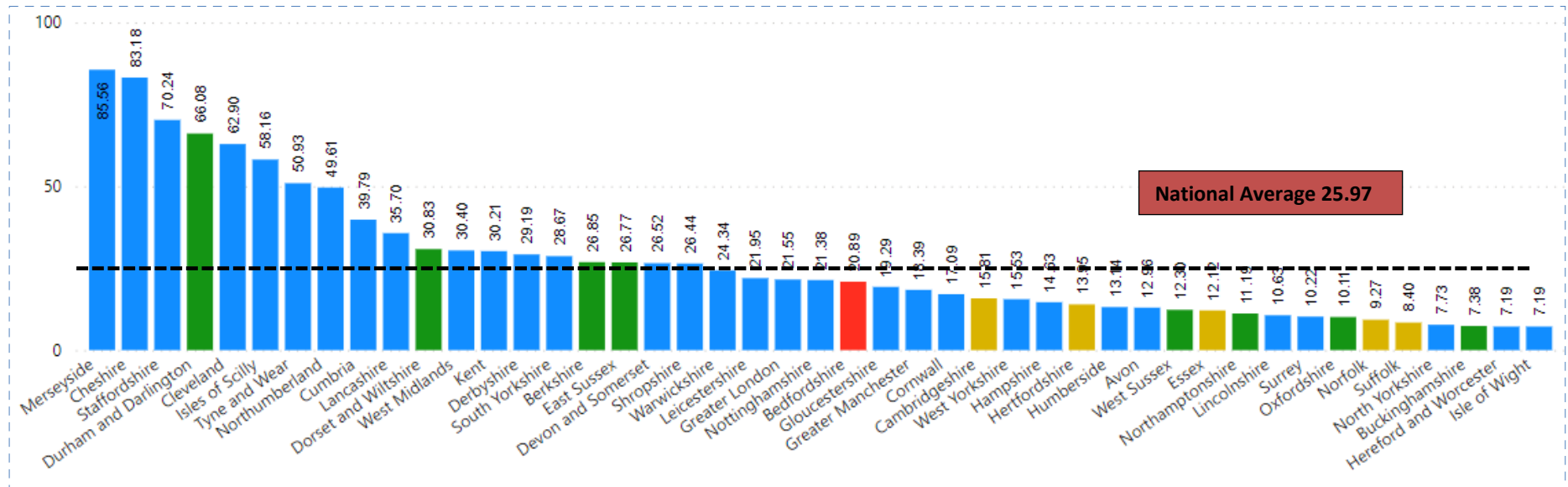


Figure 8: HFSC/SWV rate per 1,000 dwellings (green= family group, yellow=eastern region FRS)

3.15. Whilst a positive uplift, we remain below the national average (20.89 versus 25.97 per 1,000 dwellings) so there is still more work to do and why we are focusing on a target of 10,000 SWVs for 2021/22.

3.16. The rate of ADFs per 10,000 population has also improved reducing to 4.76, which is below the national average of 5.19, improving our national standing from 5th to 9th highest in England.

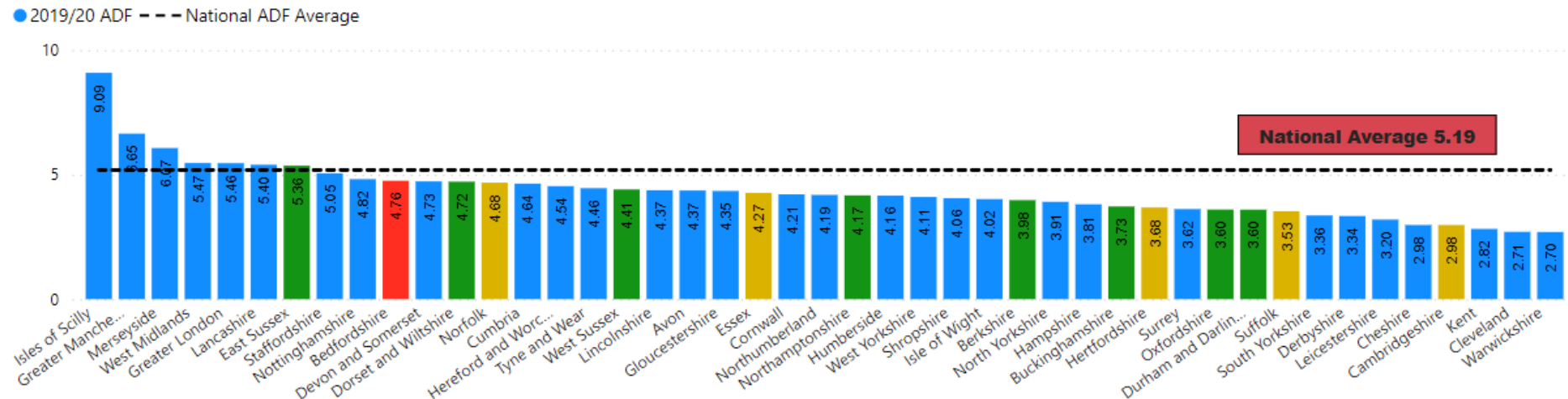


Figure 9: Accidental Dwelling Fire (ADF) rate per 10,000 population by Fire & Rescue Authority 2019/20

#### 4. Conclusion

- 4.1. The comparative analysis indicates whilst there is still more work to do, particularly in reducing the rate of accidental dwelling fires within our area as we remain in the upper quartile of FRS, good progress is being made on the strategic priority within the CRMP 2019/23 to deliver an increase in prevention activity outputs whilst continuing to target the most vulnerable, notwithstanding that 2019/20 was the first year of what is a 4-year CRMP. Analysis shows this work is delivering positive improvements in performance that are reducing the risk from fire and thereby supporting our mission to **provide outstanding fire and rescue services that help make Bedfordshire safer**.
- 4.2. Members should be reassured that the investment in giving staff access to more data and insight about how we are performing will continue to help to drive improvements at the local and Service level.
- 4.3. Further analysis of Protection and Response statistics will be the subject of future presentations to the FRA.

**RECOMMENDATION:**

That Members **note** the content of the paper and **comment** on the implications for the future strategy of the Service.

**ANDREW HOPKINSON**  
**DEPUTY CHIEF FIRE OFFICER**

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**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER

**SUBJECT:** PROGRAMME AND PROJECTS REPORT – 2020/21 Annual Report

For further information on this Report contact: Paul Hughes  
Head of ICT & Programmes  
Tel No: 01234 845015

**Background Papers:** Previous Programme and Project reports to the FRA

Implications (tick ✓):

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

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

**PURPOSE:**

To provide the Fire and Rescue Authority with a report covering the 2020/21 financial year, detailing progress and status of the Service Strategic Programme and Projects to date.

**RECOMMENDATION:**

That Members consider the progress made on Strategic Programmes and Projects over 2020/21 and raise any matters arising.

## 1. **Background**

- 1.1 This annual report covers the progress made on the Strategic Programmes and Projects over the 2020/21 financial year. It should be noted that projects and programmes can span many months and sometimes years, so completion will not always align with the financial year end period.
- 1.2 The Projects and Programmes are now monitored via the newly created Corporate Programme Board (CPB). The CPB is chaired by ACO Chambers and consists of three Corporate Management Team (CMT) Members (the Heads of ICT, HR and Prevention & Protection) and the Project and Programme Manager. The Chair provides an update to CMT following each meeting.
- 1.3 The Projects and Programmes Team is now fully embedded and the Service/Authority is benefiting from the improved effective governance and management of programmes and projects.

## 2. **Introduction**

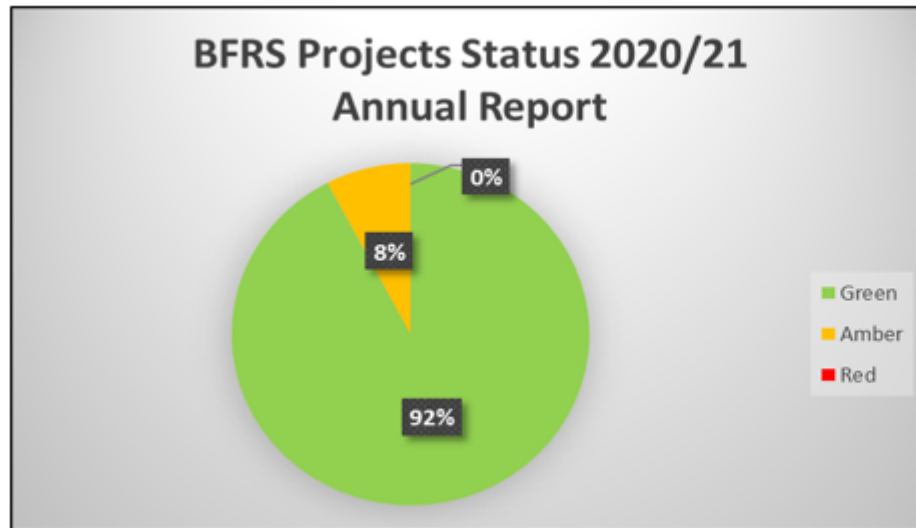
- 2.1 A high-level update covering the Projects and Programmes undertaken during 2020/21 is provided below in Para 3, with a pie chart below providing a pictorial summary of the positive position at the 2020/21 financial year end. At the year end stage, there were 24 projects with a green status, 2 amber and none red.

The exception reports for projects with Amber status are included in Appendix A. These are the Retained Duty System Improvement Project and the Infographics FloSuite Fire Safety Replacement Project. In summary, the amber status for both of these is due to revised schedules to complete the residual activities needed to complete the projects.

- 2.2 The majority of the active projects (92%) are on track to deliver the set objectives on time against latest plans, as shown in Figure 1 below.



Figure 1.



Projects Status	Count
Green	24
Amber	2
Red	0
Complete 2020/21	5
Total	31

Colour Code	Project Status Key
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets. Requires CPB intervention

### 3. High-Level Summary of Key Milestones achieved 2020/21

The paragraphs below provide key highlights looking back at 2020/21:

- 3.1 The Replacement Mobilising System Procurement phase (RMP Project) was completed successfully in June, 2020. This project is progressing well, with a “go live” expected in Autumn 2021. Additionally, BFRS is the first FRS in the region to go

onto the Emergency Services Network (ESN) for Mobilising as part of our new mobilising solution implementation, which is in progress.

- 3.2 New Digital service created - The Safe and Well On-line Referral form (Safe and Well Project) was implemented in July, 2020, with scoring to provide for self-referral or referral by other person or Agency / professional referral. This created the ability to identify those most at risk of injury or death in fire at the point of referral, and by utilising customer insight, geographical location and known risk factors (their personal and behavioural factors and not just the type of property they live in) to prioritise our visits.

The new Safe and Well Visits O365 form (electronic) was implemented on the Home Safety Advisors mobile phones (Dec 2020) and tablets (Mar 2021) thus achieving paperless working. This is being rolled out to all appliances' MDTs and iPhones for use by the operational crews.

- 3.3 The Course Management System (CMS) and PDR Pro Upgrade project (training records), were delivered successfully with the new Course Management System implementation going live in September 2020.
- 3.4 The Retained Duty System improvement project was implemented successfully, with the non-structural fires phase too at the beginning of February 2021.
- 3.5 The Service deployed MS Office 365 and are rolling out the Digital Champions Programme with cloud based storage enabling a more effective collaborative working environment. Digital literacy training and webinars have been provided by 365Tribe and made available to all staff. This has improved the efficiency of working, and has supported the remote working during the Covid-19 pandemic lockdown.
- 3.6 The Fleet and Assets Tracking project implemented the new Fleet and Asset Tracking System live within 3 stations. This is now used for inventory checking and "task and test" activities, instead of the previous paper based process. Full rollout is in progress.
- 3.7 The new Mobile Data Terminals (MDTs) rollout to all appliances was completed. This project is in closedown, now progressing post implementation review.
- 3.8 As part of the Command Support Project, we completed the Incident Command Unit (ICU) hardware refresh in April 2020 and have delivered the Procurement Phase for the Incident Command Software (March 2021), pending contract sign off by the selected provider.

**4. Implications**

4.1 There are no Legal, Risk, Financial or Equality implications to note within this report.

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

**GAVIN CHAMBERS  
ACO/TREASURER**

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# Appendix A - Bedfordshire Fire and Rescue Authority

## Projects and Programme Annual Report 2020/21

Date: 14th April 2021



# Active Projects

Strategic Aim	Project Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Empowering	Cloud-based processes (Training Centre Administration) CMS & PDR Pro v3 to v5 Upgrade	The project will deliver new CMS training system on PDR Pro and will upgrade PDR Pro from v3 to v5.	Implementation of a new Course Management System (CMS) to replace Training Planner in MIS (now complete), and PDR Pro upgrade from v3 to v5.	Y	Green
Empowering	iTrent HR/Payroll System and Services - Web Recruitment - Control and Retained Workstream	This project implements an online Web Recruitment for potential Control and Retained staff.	Online Web Recruitment for potential Control and Retained staff. The remaining deliverables for this workstream as of April 2021 are as follows: <ul style="list-style-type: none"> <li>• UAT RDS web recruitment, including life cycle</li> <li>• Produce user and training guides</li> <li>• HR Operations Training</li> <li>• Live implementation</li> <li>• Handover to BAU and work stream closure</li> </ul>	Y	Green
Empowering	iTrent Performance Management - Appraisals Workstream	This project delivers digital transformation of the Appraisal process.	This project delivers digital transformation of the Appraisal process.	Y	Green
Empowering	iTrent HR/Payroll System - Onboarding Workstream	iTrent Onboarding is used so new employees can acquire the necessary knowledge, skills, and behaviours in order to become effective organisational staff members.	iTrent Onboarding will ensure new employees can acquire the necessary knowledge, skills, and behaviours in order to become effective organisational staff members.	N	Green
Empowering	iTrent HR/Payroll System - Electronic Signatures	Electronic Signature allows for the creation of electronic signature capable correspondence within iTrent, which can then be published to self service, to be acknowledged or electronically signed. Provide better security as the data will be held only within iTrent and not pushed externally. Allows a template to be specified and create a workflows to notify a person that they have a document to sign.	Electronic Signature allows to create, acknowledge and publish electronic signature within iTrent. This enables better security as the data will be held only within iTrent and not pushed externally. It also allows a template to be used, and a workflow created, so that a person can be notified that they have a document to sign.	N	Green
Empowering	iTrent HR/Payroll System - Manager Dashboard	The iTrent Manager Dashboard is a configurable Manager Dashboards solution which can assist with workforce planning processes. As a manager, this software enables you to pick up on workforce trends, approve requests and take action quickly and easily, wherever you are.	This software will enable the managers to understand the workforce trends, approve requests and take action quickly and easily, wherever they are.	N	Green



# Active Projects

Strategic Aim	Project Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	MS SharePoint Upgrade	This project delivers the implementation of an upgraded version of SharePoint, from on premise to online version.	<p>This project delivers the implementation of an upgraded version of SharePoint, from on premise to online version.</p> <p>In addition to providing document management and storage, the upgrade will enable:</p> <ul style="list-style-type: none"> <li>• The use of work flows to automate current business processes</li> <li>• Ability to collaborate more easily and effectively when working on documents, reports, plans and strategies</li> <li>• Provision of an intranet to use as a communication tool to share information, which will enable two-way communication and feedback on a range of subjects.</li> </ul>	Y	Green
Maximising	ESN Emergency Services Mobile Communications Programme (ESMCP) Project	The aim of the project is to replace and upgrade the current Airwave System, which is reaching the end of its contracted lifespan. This is a national project led by NFCC and the Home Office.	<ul style="list-style-type: none"> <li>• Replace and upgrade the current Airwave System</li> <li>• Support the national programme led by NFCC and the Home Office</li> <li>• Complete ESN coverage test</li> <li>• Procure ESN-compliant devices and associated applications</li> <li>• Switch all new systems and devices connectivity from Airwave to ESN</li> </ul>	Y	Green
Maximising Page 47	Command Support Review	The project will deliver the ICT technical work to become ESN compliant and provide new software for a modern command management of incidents.	<ul style="list-style-type: none"> <li>• Upgrade the ICU PCs and Servers to Windows 10.</li> <li>• Installation of modern visual connections (HDMI) to allow external devices to connect and display in the ICU.</li> <li>• Deliver a solution capable of live streaming for the incident from the Drone</li> <li>• Deliver a solution capable of live streaming for the incident from the devices associated with the ICU (Rapid deploy camera, ICU mounted Cameras and body worn cameras).</li> <li>• Installation of 5G/4G compatible new router and network equipment to enable collaboration</li> <li>• Ability to plug in other service devices to the ICU to display via HDMI, and enable the ICU as a congregation point for JESIP and collaborative working on a broader scale.</li> <li>• New software platform for modern Command management at incidents to the fire ground and any command point.</li> <li>• Training for all operational staff to use the new technology.</li> <li>• Updated ICU training environment</li> <li>• Competition of the Information data asset log for any software procured, which will store personal data, and progressing privacy impact assessment of the data repository.</li> </ul>	Y	Green



# Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Corporate KPI Data Hub - Phase 2	<p>The Objectives for KPI Data Hub Phase II are as follows:</p> <ul style="list-style-type: none"> <li>• Extend the current dashboard to further agreed areas of the organisation</li> <li>• Deliver a new interactive front end within Power BI allowing click-through reporting.</li> <li>• Continue to enhance and improve existing business areas on the dashboard.</li> <li>• Align the dashboard to the 6 CRMP pillars (Preventing, Protecting, Responding, Maximising, Utilizing, Empowering)</li> </ul>	<p>The project goal is to deliver up to date Corporate KPI Information across the whole of BFRS to enable viewing up to date performance data.</p> <p>This will turn complex data into information, giving insight to service's performance, which will enable reactive and strategic planning</p> <p>The Objectives for KPI Data Hub – Phase II are as follows:</p> <ul style="list-style-type: none"> <li>• Extend the current dashboard to further agreed areas of the organisation</li> <li>• Deliver a new interactive front end within Power BI allowing click-through reporting.</li> <li>• Continue to enhance and improve existing business areas on the dashboard.</li> <li>• Align the dashboard to the 6 CRMP pillars (Preventing, Protecting, Responding, Maximising, Utilizing, Empowering)</li> </ul>	Y	Green
Maximising	Business Management Information System (BMIS) Project	<p>Implementation of a new BMIS system to assist BFRS in all aspects of Strategic, Risk Reduction, Projects and Fire Safety planning thus reducing effort and increasing efficiency.</p> <p>BMIS will provide common platform for managing strategic goals and objectives, corporate risk, projects, service performance at all levels – from the top strategic objectives down to individual actions.</p>	<p>It will enable the service to get quick and easy access to management information for corporate planning across CRMP, various individual Action Plans e.g. HMICFRS, Risk Registers, and Projects, linking tasks with owners to keep track of and manage delivery. The Portal will help everyone from the CFO to front line staff know what must be done, how it is going, and where corrective changes need to occur. This ensures that better, faster, and more aligned decisions are continuously made.</p>	Y	Green
Maximising	Virtual Desktop Infrastructure (VDI) Xen Desktop Upgrade Project , including Win 10 and Office 2016 rollout.	<p>The project delivers a Virtual Desktop Infrastructure, by upgrading from VDI in a box to Xen Desktop, which will then present Windows 10 and Office 2016 to all BFRS users.</p>	<ul style="list-style-type: none"> <li>• XEN Desktop rollout</li> <li>• Windows 7 upgrade to Windows 10 and Office 2016 rollout</li> </ul>	N	Green





# Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Replacement Mobilising Project (RMP) ICCS & Mobilising System	This project will deliver a new mobilising system that is ESMCP compliant	<ul style="list-style-type: none"> <li>- Replace existing Computer Aided Dispatch system</li> <li>- Replace existing Integrated Command and Communications System</li> <li>- Implement solution that will be ESMCP compliant</li> </ul>	Y	Green
Preventing	Safe & Well Prevention Replacement	In house development of a bespoke application for Safe and Well community activities, including partner referrals.	<ul style="list-style-type: none"> <li>• Creation of a Web based referral form to request a Safe and Well visit - self, for another person and Agency.</li> <li>• Web enabled Safe and Well visits form, thus allowing to reduce the reliance of paper based processes</li> <li>• Safe and Well database and front end redesign and redevelopment</li> <li>• Delivery of a redesigned Safe and Well web enabled form</li> <li>• Delivery of a mobile Safe and Well form app</li> </ul>	Y	Green
Protection Page 49	Risk and Workload Modeller Tools and Data Segmentation Procurement and Implementation	<p>This project will deliver the following outputs:</p> <ul style="list-style-type: none"> <li>• SIS Desktop implementation</li> <li>• Workload Modeller implementation</li> <li>• Risk Modeller implementation</li> <li>• Web Mapping implementation</li> <li>• Local Knowledge implementation</li> <li>• Segmentation Data integration with the above tools</li> </ul>	<p>The new SIS Desktop, Workload Modeller, Risk Modeller, Web Mapping and Local Knowledge Tools and segmentation data are expected to enable:</p> <ul style="list-style-type: none"> <li>• Flexibility to model data and create bespoke mapping or data tables for the needs of various internal functional leads.</li> <li>• Allow us to remain agile and incorporate any datasets made available to us, both locally and nationally, as part of a wider NFCC discussions on risk modelling which is part of a 3 year programme at the Central Programme Office.</li> <li>• Make a significant contribution to resource planning, budgeting and performance monitoring. This will allow flexible and efficient use of our assets, without compromising the effectiveness of the services we provide.</li> </ul>	Y	Green
Responding	Replacement MDT Project - Phase 2 (Implementation)	The purpose of the project is to implement the newly procured out of support MDT equipment with ESN compliant hardware and software	Configuration and rollout of the newly procured MDTs	Y	Green



# Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Responding	Replacement MDT Project - Phase 3 (MDT2 additional usage)	Extend the use of MDT2 to enable workforce to capture additional information	Access to corporate applications such as O 365, e-Forms for IRS, S&W and Protection via the rear MDTs on all appliances. This will reduce the reliance on paper based processes within BFRS and will result in improved efficiency of business processes.	Y	Green
Responding	New IRS System	Introduce a cloud based middleware solution to improve how BFRS captures and reports on IRS data.	Integrate with Remsdaq and HO IRS, Existing data will be cleansed and migrated to 3TC, the solution will offer Improved agility :Access on the move (Tablet, Phone), Data Quality Improvements, easier and quicker to use than existing HO IRS system, upload photo's and associate with incidents	N	Green
Responding	Station End Equipment	This project delivers the procurement, installation and maintenance of new Station End Equipment	Procurement and implementation of fully supported, GD 92 and ESN compliant Station End Equipment	N	Green
Responding	CCTV Cameras Upgrade	Improve the existing CCTV system to reduce or eliminate manual footage download and ensure 360 degrees coverage.	The project will deliver improved CCTV data recording systems in appliances for the following purposes: <ul style="list-style-type: none"> <li>• Eliminate the need to manually download footage by physically taking the storage device off the vehicle.</li> <li>• Provide data for active monitoring of driving standards by Service Driving Instructors;</li> <li>• Provide data for investigation of external or internal complaints about driving standards;</li> <li>• Provide data for internal, police or insurance investigation following RTC involving Service appliances;</li> <li>• To deter attacks on firefighters and provide data for police investigation in the event of such attacks;</li> <li>• To capture footage of incidents for use in operational debrief.</li> </ul>	Y	Green
Utilising	Fleet Asset Management System Project	The aim of the project is to introduce a replacement vehicle servicing and defect system to replace an out of support legacy MIS application.  The Asset Tracking work stream will introduce an electronic system using scanners and tablets to create accurate asset base and to replace the paper based system presently used.	<ul style="list-style-type: none"> <li>• Introduce a replacement vehicle servicing and defect system to replace an out of support legacy MIS application.</li> <li>• Implement electronic Asset Tracking system using scanners and tablets to create accurate asset base</li> <li>• Replace current paper based systems.</li> </ul>	Y	Green

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**Bedfordshire**  
Fire and Rescue Service

# Active Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Utilising	Joint Vehicle Workshops	A feasibility study into Beds Police and BFRS co-locating in shared workshops	Both services have undertaken a needs assessment and suitable accommodation is sourced and costed	Y	Green
Utilising	Clothing and Garments	The current contract for Station Wear, Corporate Wear and Associated Services is due to expire.  BFRS needs to employ a tendering process in order to select future supplier(s) and to sign a contract for the subsequent years.	This project will deliver a new contract for the procurement of station, corporate and special event wear only. The PPE has been procured separately.	N	Green
Protection	Infographics FloSuite Fire Safety Protection Replacement MIS	Deliver and utilise a Fire Safety replacement management information system.	Enable and record the creation and outcomes of Fire Safety jobs against premises. Produce government reports and KPIs. Improve communications and appointment generation.	Y	Amber
Responding	Retained Duty System Improvement Project (RDSIP)	The project will review the BFRS Retained Duty System in terms of efficiency, effectiveness and economy of the operation and will recommend and deliver improvements.	Improvements within the RDS system through the introduction of 1. Implementation of a new RDS Management System - complete 2. Identification and replacement of RDS alerters software and infrastructure - complete 3. Evaluation of current recruitment process - complete 4. Utilisation of day duty watch commanders on RDS appliances - complete 5. Non-structural fires crewing - complete 7. Review of annual leave hours 8. Restructure of on-call management process 9. Improvement of recruitment and retention 10. Introduction of agile crewing	Y	Amber
Responding	Whole-Time Duty Management System (Rota Replacement) [Gartan]	Introduce a replacement roster system for operational personnel	Deliver a fully automated roster system that is suited to the multitude of operational rosters including the 24 hr shift. The system will provide interoperability between software systems and automate processes i.e. overtime pay claims. The system will monitor operational crewing levels and alert control staff of any issues.	N	Green



# Completed Projects

Strategic Aim	Project Name / Workstream Name	Project Description	FRA Reporting - Business Outcomes (The So What?)	In CRMP Plan?	RAG Status
Maximising	Corporate KPI Data Hub - Phase 1	Essential dashboard for Corporate KPI performance measures is being created in house with collaboration with University of Bedfordshire. The system has automatic refresh from other data sources.	The project delivered up to date Corporate KPI Information across Prevention, Protection and Response to enable viewing up to date performance data. This turns complex data into management information, giving insight to service's performance, which enables reactive and strategic planning	Y	Complete
Responding	Appliance Telephony	The project will deploy and fit iPhones to appliances.	iPhones procured and deployed to all appliances	N	Complete
Maximising	Network PWAN Project (CPSN)	The project delivers the upgrade of the private PWAN network.	This project delivered improved network speed, capacity and resilience with reduced ongoing costs. - WDS and Day Crew Stations upgraded from 20Mb to 40Mb with dedicated connections. - Stopsley and Dunstable upgraded from 10Mb to 40Mb. RDS stations upgraded from 10Mb to 20Mb. - Kempston HQ upgraded from 100Mb to 200Mb.	N	Complete
Empowering	iTrent HR/Payroll System - Offboarding	iTrent Offboarding is used for employee exit management, it includes exit interviews and surveys, also providing ex-employees secure access to obtain leaving documentation.	iTrent Offboarding ensures employees exit s managed effectively by providing exit interviews and surveys, and giving ex-employees secure access to obtain leaving documentation.	Y	Complete
Empowering	iTrent HR/Payroll System - Survey Builder Workstream	The project delivers ability to create, distribute and analyse staff surveys.	This project delivered the ability to create, distribute and analyse staff surveys.	Y	Complete



# Exceptions Reporting

<b>Reporting Period</b>	<b>Q4 2020/21</b>	<b>Project Title</b>	<b>Infographics FloSuite FloSuite Fire Safety Protection Replacement MIS Project</b>	<b>CMT Owner</b>	<b>Ian Evans</b>	<b>Overall Project Status</b>	<b>Amber</b>
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>• Enable and record the creation and outcomes of Fire Safety jobs against premises.</li> <li>• Produce government reports, internal reports and KPIs.</li> <li>• Improve communications and appointment generation.</li> </ul>			<b>Strategic Aim &amp; CRMP Alignment</b>	<b>Protecting Implement a new digital fire safety management system.</b>		
<b>Status Update</b>				<b>Key Milestones</b>		<b>Milestone Status &amp; Due Date</b>	
<p>Protection management system is now live since March 2020 and partially operational, however there are problems with classification of UPRN into premises with the occupancy information necessary for RBIP purposes. TOID from AddressBase has been obtained to facilitate aggregation of UPRN into 'buildings'.</p> <p>The process of uploading regular AddressBase update into FloSuite has been defined and tested.</p> <p>The configuration of the Home Office Reports and other internal reporting requirements is in progress.</p> <p>The Amber status is driven by the level of risk to the residual activities plan, and the fact that further work will need to be done on the FloSuite data and FSEC classification, which is still to be defined in more detail. Revised approach is being considered whereby we are looking to procure commercial fire risk analysis from an external supplier to assist in our RBIP determination for next year and until such time as we have developed in-house methodology using CadCorp tools, which are in a process of being procured. We will also explore whether an external supplier can assist in categorising premises/UPRN into granular sub-categories (e.g. supplemental codes) in a way that can be uploaded directly into our system. The project status will return to Green once we have an agreed approach and timeline for the completion of this work.</p>				Implement FloSuite System		<b>Complete</b>	
				Set up internal and Home Office reporting within FloSuite		<b>27/08/2021</b>	
				Fire Safety data updates and FSEC classification		<b>t.b.c,</b>	



# Exceptions Reporting

<b>Reporting Period</b>	Q4 2020/21	<b>Project Title</b>	Retained Duty System Improvement Project (RDSIP)	<b>CMT Owner</b>	Chris Ball	<b>Overall Project Status</b>	Amber
<b>Project Objectives</b>	<ul style="list-style-type: none"> <li>The project will review the BFRS Retained Duty System in terms of efficiency, effectiveness and economy of the operation and will recommend and deliver improvements</li> </ul>			<b>Strategic Aim &amp; CRMP Alignment</b>	<b>Responding</b> <b>Improve the availability of fire appliances crewed by on-call firefighters by introducing new and innovative ways of working</b>		
<b>Status Update</b>				<b>Key Milestones</b>		<b>Milestone Status &amp; Due Date</b>	
<p>The non-structural fires change was implemented successfully in February 2021.</p> <p>The proposal to utilise annualised hours to leave was due to go live in Jan 2021, but has been delayed due to contractual T&amp;Cs amendments being required and the lead times to progress these successfully.</p> <p>Due to the scope of the project and the redirection of focus to respond to the pandemic, the timeline for delivery of this entire project is being revised. Updated project documentation and delivery schedule have to be created for the residual activities, which drives the Amber status.</p>				Implementation of a new RDS Management System		Complete	
				Identification and replacement of RDS alerters software and infrastructure		Complete	
				Evaluation of current recruitment process		Complete	
				Utilisation of day duty watch commanders on RDS appliances		Complete	
				Non-structural fires crewing		Complete	
				Review of annual leave hours		t.b.c.	
				Restructure of on-call management process		t.b.c.	
				Improvement of recruitment and retention		t.b.c.	



**REPORT AUTHOR:** DEPUTY CHIEF FIRE OFFICER

**SUBJECT:** 2019-2023 COMMUNITY RISK MANAGEMENT PLAN (2021/22 ACTION PLAN) -  
CONSULTATION SUMMARY

For further information on this report contact: Jason Tai  
T/Area Commander, Training, Assurance & Strategic Support  
01234 845112

Background Papers: FRA Paper 2019-2023 CRMP (2021/22 ACTION PLAN) - Consultation Summary (11 Feb 2021)

Implications (tick ✓):

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

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

## PURPOSE:

To share with the Fire and Rescue Authority (FRA), the final publication version of the 4-year Community Risk Management Plan (CRMP) covering the period 2019-2023, refreshed for 2021/22.

## RECOMMENDATION:

1. That Members **note** the content of the 2019-2023 CRMP, refreshed for 2021/22 and that it will be publicly available on our website following the FRA meeting.
- 

1. Background

- 1.1. The Community Risk Management Plan (CRMP), covering the 4-year period 2019-2023, sets out the strategic approach Bedfordshire Fire and Rescue Services (BFRS) intends to take to deliver on its mission to:

*‘...provide outstanding fire and rescue services that help make Bedfordshire safer.’*

- 1.2. The CRMP is structured around six aims:

- PREVENTING fires and other emergencies from happening;
- PROTECTING people and property when fires happen;
- RESPONDING to fires and other emergencies promptly and effectively;
- EMPOWERING our people as we work together to make Bedfordshire safer;
- UTILISING our assets and resources efficiently and effectively; and
- MAXIMISING use of data and digital solutions to drive improvement.

- 1.3. The CRMP fulfils a requirement of the Fire & Rescue National Framework for England (2018) to produce an Integrated Risk Management Plan (IRMP) that identifies and assess all the foreseeable fire and rescue related risks and challenges which



may arise and how we plan to mitigate these risks using our available resources. The CRMP is published on our website and contains an annual action plan covering those more detailed priorities the Service will focus on within the coming year.

- 1.4. The CRMP is directly informed by the outcomes from our comprehensive Community Risk Analysis (CRA) document, also published on our website, and refreshed annually to ensure the statistical content and information within it remains current.
- 1.5. The final draft of the refreshed version, including the Annual Action plan for 2021/22, was presented to Members in February 2021, along with the outcomes from the public consultation that ran during December 2020 and January 2021.
2. Final Publication Version
  - 2.1. The final publication version attached as Appendix A, has been updated to include the most up to date financial and performance information.
  - 2.2. The refreshed CRMP will be available on our website at the following address:  
<https://www.bedsfire.gov.uk/document-library/CRMPV4.pdf>
3. Recommendation

That Members **note** the content of the 2019-2023 CRMP, refreshed for 2021/22 and that it will be publicly available on our website following the FRA meeting.

**ANDREW HOPKINSON**  
**DEPUTY CHIEF FIRE OFFICER**

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**Bedfordshire**  
Fire and Rescue Service

# COMMUNITY RISK MANAGEMENT PLAN 2019 – 2023

REFRESHED FOR 2021



Find us on social media @bedsfire



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING

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Our Mission is to provide outstanding fire and rescue services that help make Bedfordshire safer.

## Our Values



### **WE ARE ACCOUNTABLE**

we are transparent, trustworthy and responsible for our actions.



### **WE'VE GOT YOUR BACK**

striving to keep us all safe, while being supportive and inclusive.



### **EVERY CONTACT COUNTS**

making a positive difference each and every time, with respect and professionalism.



### **WE DARE TO BE DIFFERENT**

we are bold in our approach, we welcome challenge and are open to innovative ideas.

## FOREWORD



Together, we assure you of our continued commitment to making Bedfordshire a safer place.

**Our Community Risk Management Plan 2019 – 2023 (CRMP) sets out how we intend to deliver our mission of providing outstanding fire and rescue services by further improving:**

- How we assess and analyse the risks faced by the communities we serve.
- The effectiveness of our prevention, protection and emergency response services.
- How efficiently we use our assets and resources to reduce and respond to the risks faced by our communities; and,
- How we value, support and invest in our best asset, our staff.

We have revised the CRMP for 2021 to reflect the progress already made against the 2020/21 action plan and the achievements of the Service in the past year. A summary of the progress made against the 2019/20 CRMP action plan can be viewed [here](#).

**We are proud of so many achievements big and small across the Service over the past year. We would like to tell you about some of them:**

- Bedfordshire Fire and Rescue Service has been awarded ‘Diamond’ the highest possible Level 5 award for managing the safety of our staff.
- Bedfordshire Fire and Rescue Service collected second place in the national award for excellence in board leadership in equality, diversity and inclusion, sponsored by Asian Fire Service Association (AFSA) and presented by the National Centre for Diversity.

- The Service has been awarded the accolade for demonstrating strategic and operational awareness and understanding of how to challenge, promote and advance equality, diversity and inclusion at senior levels of the organisation. In doing so, stimulating change, demonstrating visionary leadership, capacity, capability and a strong commitment to making things happen.
- In September 2020 Bedfordshire Fire and Rescue Service was awarded Gold in the BBC 3 Counties Radio - You Make a Difference Awards in the Emergency Services Category, for the work that we have done supporting EEA by seconding firefighters to drive ambulances during the COVID 19 Pandemic.
- During 2019 the Service has led nationally on the procurement of new Mobile Data Terminals. This important procurement process ensures that BFRS and other services will continue to be able to access vital risk information at the incident ground in a quick and accessible format.

A highlight of past years was our annual awards evening where we recognise outstanding individual achievements, bravery, quick thinking and lifesaving as well as educational and charitable endeavor. Unfortunately, due to COVID we have been unable to celebrate the achievements of our staff in the same way. We have however been able to recognise of staff’s achievements through virtual awards celebrations.

Following an inspection of our Service during the summer of 2018, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) judged us to be good at 'effectively keeping people safe and secure' within our local communities. We welcomed the areas for improvement identified within their report, progress was made in addressing these areas in 2019 and we will continue to work with HMICFRS to implement further improvements. In 2020 we were inspected by the HMICFRS in response to our COVID work. As a result of this HMICFRS publish their results in January 2021. The document can be found [here](#).

We know that our successes would not be possible without our team of professional and dedicated staff. We have always worked hard to provide the most effective equipment, vehicles, training and support to our staff. This plan places further emphasis on valuing and investing in them; recognising the key role they play in developing our Service.

This year has given us some challenges with COVID affecting our normal ways of working. We have overcome these challenges by enabling our staff to work from home where they can and providing them with the equipment to do this effectively.

We have made our offices and our operational areas COVID safe and have provided additional PPE and other equipment to ensure that our staff have safe working environments.

In addition, to aid the multi-agency response to COVID 19 we have provided a valuable command and support role for the Local Resilience Forum (LRF), COVID 19 Strategic Command Group (SCG) and the Tactical Command Group (TCG) meetings.

We continue to strive to be an 'employer of choice' with a highly skilled and motivated workforce that understands and reflects the diversity of our communities, and who see our Service as an engaging, positive and rewarding place to work. By being open and responsive to change, and through exploring and investing in new and innovative technologies and ways of working, we will continue to improve the safety and wellbeing of the diverse communities we serve.

Each year we will publish an action plan summarising what we intend to deliver that year. We will report on progress by producing an Annual Action Plan ([see Appendix A](#)) and a review of progress against [previous actions](#).

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### Paul M Fuller CBE QFSM MStJ DL



Chief Fire Officer Bedfordshire Fire and Rescue Authority

### Cllr John Chatterley



Chairman Bedfordshire Fire and Rescue Authority





## ABOUT US



The Bedfordshire Fire and Rescue Authority (FRA) is the independent body who provide and oversee the Fire and Rescue Service for Bedfordshire.

## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

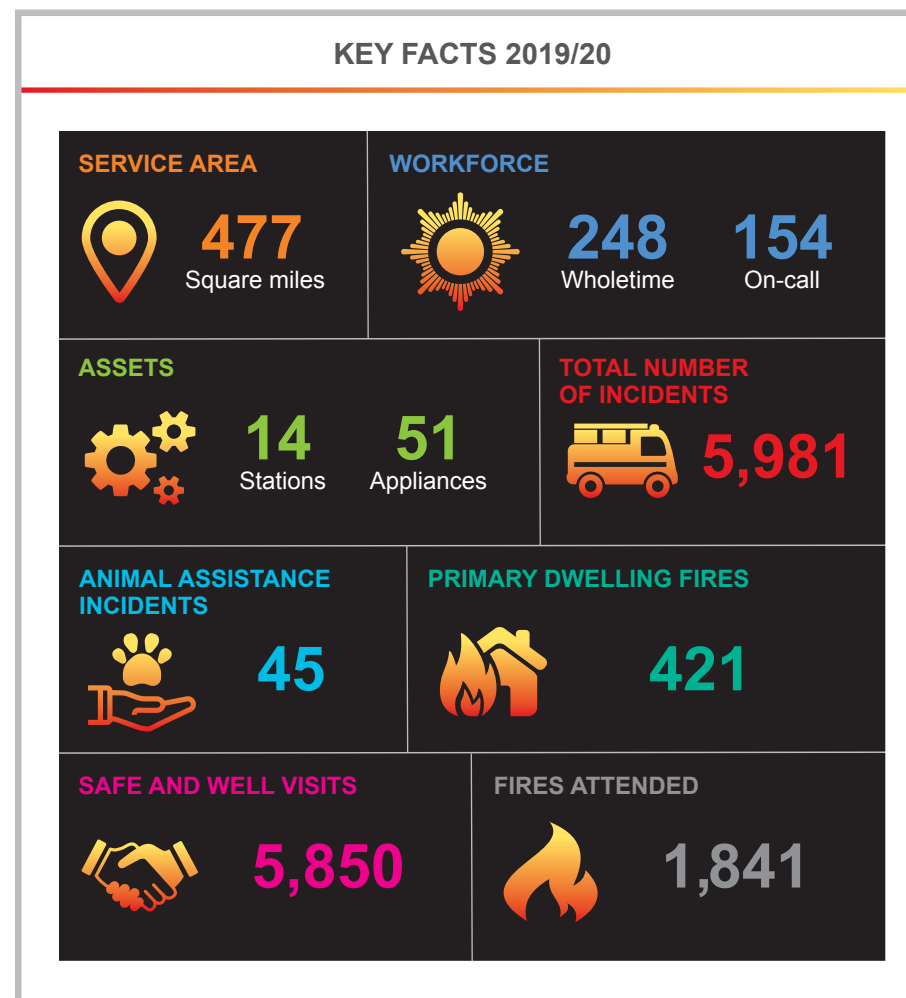
The Bedfordshire FRA comprises elected councillors (**Members**) appointed to it from each of the three unitary authorities, whose numbers are proportional to the populations they represent:

- 3 Members from **Bedford Borough Council**;
- 5 Members from **Central Bedfordshire Council**;
- 4 Members from **Luton Borough Council**.

Additionally the **Bedfordshire Police and Crime Commissioner** has a non-voting seat on the Authority.

Once appointed to the Authority, Members represent the whole community, not just the area they serve as a local councillor. They serve as a valuable link between communities and the Fire and Rescue Service. Members are collectively responsible for setting the overall strategic direction of the Service, including the setting of its budget, promoting its core values and ensuring that the Service is effective, efficient and provides value for money.

The full Authority meets periodically throughout the year and more information is available on our [website](#).



## BEDFORDSHIRE FIRE AND RESCUE SERVICE

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### We employ over 580 staff consisting of:

- Wholetime (fulltime) firefighters and officers;
- On-call (retained) firefighters;
- Control staff;
- Corporate (support) staff.

We provide our services from 14 fire stations and our Fire Control mobilising centre at our headquarters site at Kempston which also hosts our training centre and technical services hub.

We operate a range of duty systems to ensure we have the right number of firefighters available at the right time and place to respond to emergencies.

- 24 hour shift – immediate 24 hour response using full-time firefighters;
- Day-crewed – immediate daytime response using full-time firefighters Monday to Friday with an on-call firefighter response at night and weekends;
- On-Call/Retained – on-call firefighters providing a response within six minutes.

### Our fleet includes:

- 22 front-line fire engines;
- 16 specialist vehicles;
- 2 aerial ladder platforms;
- 66 support vehicles.

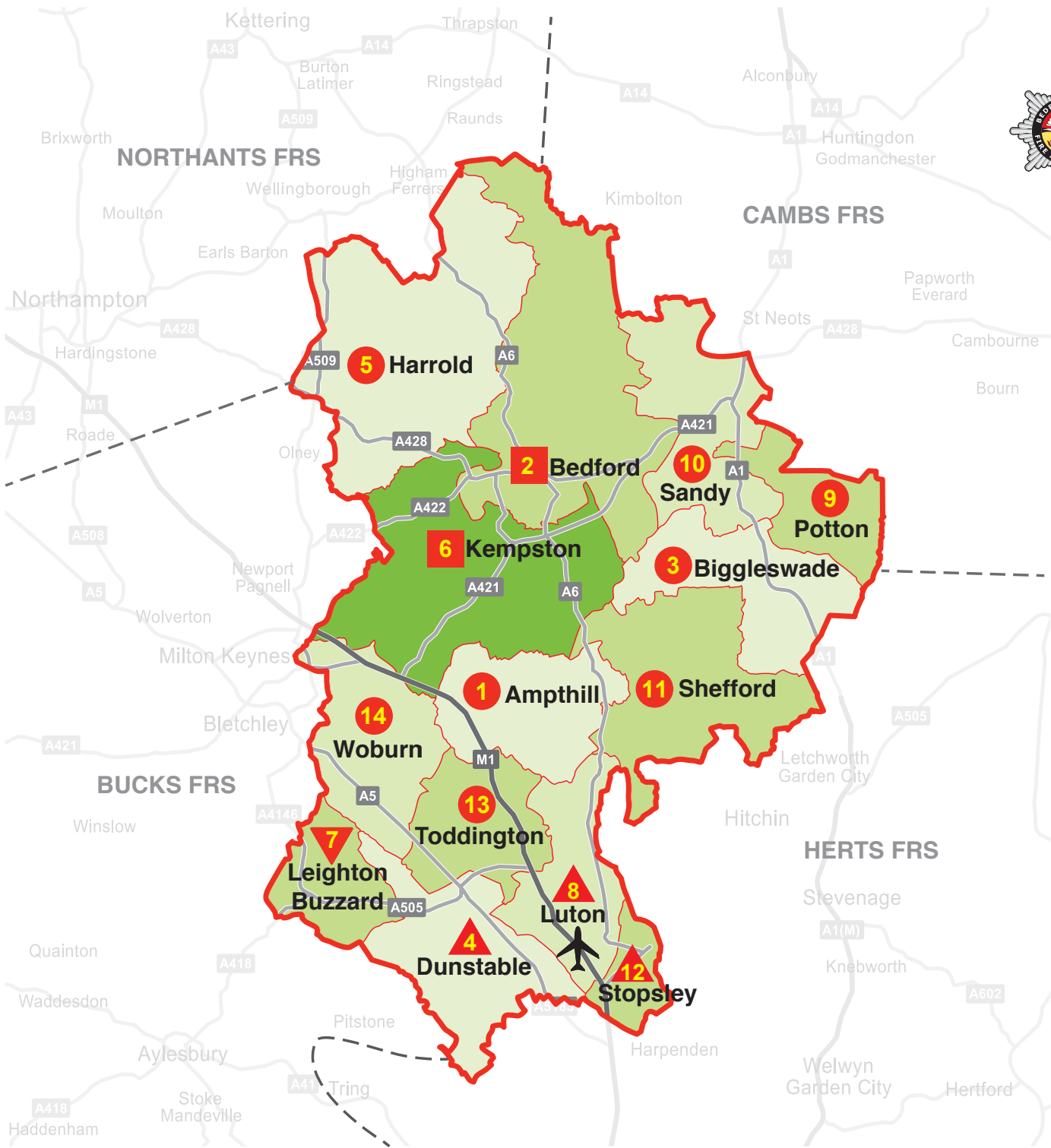
We work to **PREVENT** fires and other emergencies from occurring in the first place.

Our firefighters and other front-line staff undertake more than 5,000 safe and well visits each year, carry out fire and road safety talks in schools, and work with partner agencies to inform our communities about fire and road safety.

We work to **PROTECT** people when emergencies do happen. Our firefighters and fire safety officers undertake inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary.

We **RESPOND** to emergencies including fires, road traffic collisions, air and rail crashes, water rescues and flooding, hazardous chemical incidents and many other types of emergencies. Our firefighters regularly train, maintain and test equipment to ensure they remain operationally ready to respond to emergencies at all times.

We also work closely with our partners such as Bedfordshire Police, the East of England Ambulance Service, local councils and our neighbouring fire and rescue services to ensure we can respond effectively and competently to any emergency.



**Bedfordshire**  
Fire and Rescue Service

- Wholetime/On-call
- ▲ Wholetime
- On-call
- ▼ Day Crewed/On-Call

**Bedfordshire**  
Fire Stations

- 1 Ampthill
- 2 Bedford
- 3 Biggleswade
- ▲ 4 Dunstable
- 5 Harrold
- 6 Kempston
- ▼ 7 Leighton Buzzard
- ▲ 8 Luton
- 9 Potton
- 10 Sandy
- 11 Shefford
- ▲ 12 Stopsley
- 13 Toddington
- 14 Woburn

## OUR MISSION, AIMS AND PRIORITIES

Our Mission is simply to **provide outstanding fire and rescue services** that make Bedfordshire safer, and we are committed to doing everything we can to achieve this within the resources we have available to us. For us, delivering on our mission means focusing on the following six aims:



We focus our resources on achieving these aims and use them to develop and deliver the key priorities we set out to achieve through our Annual Action Plan.

We use Key Performance Indicators (KPIs) to measure how we are performing against our priorities, report these on a quarterly basis to the FRA and publish an Annual Performance Report.

# Our Values



## WE ARE ACCOUNTABLE

we are transparent, trustworthy and responsible for our actions.



## WE'VE GOT YOUR BACK

striving to keep us all safe, while being supportive and inclusive.



## EVERY CONTACT COUNTS

making a positive difference each and every time, with respect and professionalism.



## WE DARE TO BE DIFFERENT

we are bold in our approach, we welcome challenge and are open to innovative ideas.

## OUR VALUES AND VIRTUES – WHAT WE BELIEVE IN:

Our Values and Virtues are the qualities that we believe are the most important to us, and describe the expectations the public have of us, and that we have of each other.

We use them every day to influence how we work to achieve our mission and priority objectives, and to guide the professional behaviours we expect of our staff in everything we do.

We fully support the National Fire and Rescue Service core values of:

- Service to the community;
- Valuing all our employees;
- Valuing diversity in the Service and the community; and
- Valuing improvement.



## COLLABORATION AND PARTNERSHIPS

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Partnerships may either be Statutory or non-Statutory in nature.

**‘Statutory’** partnerships are those where there is a legal duty for Bedfordshire Fire and Rescue Service to collaborate with other agencies to achieve certain goals, such as Community Safety Partnerships established under the Crime and Disorder Act 1998.

**‘Non statutory’** partnerships are entered into voluntarily in order to support achieving organisational targets and goals. We aim to evaluate our partnerships regularly to ensure that they are effective in delivering the expected benefits and outcomes. More information on our partnerships can be found on our [website](#).

We work closely with our blue light colleagues in Bedfordshire Police and the East of England Ambulance Service NHS Trust (EEAST), as well as our local authority colleagues in Bedford Borough Council, Central Bedfordshire Council and Luton Borough Council. We view collaboration as an opportunity to reduce costs and improve services to the public, so we continue to explore new opportunities to work together through the Blue Light Collaboration Strategic Board chaired jointly by the Deputy Chief Fire Officer and Deputy Chief Constable.





We also work in partnership with other fire and rescue services on both front line and support services, such as our shared strategic operational command arrangements and shared Information and Communications Technology (ICT) service with Cambridgeshire Fire and Rescue Service. These arrangements have not only improved services but allowed the Authority to make efficiency savings.

Currently Bedfordshire Fire and Rescue Service are collaborating with Bedfordshire Police and the EEAST on a number of projects. These include:

- Co-locating police officers and police community support officers at Ampthill, Bedford, Leighton Buzzard, and Toddington community fire stations;
- Co-locating paramedics at Dunstable, Luton, Sandy, Shefford, Stopsley and Bedford community fire stations;
- Assisting Bedfordshire Police with searches for vulnerable missing persons;
- Assisting paramedics to gain entry to premises where there is suspected risk to life of the occupant;
- Emergency medical response supporting EEAST to attend urgent medical emergencies supported by Leighton Buzzard, Harrold and Potton community fire stations.
- We launched a new Falls Service responding to vulnerable people who fall in their homes. This new service enabled us to support EEAST, helping relieve added pressures from

the NHS. Our teams were trained by EEAST, with the skills required to the level of Community First Responders.

- A new Technical Support Unit has been set up, based at Dunstable Fire Station. This was the first of its kind in the country. This vehicle responds to Bariatric and complex patient incidents where emergency removal of a patient is required to support EEAST. This dedicated vehicle carries specialist equipment including a bariatric stretcher which, enables crews to provide the best possible care to the patient. They can then be handed over to EEAST for further care.
- We came together with East of England Ambulance Service (EEAST) last-year to provide support during the COVID crisis. BFRS worked with EEAST by providing over 30 seconded firefighters to drive ambulances across Bedfordshire keeping more ambulances on the road.

Our website has more information about our **collaboration initiatives**.





## HOW WE ANALYSE AND MANAGE RISKS TO OUR COMMUNITIES

While risk to property, the environment and our heritage are of significant importance in the work we do – it is risk to life that is given our highest priority.

## INTEGRATED RISK MANAGEMENT PLANNING

This CRMP helps us meet the responsibilities placed on us by the **Fire and Rescue National Framework for England**. This framework requires us to produce an Integrated Risk Management Plan (IRMP) that identifies and assess all the foreseeable fire and rescue related risks and challenges which may arise. It also requires us to set out how we plan to mitigate these risks using our available resources.

Integrated risk management planning gives fire and rescue services the flexibility to use their resources in the most effective way to save lives, improve public safety and reduce the impact of emergency incidents. The first and key component of our IRMP process is the analysis and understanding of the risks to the communities we serve, and also the risks to our organisation and our ability to deliver our core functions, both locally and nationally. The better we understand the risks the more effectively we can target our resources and activities towards reducing them.

We use a range of quantitative and qualitative analysis, the outcomes from which are detailed in our **Community Risk Analysis (CRA)** document. Our CRA directly informs what we, and our partners, are doing to ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer. Our CRMP should be read in conjunction with the CRA.

We play an active part in **the Bedfordshire Local Resilience Forum (BLRF)**; a multi- agency partnership formed to meet the requirements of the **Civil Contingencies Act 2004**. The BLRF compiles a Community Risk Register (CRR) which identifies the wide range of risks and emergencies we could potentially face within Bedfordshire. It draws upon the National Risk Register which gives a national perspective of the risks and emergencies that could occur and would result in major impact on all, or significant parts of the UK. These inform priorities for planning, training and exercising so we can effectively manage emergencies when they arise. Outlined below are the local risks considered to be of relatively high consequence.

We maintain robust business continuity plans to ensure the critical services we provide can continue to operate, should serious incidents or issues occur that might otherwise interrupt them. Our planning is also influenced by other legislation such as the Fire and Rescue Services Act 2004; Fire and Rescue Service (Emergencies) (England) Order 2007; Regulatory Reform (Fire Safety) Order 2005 and the Health and Safety at Work Act 1974.

### LOCAL 'VERY HIGH' RISKS

- Pandemic Influenza
- Energy supply disruptions
- COVID 19

### LOCAL 'HIGH' RISKS

- Flooding
- Fuel Disruption
- Severe weather

## OUR COUNTY AND COMMUNITIES



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With a growing and aging population of over 664,000 people, Bedfordshire is proudly one of the most diverse populations in the county.

Bedfordshire occupies a geographically central position within the UK.

**Bordering four other counties and covering an area of 1,234.45 square kilometres (476.94 square miles), Bedfordshire is split by three unitary authority areas:**

- Bedford Borough: 476.4 km<sup>2</sup> (183.9 sq. miles);
- Central Bedfordshire: 715.7 km<sup>2</sup> (276.3 sq. miles);
- Luton Borough: 43.35 km<sup>2</sup> (16.74 sq. miles).

Bedfordshire is, in land use terms, largely rural and agricultural, including areas of outstanding natural beauty.

Most people (over 70%) live in its larger towns including the two major towns of Luton and Bedford, but also in a number of smaller market towns. These towns lie within often picturesque rural settings which also includes many villages that add to the area's diversity of places to live, work and play.

Over recent years the local economy, like many throughout the UK, has moved from traditional manufacturing and heavy industry to one based more upon the service industry. These industries include logistics and air transport, higher education, research and development, tourism and hospitality, creative and cultural businesses, construction, and business services. Bedfordshire is growing as a national distribution hub and has a number of large industrial sites and warehouses.

The county has two successful universities; the post-graduate Cranfield University, and the University of Bedfordshire, together

with strongly performing further education colleges based in Bedford, Luton and Dunstable. There are a number of significant and internationally linked research locations at these universities and also at Colworth Science Park, Cranfield Technology Park and the Millbrook Vehicle Proving Ground.

Within our area we have a significant stock of heritage buildings and environmental sites of special interest. Countywide rivers present us with special problems during spate flooding conditions. There are also iconic visitor attractions in the county, such as Woburn Safari Park, Whipsnade Zoo and Center Parc's fifth UK village at Woburn.

There are major growth plans that will see 66,850 new homes built across Bedfordshire in the next decade, including a new town at Tempsford, along with continued expansion in the number of industrial and commercial sites that will create an extra 53,400 jobs. The road, rail and waterway infrastructure include the M1 and A1 main arterial roads, and three major rail routes, including one of the busiest commuter rail links in the country running south from Bedford to London and beyond. The international London Luton Airport, which already handles circa 17 million passengers a year, is also expanding to accommodate this growth. Town centre redevelopment is underway in many of the county's towns, and in particular in Luton and Bedford.

It is essential that the Service continues to keep abreast of this emerging and changing risk profile and ensures our resources and capabilities continue to be aligned to the areas of greatest need.

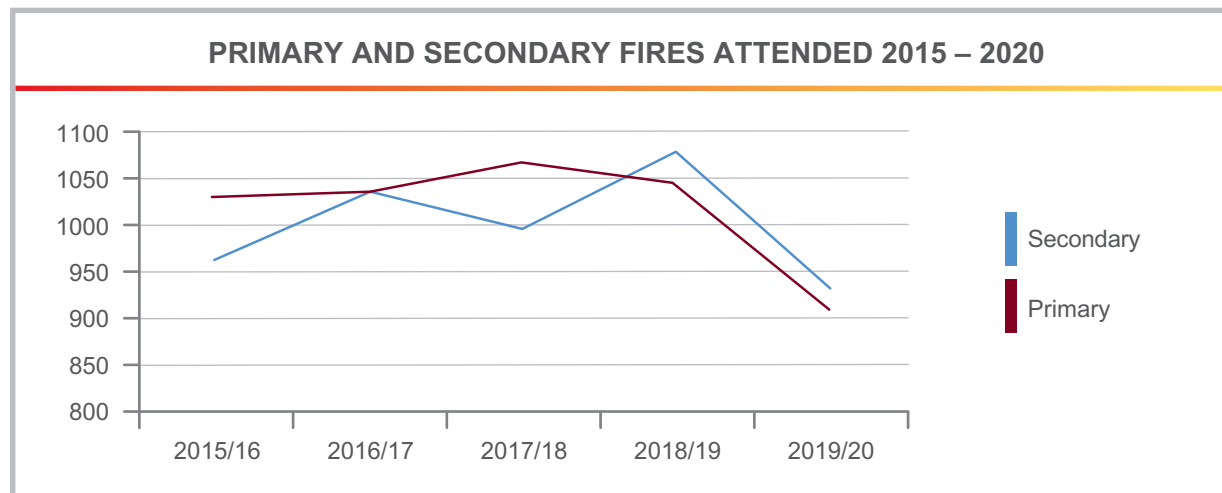
## SUMMARY OF RISKS WITHIN BEDFORDSHIRE

### FIRE RISK

The national incident recording system maintained by the Government categorises fires as either Primary or Secondary fires;

- Primary fires are serious fires affecting property such as buildings, caravans or trailers, vehicles and other methods of transport, those involving casualties or rescues, or fires attended by five or more fire appliances.
- Secondary fires are less serious fires confined to outdoor locations such as in fields, grassland or heathland, or that involve rubbish, derelict buildings or abandoned vehicles and which do not involve casualties or rescues.

In 2019/20 Bedfordshire rate of primary fires (per 10,000 population) was higher than the national average for England (13.57 compared to 12.03). However, the rate of secondary fires (per 10,000 population) was lower than the national average for England (13.41 compared to 14.50).



## DWELLING FIRE RISK

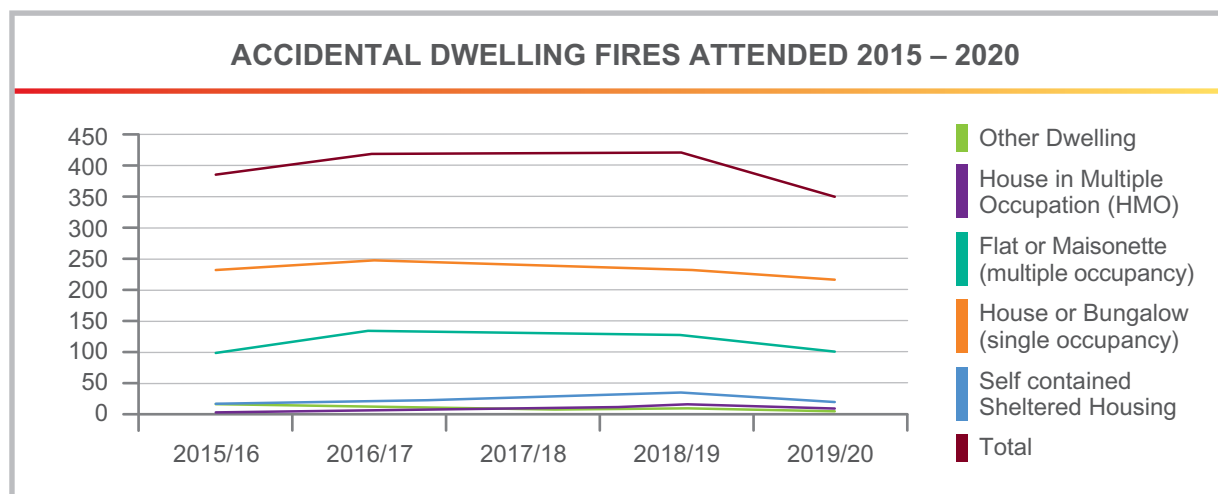
Fires deaths and injuries arising from accidental dwelling fires have reduced significantly over the past decade. We are aware Bedfordshire has a growing and ageing population with the 65+ age group predicted to increase more steeply over the next decade putting pressure on most public services.

In 2019/20 the rate of accidental dwelling fires (per 10,000 population) in Bedfordshire was significantly higher than the national average for England (5.34 compared to 4.5). In 2019/20 the rate of accidental dwelling fire non-fatal casualties (per 1,000 population) in Bedfordshire was lower than the national average (4.13 compared to 8.01).

Our analysis tells us that the people most at risk of dying in a dwelling fire include older people, smokers, people who live alone, those with some form of mobility or mental impairment, those who use alcohol or drugs and households without a working smoke alarm.

We use a range of data, including health data, to identify people who most need our prevention services and to make sure those people get support. Deprivation is also a recognised factor that increases risk from fire. The English indices of deprivation measure relative deprivation in small areas in England called lower-layer super output areas (LSOA). Although, Central Bedfordshire has none, Luton has 9 LSOA in the nation's top 10% and is within the 20% most deprived neighborhood's in England. Bedford has 5 LSOAs amongst the top 10%.

To better target our Prevention interventions effectively we worked with Experian, analysing five years of our incident data and five years of Home Fire Safety Check data profiled against national Mosaic data to produce a bespoke Mosaic Model profile; this classifies each household in the county into one of seven risk groups.



The three groups with the highest relative accidental dwelling fire risk score for each household group were:

1. **GROUP 3** Transient, young singles with high risk and few interventions.
2. **GROUP 2** High risk, elderly singles reliant on state support.
3. **GROUP 1** Less affluent social renters with high fire risk.

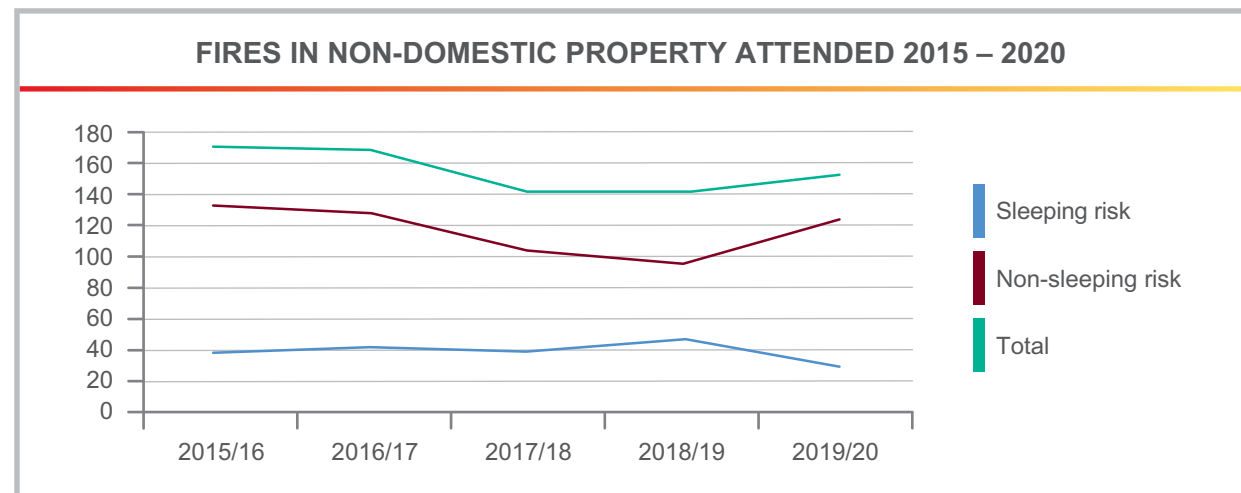
### NON-DOMESTIC FIRE RISKS

Non-domestic premises includes those premises not regarded as dwellings such as hospitals, schools, care homes, offices, shops, leisure facilities, factories, airports, transport hubs and other premises or places defined by the Regulatory Reform (Fire Safety) Order 2005.

There are more than 17,000 commercial or non-domestic buildings in Bedfordshire. These include hospitals, care homes, hotels, offices, shops, night clubs and other locations such as chemical plants and factories. Although fires in non-domestic buildings have declined in recent years, we recognise the impact that a fire can have on the local economy if a business is disrupted by a fire.

In 2019/20 the Bedfordshire rate of non-domestic fires (per 1,000 non-domestic properties) was slightly higher than the national average for England (7.57 compared to 5.58) Figures from the Association of British Insurers (ABI) suggest that fires in industrial and commercial buildings cost the UK economy £1.4 billion in 2011.

The downward trend is encouraging and we will continue to work to reduce these fires.





## HERITAGE FIRE RISK

We also work hard to protect the heritage of Bedfordshire. There are 114 Grade I and 143 Grade II\* listed buildings in our area. Heritage buildings were usually built in an era when fire safety was not a priority and as a result they can be more vulnerable to fire. Our fire safety officers work with the owner/operators of these

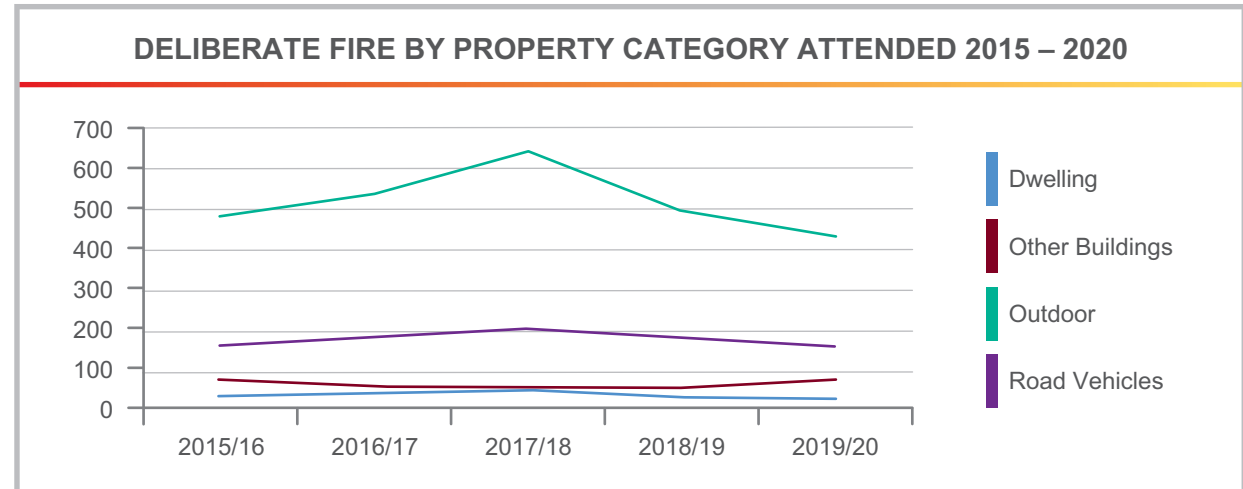
sites to ensure they comply with fire safety legislation and our operational firefighters gather on-site risk intelligence to inform tactical plans. These plans assist with effectively extinguishing any fires and with protecting and preserving these important buildings and their often valuable contents.





### DELIBERATE FIRE RISK

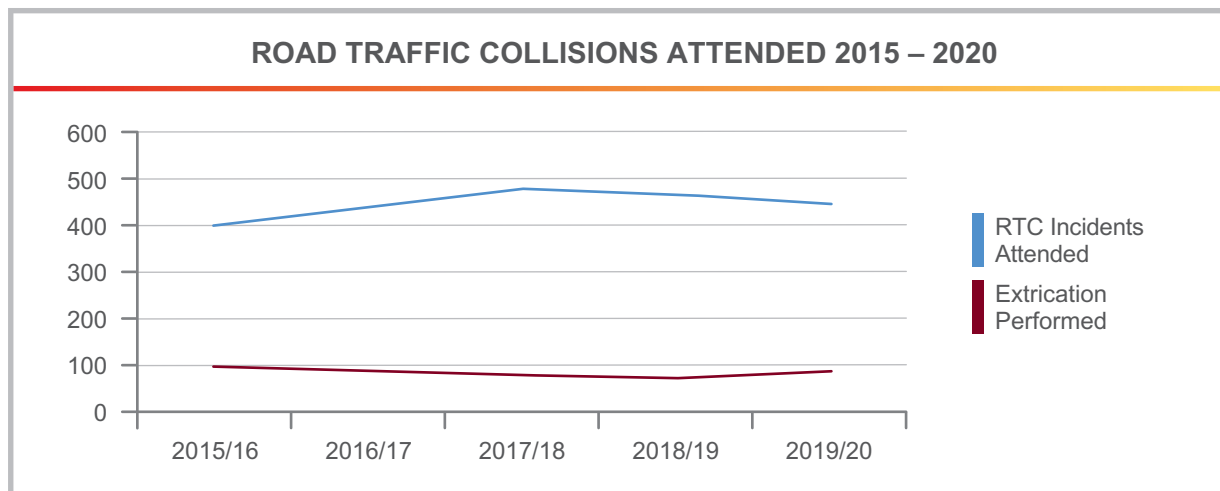
Due to the specific legal definitions associated with the term ‘arson’ the FRS generally refers to fires which are not accidental in nature as ‘deliberate’ fires. In 2019/20 37% of all fires attended by Bedfordshire FRS were determined to be deliberate, this compares favourably to the national average for England of 45%. The rate of deliberate secondary fires (per 10,000 population) was also considerably lower than the national average for England (6.02 compared to 8.94). However, the rate of deliberate primary fires (per 10,000 population) was higher than the national average for England (4.26 compared to 3.22). In 2019/20 deliberate outdoor fires (primary and secondary) accounted for 54% of all deliberate fires we attended.



## SPECIAL SERVICES AND ROAD TRAFFIC COLLISIONS

We have a number of major road networks running through our area with increasing volumes of traffic. These present a risk of road traffic collisions (RTC's) occurring. Collisions also frequently occur on the many rural roads that exist across Bedfordshire. We work to mitigate these risks through our prevention and response activities.

The chart below shows trends for RTCs attended by BFRS. After a fall in 2015-16 there has been an increase.



## RISK OF EXTREME WEATHER

Extreme weather is an increasing risk; this includes the risk of death, injury or loss from flooding. In recent years the number of severe localised flooding events in Bedfordshire has increased and we have deployed our flood rescue capability both locally and to support incidents in other areas as part of national planning and preparedness arrangements.

River Flooding and Surface Flooding are amongst the highest risks identified by the National Risk Register. Flooding is identified as a high risk by the Bedfordshire Local Resilience Forum (BLRF). A Multi-Agency Flood Plan has been prepared by BLRF to ensure an effective coordinated response to significant flooding events. There are a number of rivers and water courses that run through the county of Bedfordshire. Although most of the above are small water courses, they all have the potential to flood and cause risk to the life, property and infrastructure.

## NATIONAL RISKS

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### RISK OF TERRORIST ACTIVITY

This is a complex area due to the frequency of new threats being identified and enacted internationally. Events over the last few years, both at home and abroad, have increased the risk of terrorist or self-motivated attack activity impacting on our society. BFRS plays a major role in protecting the community in the event of such an incident, and along with the other blue light services contributes significantly to the planning and training for such events. A special team of firefighters have been trained to operate under the conditions of a terrorist incident.

Emergency services work closely with the Security Services and Government to identify threats and provide effective warning, informing and response planning. Our Service supports this with national incident liaison officers (NILO), who are able to work closely with emergency service partners, and currently provides a local and national capability for mass casualty injuries and decontamination processes.

## HOW WE USE OUR RESOURCES TO MAKE BEDFORDSHIRE SAFER

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Fulfilling our mission of providing outstanding fire and rescue services to make Bedfordshire safer requires us to make sure that everything we do is focused on improving the safety of our diverse communities. As the risk in Bedfordshire is constantly evolving our approach needs to keep pace with this change.

Our CRMP is underpinned by our medium term financial strategy, and specific strategies covering Prevention, Protection, Response, People, Assets, and Digital and Data.



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING



Like many fire and rescue services we are facing the challenges of:

- Reductions in government funding
- Reducing levels of experiential learning amongst firefighters due to fewer incidents, which places a greater focus on simulation training
- A retirement profile that is forecasting large numbers of senior and experienced firefighters retiring in the next few years
- Recruiting and retaining a skilled and diverse workforce
- A drive to diversify the range of services we provide to the public

We continually analyse the risks within our communities and use this to allocate the right number of our staff to prevention, protection and emergency response duties.

# PREVENTION STRATEGY





## AIM: **PREVENTING** FIRES AND OTHER EMERGENCIES FROM HAPPENING

### Our prevention **priorities** are to:

- Continue to reduce the number and impact of fires within our diverse communities;
- Improve our understanding of community risk through better and more innovative engagement with our diverse and hard to reach communities;
- Continue to reduce the number and impact of deliberate (arson) fires;
- Reduce the number of people killed or seriously injured on our roads;
- Reduce the number of people killed or seriously injured in water related incidents;
- Work with partners to broaden our prevention role and capabilities.

### Our **approach** (how we will do this) will be to:

- Use an intelligence led, risk based approach to target the vulnerable and most at risk from fire;
- Maximise capacity and reach through use of specialists, firefighters and partners;
- Work collaboratively to make every contact count;
- Positively engage with and educate young people;
- Deliver an effective Safe and Well service;
- Ensure continuous improvement through effective evaluation of prevention activities;
- Actively support the Bedfordshire Road Safety Partnership.



### SAFE AND WELL VISITS

The success of our traditional Home Fire Safety Checks (HFSC) has contributed to a reduction of risk and a significant reduction in the number of deaths and injuries from accidental fires in the home. Our Safe and Well programme, designed with our local health and social care partners to target the most vulnerable, extends our HFSC approach to include risk factors that impact on health and wellbeing, such as winter warmth checks, falls prevention support, alcohol misuse, crime prevention advice, and referrals to specialist services. We also work with other public sector organisations, such as housing providers and health services, to exchange relevant information about people who need support and make sure they receive a visit from the person best placed to help them. In 2020 we launched a new on-line safe and well portal to enable the public and partners to request a safe and well visit easier.

## ARSON REDUCTION STRATEGY

Deliberate fires account for a large proportion of the emergency incidents we attend. Our prevention strategy is focused on working with partners including the police, local authorities and other agencies to understand where the areas of greatest risk are, and to work together to reduce the number of deliberate fires that occur, analysing data and investigating fire related crimes to ensure appropriate action is taken against offenders. We also deliver targeted educational activities to change the behaviours of those people who are likely to commit arson. Although the smaller fires we attend are, to some extent, linked to the prevailing weather conditions, there is a recognised link between deliberately set small fires and other forms of antisocial behaviour. It has been estimated that young people start a large proportion of these fires so education and engagement with this group is key to reducing these incidents.

We aim to reduce deliberate fires through interventions in three key areas:

- **Environmental Interventions:**  
These are multi agency initiatives involving teams of people from BFRS and other partners visiting designated areas to identify, process, and, where necessary, remove the opportunities and targets for arsonists such as fly-tipped combustible waste and abandoned vehicles. They also identify potential targets where improved security could deter arsonists, such as derelict or unused buildings and insecure outbuildings;
- **Investigation-based Interventions:**  
We identify arson 'hot spots', patterns and trends and share this information with relevant partners to ensure a joint approach is taken in dealing with arson attacks; the sharing of data often reveals that the arson is part of a wider pattern of anti-social behaviour;
- **Educational Interventions:**  
We aim to engage with every Year 2 pupil across the county to highlight the dangers of fire and the role of the Fire and Rescue Service within the community. Our staff and partner agencies also deliver 'Safety Squad' educational inputs to Year 5 and 6 pupils in Luton, which includes a session on the dangers of fire and the crime of arson. Secondary school students can engage in our newest programme, 'Fire Forward'. It is specifically designed to help improve young peoples' aspirations and promotes positive, safe decision making relating to fire, roads and water. Our SAFE (Safety Awareness and Fire Education) programme is a targeted programme for young people who present a risk around fire. This is delivered by specially qualified staff with the aim of changing behaviours.





### OUR FIRE CADETS

We have four Fire Cadet Units based at Kempston, Leighton Buzzard, Luton and Sandy Community Fire Stations. We focus on teaching practical skills to young people and developing positive behaviours to create role models in society. Cadet units take part in activities such as the Duke of Edinburgh Award scheme, with Cadets working towards recognised qualifications. Cadets support Fire Station Open Days, charitable events and fundraising, take part in civic events such as Remembrance Day and assist at ceremonial activities such as the Service Awards Evening and the Christmas Christingle Service. We are proud to nominate one Fire Cadet each year to be the Lord Lieutenant's Cadet.



### REDUCING THE RISK OF DEATH OR INJURY FROM ROAD TRAFFIC COLLISIONS

We are an active partner on the Bedfordshire Strategic Road Safety Partnership Board which brings together the key agencies with responsibility for safety on our roads. We undertake a range of interventions particularly targeting vulnerable road users. Many of these initiatives are delivered jointly with other partners including police and local authority.

#### Examples include:

- 'Biker Down' and 'Bike Safe' delivered by our Fire Bike team of Road Traffic Collision Reduction Officers (RTCRO);
- Schools 'Year 5 Alive' programme;
- '6th Form Safe' programme for new and learner drivers;
- Supporting national and local road safety campaigns;
- A507, raising awareness of the dangerous road hazards between Clophill and Chicksands.

# PROTECTION STRATEGY



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## AIM: PROTECTING PEOPLE AND PROPERTY WHEN FIRES HAPPEN

### Our protection **priorities** are to:

- Focus our resources on engaging and educating local businesses to reduce the risk of fire and comply with fire safety legislation;
- Through inspection and audit, continue to reduce the risk from fire in buildings to both the public and firefighters.

### Our **approach** will be to:

- Use an intelligence led, risk based approach to audit and inspection;
- Actively engage and educate local businesses, supported by fair and proportionate enforcement;
- Work together with other regulators and stakeholders to reduce risk;
- Maximise capacity and firefighter safety by utilising operational crews to undertake fire safety audits;
- Ensure we maintain a highly skilled and sustainable specialist fire safety team;
- Ensure continuous improvement through effective evaluation of protection activities;

- Work with the NFCC to actively support and respond to learning from the Grenfell Tower Public Inquiry and the Independent Review of Building Regulations.

In discharging our statutory responsibilities under the Regulatory Reform (Fire Safety) Order 2005, we provide education and business support and, if necessary, use our enforcement powers to make premises safe. This helps to protect people, property and the environment by either preventing fires from occurring in the first place, or by limiting the effects of fires when they do occur. We maintain a comprehensive database of premises that are categorised from very high risk to very low risk. Our risk based audit programme ensures that those premises most at risk of fire are prioritised by our protection activities. To increase capacity, our specialist fire safety officers have trained our full-time

firefighters to undertake audits of low and medium risk buildings. Our dedicated fire safety officers focus on premises that are more complex and which represent a higher risk. This makes the most appropriate use of resources we have available, enabling us to ensure we allocate resources according to risk.

We have taken proactive activity within education to improve compliance and community safety.

### We engage and share information with businesses and the public through:

- Business action days;
- NFCC Safety Weeks;
- Social media;
- Our website; and
- Attending business, residents and landlord forums.

# RESPONSE STRATEGY



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## AIM: RESPONDING TO FIRES AND OTHER EMERGENCIES PROMPTLY AND EFFECTIVELY

Our response **priorities** are to:

- Ensure we provide an effective and timely response to fires and other emergencies at all times;
- Work with Bedfordshire Local Resilience Forum partners to effectively plan and prepare for local and national emergencies;
- Work with partners to broaden our response role and capabilities;
- Ensure our response resources and crewing arrangements are aligned to current and future risks.

Our **approach** will be to:

- Have effective operational policies and procedures aligned to National Operational Guidance;
- Provide firefighters with fast access to relevant and timely operational risk information;
- Maintain a positive Health and Safety culture, ensuring we continuously learn from incidents;
- Continue to invest in the best appliances, equipment, training and development to ensure our crews respond safely and effectively;
- Review our emergency cover ensuring our resources align with current and future risks;
- Continue to test and maintain effective business continuity plans;
- Proactively collaborate with the NFCC and multi-agency and cross-border partners;
- Continue to develop and maintain our national resilience assets and capabilities.



## OUR EMERGENCY RESPONSE STANDARDS

Prior to 2004, targets for response times to fires and other emergencies were based on a prescriptive framework of national standards. Since then, we have established our own local emergency response standards that set out how quickly we aim to respond to key emergencies within our area. The standards relate to the time it takes to get the first fire appliance to the scene from the time it is alerted by our Fire Control Centre. This standard is now subject to review by the NFCC following recommendations from the HMICFRS.

### For emergency calls, we will:

- Answer 90% of 999 calls within 7 seconds or less; and
- Mobilise required resources within 60 seconds or less on 80% of occasions.

### For critical fire incidents, ((threaten life, structures or the environment), we will provide an initial response of:

- 2 fire appliances (total 9 riders) on 90% of occasions; and
- Arrive within 10 minutes on 80% of occasions.

### For road traffic collisions (RTCs), we will:

- Arrive within 13 minutes on 80% of occasions.

### For secondary incidents (non-life risk), we will provide an initial response of:

- 1 fire appliance with 5 crew; and
- Arrive within 20 minutes on 96% of occasions.

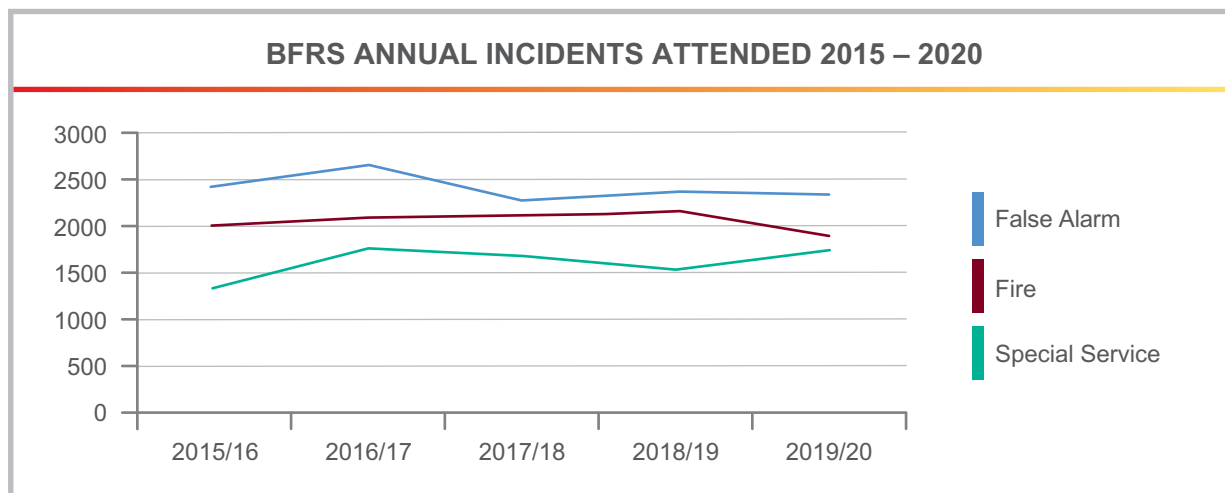
Our response strategy is designed to provide a resilient emergency response if an incident does occur.

### The type of incidents responded to by BFRS can broadly be split into three areas:

- **Fires** – Defined as either primary or secondary (see below);
- **Non-fire** – Covers a wide range of incidents including road traffic collisions, rescues from height, from water, providing medical assistance, flooding, incidents involving hazardous materials and other calls to protect life, property and the environment;
- **False alarms** – This includes false reports of all incidents types originating from both automatic fire detection systems and by human error.

Whilst there have been some increases in fire and non-fire incidents over the last five years, these have been significantly less than for England as a whole. Through our work to reduce responses unwanted fire signals from Automatic Fire Detector systems we have achieved a reduction in the number of false alarm incidents attended. The small increase in the number of fires attended is due to an increase the number of Secondary (non-property) fires. Non-fire incidents have increased as we have expanded the range of incidents we attend in support of other agencies, such as effecting entry to premises in the case of medical emergencies.

PERCENTAGE CHANGE IN INCIDENTS 2015/16 TO 2019/20			
	Fires	False Alarms	Non-fire Incidents
England	2% Increase	7% Increase	11% Increase
Bedfordshire Fire and Rescue Service	7% Reduction	4% Reduction	23% Increase



We have implemented a range of improvements to maintain operational availability more flexibly and efficiently including:

- Introducing lean 24 hour shift system arrangements in 2012 (10% reduction in posts);
- Implementing a revised officer rota in 2015 (20% reduction in officer posts);
- Introducing a shared Strategic Command rota with Cambridgeshire FRS in 2016;
- Better availability of on-call fire appliances through new ways of working (strategic reserve, standby schemes, dual contracts, self-rostering and phased alerting);
- On-call availability management improved through use of new software system, and trialing use of pro-rata retainers and flexible leave arrangements in 2020/21

# PEOPLE STRATEGY

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## AIM: **EMPOWERING** OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER

### Our people **priorities** are to:

- Be an employer of choice, recruiting, retaining and developing a highly skilled and diverse workforce who uphold and model our values;
- Ensure our people understand our strategic direction and their role in achieving it;
- Embed a positive and inclusive learning culture where all staff have a voice;
- Provide a safe and healthy working environment with low absence, accidents and injuries;
- Develop our managers to value, lead, motivate, develop and empower their staff to be the best they can be;
- Continue to invest in providing all our staff with the best training and development opportunities.

### Our **approach** will be to:

- Work with our communities and our partners to better engage, understand and recruit a truly inclusive workforce reflective of our diverse communities;

- Work with our staff to update and embed our values, ensuring all our leaders are visible role models;
- Work with our trade unions to maintain an effective employee relations environment, promoting and investing in the health and wellbeing of our people;
- Continue to recognise and reward our people for the excellent work they do;
- Build confidence, resilience, capability and capacity, providing a range of effective, high quality learning, development and assessment pathways that support our strategic objectives;
- Ensure our promotion processes are transparent and consistent;
- Seek more effective means of communicating and engaging with our staff in ways that empower them and encourage innovation, agility and continuous improvement in the services we provide;
- Continue to develop and embed our values based performance management framework.

The retirement profile of the Service shows a high number of staff are likely to retire in the next few years. This profile presents a risk around potential loss of skills and experience and therefore robust workforce planning is essential. However, it also presents an opportunity to reform our ways of working to ensure that the Service can attract and retain a more diverse workforce equipped with the skills to deliver a modern fire and rescue service.

We will be working to align our existing staff development programmes with the new NFCC leadership framework (2019) whilst maintaining career pathways that are underpinned with technical skills, knowledge and understanding, giving our staff the confidence and opportunities necessary. Since 2019 our new wholetime firefighters have benefited from attending initial training through an apprenticeship standard, developed by the sector to meet our expectations and externally accredited by Skills for Justice. We will explore further opportunities to benefit from modern apprenticeship standards to support a range of staff development.

# ASSETS STRATEGY

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## AIM: UTILISING OUR ASSETS AND RESOURCES EFFECTIVELY

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### Our assets **priorities** are to:

- Continue to provide the best facilities, vehicles, equipment and personal protective equipment (PPE) we can afford, to enable our staff to respond and support the range of emergency incidents and other activities that we attend in ways that are professional, effective and efficient;
- Ensure any investment is mindful of our duty to collaborate and the national procurement agenda wherever there is a clear business case to do so;
- Always specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, and providing value for money.

### Our **approach** will be to:

- Produce sustainable capital and revenue budgets aligned to our strategic objectives;
- Adopt the whole life cycle approach to asset management, engaging with end users, utilising innovative new technologies, and actively pursuing collaboration opportunities with partners;
- Implement effective and sustainable asset management plans and systems providing assurance that our fleet, equipment, estates, ICT and training resources support current and future needs;
- Ensure we have compliant and collaborative procurement processes so we purchase the right products and services at the best price and when we need them.

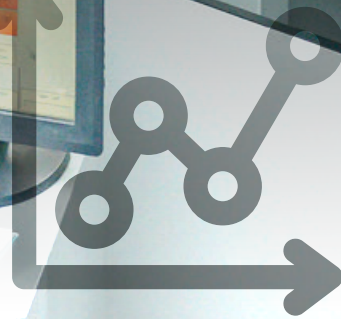
We procure a range of professional services and provide and maintain a wide range of vehicles, equipment, personal protective equipment (PPE) and IT hardware and software. This enables us to provide our prevention, protection and training services, as well as respond professionally to the significant range of emergency incidents we are called to attend.

BFRS is committed to ensuring social value and sustainable use of resources is embedded throughout the procurement process from commissioning to contract management and outcomes measurement.

# DIGITAL AND DATA STRATEGY



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## AIM: **MAXIMISING** USE OF DATA AND DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT

Like many public services, it can be challenging to keep pace with the changing digital environment. Feedback from our staff and recent HMICFRS inspection tells us that some of our IT systems and processes are hindering our productivity.

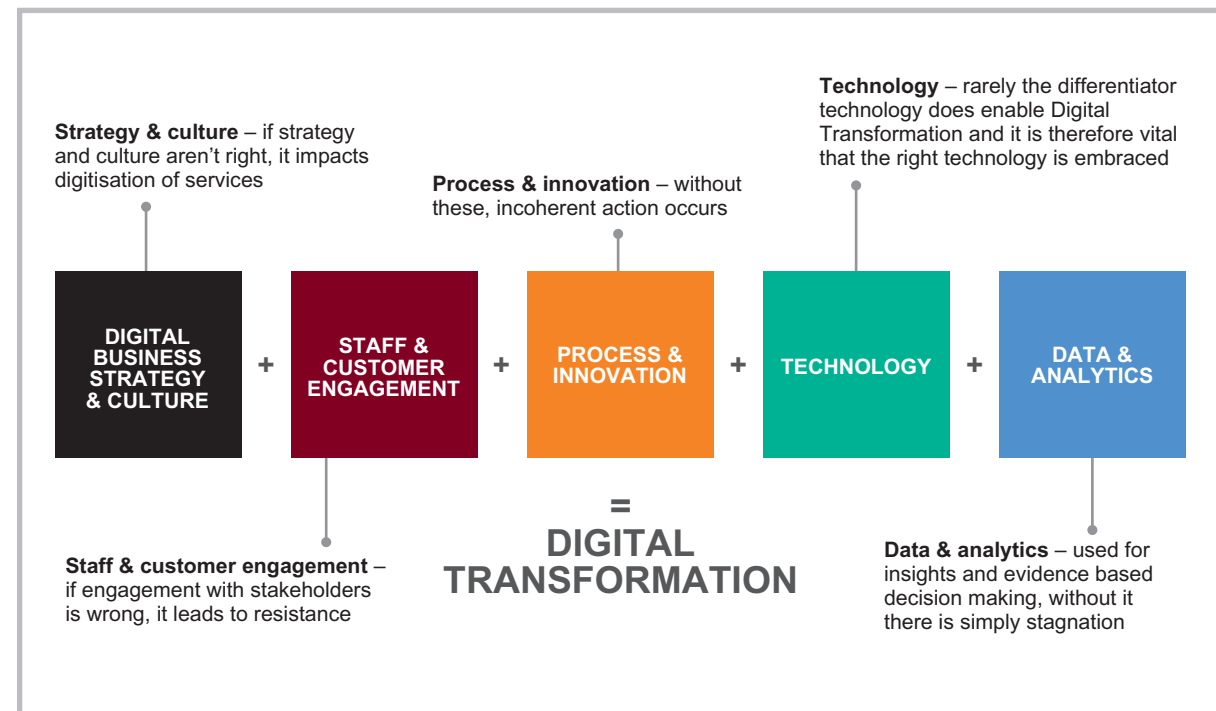
We know we can also improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. Giving staff access to more information will enable us to empower them to take greater ownership in driving improvements in everything we do, whilst allowing proper evaluation against our objectives.

Digital technologies available today can act as real enablers, not only speeding up our processes but also generating intelligence through analysis that allows evidence-based decisions to be made about where best to utilise our resources.

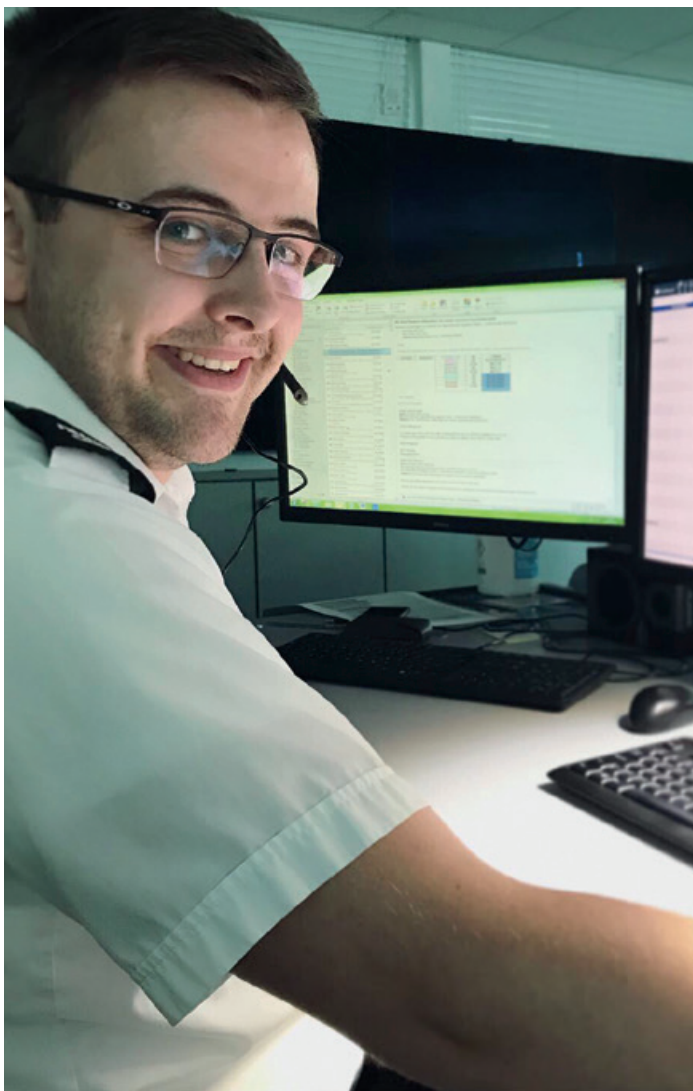
Digital transformation means the integration of digital technology into all areas of an

organisation, fundamentally changing how we operate and deliver value to customers. True digital transformation will improve the ways in which we work, how we interact with partners, the public and each other.

This transformation requires some organisational culture change; to accept and embrace the use of new technologies, systems and processes to facilitate organisational improvement where we can all work smarter.



Kind permission of ionology



#### Our digital and data **priorities** are to:

- Embark upon a programme of digital transformation, using data and technology to enable not hinder improvement;
- Become a 'fast follower', adopting industry best practices in key areas through collaboration, whilst building capacity to be a fire sector leader;
- Improve overall staff engagement and digital literacy by offering a more flexible, collaborative and mobile working environment;
- Create a paper-lite workforce, eradicating re-keying of data to central systems;
- Build a more visible brand with the creation of digital services;
- Enable better access to data and performance insight.

#### Our **approach** will be to:

- Maximise the value of digital solutions and invest in them to support collaboration and make better use of existing data;
- Develop our approach to understanding, and utilising, open data;
- Expand our data analysis capabilities, collaborating within and across sectors;
- Using data across fire and rescue services and partners to support service delivery;
- Create a culture and environment where data analytics can add value to service delivery, whilst allowing outcomes to be properly evaluated against objectives;
- Ensure our digital transformation is underpinned by strong governance and effective cyber security procedures;
- Influence and support delivery of the national NFCC Digital and Data Strategy.



## FINANCIAL STRATEGY



Since 2010, we have seen our core Revenue and Capital Grant funding reduce by £7.6 million, focusing our attention toward prudent budgeting.



Due to the pandemic, the planned Comprehensive Spending Review (CSR) over 2020, leading to a three year funding settlement for 2021/22 to 2023/24 was delayed. So in effect, the 2021/22 year is the third year of a single year settlement roll over.

The 2022/23 financial year may see significant funding changes, if indeed the full CSR goes ahead during 2021, leading to a medium term funding settlement covering the financial years 2022/23 to 2024/25.

However, we have been proactive in identifying changes that ensure continuity of our professional services whilst delivering the required efficiencies.

Future financial settlements are likely to remain difficult. As such, we continue to plan for a range of financial scenarios that may emerge in the next few years.

Our ability to mitigate our risks and realise opportunities is directly impacted by our resourcing and budgetary make-up. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. More information is available on our [website](#).

**Our financial priorities are to:**

- Ensure we deliver a balanced sustainable budget that provides value for money, aligns our resources to risk and supports the delivery of our CRMP;
- Be innovative in developing and delivering on our Efficiency Plan whilst maintaining a prudent level and utilisation of our reserves.

Our Medium-Term Financial Strategy (MTFS) is a document that sets the Authority's financial strategy for the next four years. It focuses on the 2021/22 Revenue Budget and Capital Programme, but also sets the scene for future years. It covers national events such as the Comprehensive Spending Review (CSR) and then breaks down how this impacts locally on the Authority.

The MTFS details our reserves policy, planning assumptions behind the budget figures and other considerations that must be taken into account when setting the strategy, such as the taxbase, efficiencies and shared services.

## EFFICIENCY SAVINGS

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

Significant savings and efficiencies, in excess of £6m since 2010/11, have already been delivered by the Authority, with a further £0.704m planned over the forthcoming budget period of 2021/22 to 2024/25.

Some of the key areas where the Authority has been achieving its planned efficiency savings include:

- Savings in managerial and support staff costs through collaboration and shared service arrangements
- Organisational restructure and improvements to working systems
- Savings in firefighter crewing arrangements
- Savings to the public through collaborative work savings through joint locations and procurement such as Firefighters Personal Protective Equipment (PPE)
- Savings in the Service Vehicle Replacement Programme through improved asset management and maintenance.

## REVENUE BUDGET

Our revenue budget sets out the money necessary for the day to day running of the Service. Our efficiency measures have allowed us to continue with key service improvements whilst restricting the increase in this year's council tax to 1.99% (equivalent to an increase of less than 4 pence per week for a Band D household). The Revenue Budget has been set at £31.773m for 2021/22.

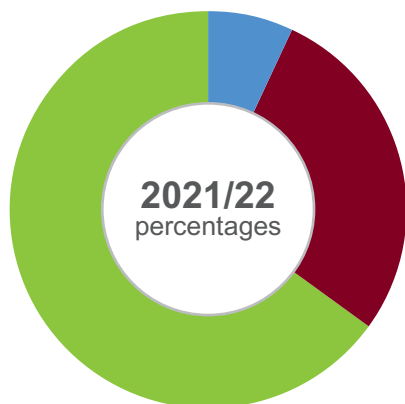
## CAPITAL BUDGET

Each year the Fire and Rescue Authority sets a budget to support the aims and objectives of the Service and prioritises the resources available for frontline services. Our approved capital programme for 2021/22 is £1.038m.

Capital projects for this year include:

- Investment in our operational equipment and vehicles
- Investment in ICT
- Investment in the modernisation of our buildings.

## WHERE DOES THE MONEY COME FROM 2021/22



**7%**

Income

**28%**

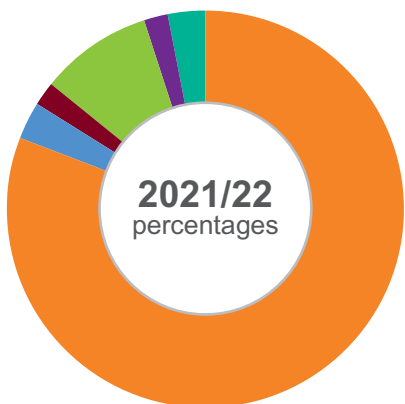
Central and Local Government Funding

**65%**

Council Tax

	Gross Budget	Income	Budget Requirement	Central and Local Government Funding	Council Tax	Total
2021/22 (£m)	34.2	(2.5)	31.7	9.5	22.2	31.7
2020/21 (£m)	31.7	(0.7)	31.0	9.1	21.9	31.0

## WHAT THE MONEY IS SPENT ON 2021/22



**81%**

Employees

**3%**

Premises

**2%**

Transport

**9%**

Supplies and Services

**2%**

Agency and Contracted Services

**3%**

Capital Financing

	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Capital Financing	Total	Reserves Funding	Budget Requirement
2021/22 (£m)	25.1	0.9	0.7	2.7	0.7	1.0	31.1	0.6	31.7
2020/21 (£m)	25.3	0.9	0.7	2.5	0.7	1.9	32.0	(1.0)	31.0

## ACCOUNTABILITY



Providing assurance to our communities and seeking improvement in all we do.

Our Corporate Management Team (CMT) is responsible for overseeing the effective delivery of the key projects and programmes that underpin delivery of our CRMP and ensuring project risks and resources are properly managed.

The Fire and Rescue Authority sets us challenging targets for a range of performance indicators which help them to monitor and scrutinise our performance, both in terms of activity outputs and outcomes, ensuring the Service is functioning efficiently and effectively and delivering on our CRMP.

To support the delivery of our CRMP, we have a range of measures known as Key Performance Indicators (KPIs) which are aligned to the strategies underpinning the CRMP and are reported to the FRA every quarter. You can view these and the targets set by the FRA on our [website](#).

We publish an annual Statement of Assurance that seeks to provide assurance on financial, governance and operational matters, showing that Bedfordshire Fire and Rescue Service continues to deliver the expectations detailed within both the National Framework and our own CRMP.

In 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue We publish an annual Statement of Assurance that seeks to provide assurance on financial, governance and operational matters, showing that Bedfordshire Fire and Rescue Service continues to deliver the expectations detailed within both the National Framework and our own CRMP.

In 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) extended its remit to include inspections of England's fire and rescue service. They now assess and report on the efficiency, effectiveness and people of the 45 fire and rescue services in England. You can find more information about our most recent inspection on their [website](#).

Each year the Service conducts a number of audits in specific areas to provide assurance to our processes and identify further areas of improvement. We are also required to periodically respond to national audit and self-assessments on specific areas of our service, such as specialist response capabilities for flood rescue (conducted in 2019).

In October 2020 we were inspected by the Her Majesties Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) on our response during the COVID-19 pandemic from last March. Here is the Bedfordshire Fire and Rescue Service's HMICFRS [full report](#).

## CONSULTATION AND ENGAGEMENT



Have your say on how our services are delivered and get consultations sent directly to your inbox by joining our free community messaging system **Beds Fire Alert**.

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups. We regularly consult with local people and organisations on a range of issues. There may be a number of reasons to consult such as gathering views and opinions on our plans.

We always seek to engage in real discussion with stakeholders to help us make informed decisions, and how we consult will vary depending on the nature of the proposal. Our main consultation method is Beds Fire Alert our Community Messaging system. With over 20,000 subscribers this system allows us to directly engage with members of the public. We also use Beds Fire Alert to send out regular safety information and advice.

Find out more at [www.bedsfirealert.co.uk](http://www.bedsfirealert.co.uk).



# APPENDIX A

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Our mission is to provide outstanding fire and rescue services that help make Bedfordshire safer.



## OUR 2021/22 ANNUAL ACTION PLAN

Each year, we prepare an Annual Action Plan that outlines what we intend to do during that particular year to support the delivery of our CRMP and our mission to ***provide outstanding fire and rescue services*** that help make Bedfordshire safer.

To help make it easier to follow, the actions are aligned to our CRMP 'Aims'. Our Annual Performance and Statement of Assurance Report will explain how well we did in delivering our plans.



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING

We have made progress on a number of actions which can be viewed on our [website](#).





## AIM 1: PREVENTING FIRES AND OTHER EMERGENCIES FROM HAPPENING

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>Revise &amp; update our Community Risk Analysis (CRA) document that assesses the evolving risks within Bedfordshire, ensuring it captures the impacts of the Covid19 pandemic.</li> </ul>	<p>Our Community Risk Analysis document directly informs our CRMP by capturing foreseeable fire &amp; rescue related risks that could affect our communities, assisting us to target our prevention, protection &amp; response activities to help make Bedfordshire safer. The Covid19 pandemic has impacted our communities in many different ways &amp; we need to ensure our approach continues to keep pace with the evolving risk profile &amp; identify the most vulnerable communities within Bedfordshire.</p>
<ul style="list-style-type: none"> <li>Work with our partners to deliver 10,000 Safe &amp; Well interventions targeting the most vulnerable.</li> </ul>	<p>Our Safe &amp; Well Visits are reducing risks from fire, falls, alcohol, crime, winter warmth &amp; other health problems. The more we deliver, the more people we help keep safe &amp; well.</p>
<ul style="list-style-type: none"> <li>Establish a Volunteer Scheme to improve our engagement with communities &amp; expand our capacity to deliver our prevention activities.</li> </ul>	<p>We believe recruiting volunteers to work alongside our staff can help us reach out to &amp; better reflect the diverse communities we serve, helping improve the quality of our Prevention services &amp; expand the number of people who receive them.</p>
<ul style="list-style-type: none"> <li>Devise &amp; implement new &amp; innovative methods of delivering our Prevention work, reflecting how the Covid19 pandemic has affected our ability to physically interact with our communities.</li> </ul>	<p>A lot of our Prevention work has relied on meeting with children, young people &amp; adults in person. The Covid19 pandemic has restricted our ability to do this so we need to embrace new ways of working so we can continue to deliver our services effectively.</p>
<ul style="list-style-type: none"> <li>Working with the East of England Ambulance Service, embed &amp; expand the successful Falls Team pilot established in January 2020.</li> </ul>	<p>Our Falls Team pilot has been a great success as with many of the vulnerable people we respond to on behalf of the East of England Ambulance Service identifying as being 'at risk from fire' so receive both a medical &amp; fire prevention response. We believe it important to expand our capability &amp; footprint to help save more lives.</p>



## AIM 2: **PROTECTING** PEOPLE AND PROPERTY WHEN FIRES HAPPEN

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>Maintain our investment in reviewing &amp; refining our risk based building inspection programme in line with the latest national guidance.</li> </ul>	<p>In 2020, we developed an interim definition of what makes a building 'high risk' taking account of the NFCC competency framework &amp; other relevant factors. We will continue to adapt our methodology as new national guidance for classifying risk levels &amp; determining appropriate audit frequencies emerges &amp; based upon our local need.</p>
<ul style="list-style-type: none"> <li>Expand our specialist Protection team &amp; introduce different ways of working to attract &amp; retain more operational staff to support the new Fire &amp; Building Safety legislation.</li> </ul>	<p>Following the Grenfell Tower tragedy new legislation is being introduced to improve building safety. The Government has also provided funding to support improvements in our fire safety capability. To ensure that buildings in Bedfordshire are safe we need to both increase our capacity to deliver fire safety enforcement work &amp; ensure those carrying out this work are qualified in line with the new national competency framework.</p>
<ul style="list-style-type: none"> <li>Invest in developing the competence &amp; accreditation of our specialist Protection staff in line with the new national competency framework &amp; Fire &amp; Building Safety legislation.</li> </ul>	<p>Same as above.</p>
<ul style="list-style-type: none"> <li>Embed our fire safety management IT system, refining our databases to improve intelligence of premises.</li> </ul>	<p>We have implemented a new fire safety management system &amp; imported over 20,000 premises records onto the system. We need to continue to develop the functionality of the system so that we can efficiently manage our risk based inspection programme &amp; ensure that we hold up to date &amp; accurate information on those premises in Bedfordshire to which the Regulatory Reform Order applies.</p>
<ul style="list-style-type: none"> <li>Continue to actively support &amp; implement the learning from the Public Inquiry into the Grenfell Tower tragedy in 2017.</li> </ul>	<p>Following the Grenfell Tower tragedy new legislation is being introduced to take forward reforms to the building &amp; fire safety system. We continue to support the Government Building Safety Programme established to ensure buildings are safe &amp; people feel safe being in them.</p>



### AIM 3: RESPONDING TO FIRES AND OTHER EMERGENCIES PROMPTLY AND EFFECTIVELY

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>• Improve the availability of our fire appliances crewed by On-Call firefighters by investing in new &amp; innovative ways of recruiting, retaining &amp; managing our on-call workforce.</li> </ul>	<p>Many of our fire appliances are crewed by 'On-Call' firefighters who live or work close to their local fire station. Like many other fire &amp; rescue services, we find it challenging to recruit &amp; retain people so need to develop new ways of working to improve the availability of our On-Call appliances.</p>
<ul style="list-style-type: none"> <li>• Review the specification &amp; capability of our standard fire appliances.</li> </ul>	<p>Before we invest in our next batch of fire appliances, we want to take the outcomes from our emergency cover review &amp; work with our firefighters to identify what we want to 'add, remove or change' to the specification of both the vehicle &amp; the equipment carried so we continue to provide the best vehicles &amp; equipment we can afford.</p>
<ul style="list-style-type: none"> <li>• Review our specialist appliance capabilities &amp; their disposition.</li> </ul>	<p>In addition to our standard fire appliances, we maintain a range of specialist appliances across Bedfordshire including aerial ladder platforms, water carriers and heavy rescue &amp; water rescue boats. We intend to review the disposition &amp; capabilities of these specialist appliances to ensure they continue to meet the risks &amp; demand within Bedfordshire.</p>
<ul style="list-style-type: none"> <li>• Review the Flexible Duty System we operate to provide effective, efficient &amp; highly competent Level 2 &amp; 3 officer resourcing to emergency incidents on a 24/7/365 basis.</li> </ul>	<p>Each of our fire appliances is staffed with a crew or watch manager, who provide our Level 1 incident command cover. Our flexible duty officers work a 24/7/365 on-call rota system to provide Level 2 &amp; 3 cover for more complex incidents in addition to managing a team or function. Our review seeks to identify more efficient ways of working &amp; attract more applicants.</p>
<ul style="list-style-type: none"> <li>• Lead the development of &amp; embed an effective multi-agency information cell (MAIC) &amp; command support capability within the Bedfordshire Local Resilience Forum (LRF) to support the response to major emergencies.</li> </ul>	<p>The Covid19 pandemic has required a multi-agency response, co-ordinated &amp; sustained over many months rather the usual days or weeks that a major incident response normally occurs. BFRS are leading the work to adapt &amp; embed the learning from the response to pandemic so we can continue to respond effectively to major incidents.</p>



## AIM 4: **EMPOWERING** OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>Expand &amp; promote the range of mental &amp; physical well-being support services we provide for our staff.</li> </ul>	<p>Members of the emergency services are more at risk of experiencing mental health problems than the general public but are less likely to seek support. This has been further heightened as a result of COVID. We're committed to raising awareness, challenging mental health stigma &amp; providing help &amp; resources to support our staff.</p>
<ul style="list-style-type: none"> <li>Embed the learning from how we adapted our approach to recruitment &amp; selection during the Covid19 pandemic, devising a new recruitment marketing strategy for promoting BFRS as an Employer of Choice within our diverse communities.</li> </ul>	<p>Our workforce are truly our biggest asset, so it is important we attract &amp; recruit diverse &amp; skilled individuals committed to our values &amp; to improve the safety &amp; wellbeing of our communities. The aim is to attract &amp; retain a diverse &amp; skilled workforce by understanding &amp; offering what people value &amp; helping our communities get to know us, the breadth of opportunities available &amp; what you can expect in return for working for us.</p>
<ul style="list-style-type: none"> <li>Improve our approach to how we assess, reward &amp; recognise our staff who go the extra mile to improve performance, deliver our key priorities &amp; demonstrably uphold our Service Values.</li> </ul>	<p>To retain our best performers, we need to review &amp; adapt the way in which we motivate &amp; recognise staff especially with the long-lasting impact of COVID on working arrangements.</p>
<ul style="list-style-type: none"> <li>Expand &amp; promote the range of inclusive staff engagement forums to really improve 2-way communication, empowering all our staff to help shape &amp; inform our plans, our approach &amp; ways of working.</li> </ul>	<p>We aim to continue to build a diverse &amp; inclusive workforce in order to benefit from the richness offered by different perspectives, experiences &amp; approaches. An inclusive engagement forum will provide a platform for 2- way communication to help shape &amp; inform our plans, policies, processes &amp; other activities that affect our workforce.</p>
<ul style="list-style-type: none"> <li>Redefine &amp; improve how we undertake our Learning Needs Analysis (LNA) to assess &amp; directly inform our individual &amp; organisational learning &amp; development programmes.</li> </ul>	<p>To ensure that there is a true understanding of development requirements for all members of staff across the Service. Aligning the outcomes of annual appraisals &amp; progression / selection processes to ensure that staff are developed appropriately, to meet their individual needs &amp; the needs of the Service.</p>



## AIM 5: UTILISING OUR ASSETS AND RESOURCES EFFICIENTLY AND EFFECTIVELY

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>Through the Bedfordshire Blue Light Collaboration Strategic Board, progress a detailed feasibility &amp; options appraisal to invest in a joint vehicle servicing hub in collaboration with our police &amp; ambulance colleagues.</li> </ul>	<p>This initiative will build upon our existing collaborations with Bedfordshire Police &amp; East of England Ambulance Service to establish a shared blue light vehicle servicing hub for Bedfordshire, generating income &amp; delivering efficiencies for partners.</p>
<ul style="list-style-type: none"> <li>To conduct a review of our existing estate provision in light of the impacts of the Covid19 pandemic to ensure it supports our new ways of blended &amp; remote working.</li> </ul>	<p>To ensure that we consider the developing &amp; changing demands of our estates &amp; workforce, to cater for the increasing demand for remote working &amp; to seek opportunities for collaboration &amp; partnerships through shared estates &amp; facilities.</p>
<ul style="list-style-type: none"> <li>Taking account of the outcomes from our recent Emergency Cover Review, identify &amp; develop proposals for re-developing at least one of our fire stations, subject to funding availability.</li> </ul>	<p>Our fire stations need to keep pace with the evolving needs of our fire &amp; rescue service. Our emergency cover review will help identify which of our fire stations should be prioritised for re-investment.</p>
<ul style="list-style-type: none"> <li>Revise our medium-term fleet strategy &amp; replacement programme to accommodate the Government announcements banning the sale of petrol/diesel cars from 2030.</li> </ul>	<p>Our vehicle fleet is reliant on diesel fuel technology so we need to ensure our replacement strategy considers alternative fuels and supports Government policy in the medium term.</p>
<ul style="list-style-type: none"> <li>In anticipation of potential funding pressures arising from the Covid19 pandemic &amp; the 2021 Comprehensive Spending Review, identify a range of potential efficiency options to maintain front line services.</li> </ul>	<p>To ensure that there is a robust, balanced, medium term financial plan with efficiency options, appropriate reserves &amp; an Authority that is providing value for money.</p>



## AIM 6: **MAXIMISING** USE OF DATA AND DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT

WHAT WE INTEND TO DO IN 2021/22	WHY WE ARE DOING THIS
<ul style="list-style-type: none"> <li>Continue to invest in our Connected Fire Appliance capability, exploiting our mobile data terminals (MDT) &amp; video streaming technology to improve the efficiency &amp; effectiveness of our emergency response &amp; command support.</li> </ul>	<p>This will maximise the opportunities for operational crews when attending incidents by providing seamless data access &amp; transfer. This will further support the ability to complete data reports on the incident ground, reducing the need for paper based reporting systems.</p>
<ul style="list-style-type: none"> <li>Continue to invest in &amp; develop our capacity &amp; capability for mobile &amp; remote working for all our employees.</li> </ul>	<p>To ensure that the workforce has the option to work from a remote location seamlessly &amp; consistently, through adapting new technology &amp; hardware.</p>
<ul style="list-style-type: none"> <li>Identify new &amp; innovative ways for delivering training utilising virtual &amp;/or augmented reality technology, which will enable us to deliver immersive training in a COVID secure way.</li> </ul>	<p>To ensure that delivery of training &amp; safety critical training delivery can be maintained in a COVID secure, safe manner. This will include exploring of collaborative methods for delivering the training with other partners &amp; agencies.</p>
<ul style="list-style-type: none"> <li>Further strengthen our data insight &amp; analysis capabilities through the introduction of an updated business management information system.</li> </ul>	<p>Building upon the work undertaken in 2020/21, our efforts to empower our staff to take greater ownership for delivering performance improvements at a local level means we need to give them better access to data &amp; information to broaden their insight into the risks we face &amp; how we are performing.</p>
<ul style="list-style-type: none"> <li>Introduce a new Incident Recording System (IRS) &amp; embed the new 999 call handling &amp; mobilising system within our Fire Control Centre.</li> </ul>	<p>Investing in the latest technology will improve our ability to respond effectively to emergencies.</p>





“Bedfordshire Fire and Rescue Service is effective  
at keeping people safe and secure.”

HMICFRS December 2018



# Bedfordshire Fire and Rescue Service

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**REPORT AUTHOR: CHIEF FIRE OFFICER**

**SUBJECT: FIREFIGHTER PENSION SCHEMES: REMEDY/IMMEDIATE DETRIMENT**

For further information on this report contact: Sarah Fecondi  
Head of Human Resources  
Tel No: 01234 845048

Background Papers:

HM Treasury Public Service Pension Schemes: changes to the transitional arrangements to the 2015 schemes. Government response to consultation  
Home Office Immediate Detriment Guidance Note (August 2020)  
LGA Immediate Detriment Information note (October 2020)

Implications (tick ✓):

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

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

**PURPOSE:**

The purpose of this paper is to consider the options available to Bedfordshire Fire & Rescue Service regarding those Firefighters who are due to be transitioned to the 2015 scheme, and those Firefighters who are due for retirement before the new pension regulations are implemented (The 67 firefighters that have retired since April 2015 are excluded from this report/consideration).

**RECOMMENDATIONS:**

1. That Members agree that all Firefighters who are currently taper protected in their legacy scheme (FPS 1992 or NFPS 2006) and are due to be transitioned to the 2015 scheme, shall remain in their legacy scheme and are not transitioned on their due date to the 2015 scheme, unless an individual specifically requests to be transitioned due to certain benefits.
2. That Members agree to not apply the interim Home Office Immediate Detriment Guidance Note, and not revert Firefighters into their legacy scheme, until the pension legislation has been implemented with the necessary detail to mitigate the risk of claims and/or sufficient further legal advice or HMT guidance is made available.
3. Members support that further work will be undertaken by officers, in conjunction with the Authority's Pension Administrator, to ensure the Authority is progressed as much as possible to support employees on this matter.

---

**1. Background**

- 1.1 In 2015 most public service pension schemes, including the Firefighters' Pension Scheme, were reformed. These reforms included 'transitional protection' for individuals closest to retirement.
- 1.2 In 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' Pension Schemes. The government stated that it respects the decision and has confirmed that it will remove the difference in treatment across all main public service pension schemes.

- 1.3 The government consulted on proposals to remove this discrimination in 2020 and a response to the consultation was presented to the Fire Authority on 14 October 2020. On 4 February 2021, the government issued its response to the consultation indicating its intention to proceed with the deferred choice option.

FRA Members have seen this issue flagged as a Contingent Liability in the Authority's Statement of Accounts since 22015/16. It has also been included as part of the Risk/Uncertainties in the Authority's annual budget setting papers since 2016/17.

- 1.4 The changes proposed in the consultation to remove the discrimination will apply across all the main public service pension schemes and provide members of the firefighters schemes affected, the Firefighters Pension Scheme 1992 (FPS 1992) or New Firefighters Pension Scheme 2006 (NFPS 2006), with a choice of which scheme they would like to be in for the remedy period. The remedy period is defined as between 1 April 2015 and 31 March 2022. The remedy only applies to members who were in service on or before 31 March 2012 and on or after 1 April 2015, including those with a qualifying break in service of less than five years.

## 2. Immediate Detriment

- 2.1 Whilst the response to the consultation has now been indicated, it is unlikely that the required changes to regulations will be in place before 1 April 2022. In advance of reaching this date the Fire Brigades' Union requested that the Home Office issue guidance to employers on dealing with 'immediate detriment' cases.
- 2.2 The requested guidance was issued on 21 August 2020 and is attached at Appendix A. Clarity on the guidance has been sought both via the Local Government Association (LGA) and locally to assist fire and rescue authorities (FRAs) in determining what action should be taken. This clarity is required in relation to the legal status of the note, who it applies to (i.e. all scheme members or only those that lodged a claim with the Employment Tribunal), and to identify any consequences arising from differences in the interpretation and application of the guidance resulting in the incorrect payment of benefits and any unintended discriminatory treatment. Updated guidance is anticipated shortly.
- 2.3 In defence of the original discrimination claim, the LGA argued on behalf of the FRAs who were also listed as respondents along with government, that as they were required by law to follow the pension regulations in force and so had no choice but to implement the transitional protections, they had a defence to unlawful age discrimination under Schedule 22 of the Equality Act 2010. The outcome of this case was received on 12 February 2021. The Employment Appeal Tribunal's judgment is that FRAs cannot rely on the Schedule 22 defence where an employer is required by legislation to act towards

its employees in a way which is discriminatory. The Tribunal also identified that under Section 62 of the Equality Act 2010, FRAs have vested in them power to pass a resolution making non-discrimination alterations to the scheme of which they are managers.

- 2.4 The ruling provides some expectation that FRAs deal with immediate detriment cases to the extent that they are able within the terms of the government guidance. Furthermore, it is understood that the Home Office and HMT are relying on Section 61 of the Equality Act to provide legal underpinning to the note for non-claimants. However, it is not yet known whether the Government will appeal the outcome of the EAT, consequently this guidance cannot be wholeheartedly relied upon.
- 2.5 There are currently 8 individuals in BFRS that are deemed to be immediate detriment cases (likely to retire before April 2022) with a number of those being eligible to retire within the next few months, and amendments to the regulations will not be in place for some time. The below table shows BFRS' 'best guess' of the most likely date that affected individuals will retire. This is a prediction only, as individuals with service in the 92 scheme can retire at age 50 with 25 years' service so there could be an additional 7 individuals who could retire with immediate effect. These have not been included in the 'best guess' figures as their pensions would be actuarially reduced for early retirement making their immediate retirement unlikely.

June 2021	August 2021	September 2021	October 2021
1	5	1	1

- 2.6 Legal advice sought by other FRAs confirms that the Immediate Detriment Guidance Note issued by the Home Office does not have legal status and reliance on it would not provide the Authority with any legal protection or indemnify it against any claim or costs arising from acting on the guidance.
- 2.7 It is possible BFRS could rely on the judgment from the EAT, and in particular the ruling that Section 61 of the Equality Act 2010 means that the discriminatory provisions in a pension scheme are automatically by law set aside and disapplied. In addition, Section 62 empowers trustees and managers of pension schemes to make non-discrimination alterations to a scheme issue through resolutions effecting those changes. However, if BFRS were to rely upon this judgment and it is later appealed by the Government and overturned, BFRS would have no defence to any claims.

### 3. Members Due to Taper

- 3.1 There are 5 members of BFRS due to taper to the 2015 pension scheme from their legacy scheme, before 31 March 2022. The government has indicated in its response to the consultation that individuals will be returned to their legacy scheme until they make their choice at retirement as to how they wish the remedy period to be treated. Consequently if BFRS move individuals to the 2015 scheme on their taper date, they will then have to be moved back again once the legislation is in place. It is therefore proposed that individuals now remain in their legacy scheme until further details are known and new regulations are drafted, unless an individual specifically requests to be tapered due to certain benefits of the 2015 scheme (eg death benefits are paid to non-married partners).
- 3.2 Currently we are aware of a small number of FRAs across the country that have stopped moving individuals to the 15 scheme on their taper date. The LGA are pressing the Home Office for more information on this matter, so it may be that the number increases. Without knowing the reason the Home Office are still instructing FRA's to taper their FFs, it is difficult to assess the risk of not doing so.

### 4. Risk of applying Home Office Immediate Detriment Guidance Note

- 4.1 The LGA has drafted a note (Appendix B) to provide additional information to FRAs on the key consideration of implementing the Home Office informal guidance. This includes identifying some of the legal and technical considerations.
- 4.2 There are still many technical areas to be resolved in relation to remedy as pension benefits will need converting from one scheme which is a Career Average Revalued Earnings (CARE) scheme to final salary scheme benefits. As guidance is not currently available in relation to matters such as taxation and transfer values for example, calculation of benefits in some immediate detriment cases will be difficult and will present challenges for pension administrators. In some cases there may be insufficient information available to individuals to enable them to make a decision, and in other cases the administrator may simply be unable to calculate the benefits.
- 4.3 Whilst the LGA will aim to support FRAs to evidence robust decision making on whether a case can proceed under the current guidance, and if not, why not, it is evident that there are still many unknown factors which will need consideration on a case by case basis. It is expected that the LGA will work with administrators to provide example calculations to assist with bringing benefits into payment where the guidance is not explicit, however, this guidance would be based on LGA assumptions rather than the necessary regulations. Individuals would need to be provided with sufficient

information to make informed decisions about their benefits and what action to take, but this information could not be provided with absolute certainty in the absence of regulations.

- 4.4 Local Pensions Partnership Administration (LPPA), who are the Authority's pension administrators, are currently in the process of seeking their own legal advice in relation to the provision of benefit calculations in the absence of specific regulations. Until such time as the detail to support the remedy position is clarified by government, and software systems can be built or adapted to deal with the complexity associated with the remedy actions, all immediate detriment calculations would need to be undertaken manually thus increasing the opportunity for error.
- 4.5 There is a risk that benefits may be calculated incorrectly due to the complexities associated with contribution rates, taxation, and the period of time over which recalculation of benefits need to be undertaken.
- 4.6 Affected individuals would need to sign a disclaimer to acknowledge uncertainties in the position and that any overpayments will be recovered. They would also be acknowledging, and agreeing to, any (currently unknown) charges that may arise in the future resulting from the application of the Home Office guidance note. Many complex technical issues remain unresolved at this point and it is not clear what the future implications will be (e.g. Annual Allowance tax charge, interest charges etc). There is a risk that individuals may make decisions based on information provided at the time, but later find themselves responsible for a tax charge linked to that decision. There is also a risk that the disclaimer may not be sufficient to avoid later claims.
- 4.7 BFRS would also need to sign a similar document as employers when instructing LPPA to undertake calculations outside of regulations. The disclaimer would need to accept liabilities resulting from the instruction, including any charges that may arise.
- 4.8 There has been an indication from the FBU nationally that legal action will be taken against FRAs who do not seek to apply the immediate detriment guidance. Affording individuals the choice whether to take immediate detriment may limit the potential for future challenge but this would not negate the issue of unresolved technical complexities and the resulting erroneous calculations.

## 5. Costs

- 5.1 It is not possible at this stage to identify the specific costs associated with the recommendations of this report as these will be identified on a case by case basis.



- 5.2 Using the Home Office Immediate Detriment Note now will not increase any direct amounts payable, it will simply bring some of those costs forward.
- 5.3 It is expected that the costs associated with the administration of the remedy will be borne by FRAs, whilst monies owed to members will be met by government. In some circumstances individuals may also incur additional costs as a result of a change in pension schemes, e.g. annual allowance costs. We will be receiving a grant next month for £35,400 to cover some of the administration costs.
- 5.4 In not applying the guidance, further legal action could be taken by the FBU and result in further litigation costs. Conversely, in applying the guidance, BFRS could be subject to litigation costs for acting outside of legislation.
- 5.5 Given the absence of some technical information to support calculations there is potential for error; BFRS may be required to meet any financial liabilities arising in these circumstances.

## 6. Legal

- 6.1 Under the current Scheme of Delegation to Officers, the Chief Fire Officer has discretion from the Authority “within the approved budgets and policies, [to] exercise all matters of day-to-day administration and operational management of the services and functions.”
- 6.2 Reliance on the guidance note does not provide the Authority with any legal protection or indemnify it against any claim or costs arising from acting on the guidance.
- 6.3 Any individual challenge against the decision of the Scheme Manager would be made through the Firefighters’ Pension Scheme Internal Dispute Resolution Procedure (IDRP). If this process does not resolve the matter, the issue can be taken to the Pensions Regulator.

## 7. Options

- 7.1 To continue/not continue to transition members to the 2015 scheme on their original taper date

- 7.2 To apply/not apply the Home Office Immediate Detriment Note to all those due for retirement before April 2022.
- 7.3 To apply/not apply the Home Office Immediate Detriment Note to Claimants only
- 7.4 To apply/not apply the Home Office Immediate Detriment Note to those individuals without complexities only.
- 7.5 To work with the Authority's Pension Administrator to progress as much as possible on this matter, to ensure the Authority is proactively supporting its employees.

## 8. Recommendation

- 8.1 For the reasons outlined in this paper, the FRA are asked to consider the options and agree a way forward that would mitigate the risks and costs to the Authority and treat those affected fairly and consistently. Having discussed this as a Corporate Management Team, the proposed recommendations are to:
  - Keep the 5 FFs due to transition to the 2015 scheme in their legacy scheme, unless individually requested due to benefits.
  - Not apply the Home Office Immediate Detriment Guidance Note and await further legal and/or HMT guidance.
  - That Members support further work on this matter where possible, to support employees, if an individual requests their personal information on the immediate detriment choices.
- 8.2 Members will be kept up to date as the above progresses over 2021/22 and beyond.

**SARAH FECONDI**  
**HEAD OF HUMAN RESOURCES**

## Firefighters'/Police Pension Schemes

McCloud/Sargeant ruling – Guidance on treatment of 'Immediate Detriment' cases

### 1.0 Purpose of guidance

- 1.1 The purpose of this note is to provide informal guidance to Fire and Rescue Authorities (in England) and Police Forces (in England and Wales) on processing 'immediate detriment' cases (see definition in section 3 of this guidance) in advance of a decision on the Government's final approach to removing the age discrimination as found in the McCloud/Sargeant Employment Tribunal litigation.
- 1.2 The guidance is provided at the request of the Fire Brigades Union and for the purpose of assisting employers with "immediate detriment" cases. For that reason, it is only relevant to members of the Police and Fire Pension Schemes.
- 1.3 Further, it must be noted that the issues raised in this document are the subject of both ongoing litigation and the Government's consultation. As such this guidance will be kept under review to ensure that it is consistent with any judgment or outcome from the consultation and will be amended to give effect to any such judgement or outcome.
- 1.4 In this guidance a reference to the "2015 scheme" is to the applicable reformed Police or Fire CARE Pension Scheme, and a reference to the "legacy scheme" is to the applicable Police or Fire Pension Scheme that applied to a member before 1 April 2015.
- 1.5 The term 'pension authority' refers to the appropriate Fire and Rescue Authority or Police Force.

### 2.0 Background to McCloud/Sargeant ruling

- 2.1 In 2015 most public service pension schemes, including the Firefighters' Pension Scheme and Police Pension Scheme, were reformed. These reforms included 'transitional protection' for people closest to retirement.
- 2.2 In 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' and Judges' Pension Schemes. The Government respects the Court's decision and has confirmed that it will remove the difference in treatment across all main public service pension schemes, including the Police Pension Scheme.

- 2.3 The Government is currently consulting on proposals to remove this discrimination. Detail on the current proposals can be accessed here: <https://www.gov.uk/government/consultations/public-service-pension-schemes-consultation-changes-to-the-transitional-arrangements-to-the-2015-schemes>. The changes proposed in the consultation to remove the discrimination will apply across all the main public service pension schemes and provide members with a choice of which scheme they would like to be in for the remedy period. The remedy period is defined as between 1 April 2015 and 31 March 2022 in the consultation paper.
- 2.4 The remedy only applies to members who were in service on or before 31 March 2012 and on or after 1 April 2015, including those with a qualifying break in service of less than 5 years.

### 3.0 What are 'Immediate Detriment' cases

- 3.1 For the purposes of this guidance, immediate detriment includes those scheme members who were in service on or before 31 March 2012 and on or after 1 April 2015, including those with a qualifying break in service of less than 5 years, and who did not benefit from full protection and were moved into the 2015 Scheme on or after 1 April 2015:
- I. who become eligible to retire with an ordinary pension and want to have all their benefits paid from their legacy scheme (i.e. do not accept deferred 2015 scheme benefits); **OR**
  - II. who don't qualify for lower-tier (and therefore higher-tier) ill-health pension under the single pot Ill-Health Retirement (IHR) arrangement BUT would do so under the IHR arrangements in their legacy scheme.
- 3.2 Any scheme members that fall within either of the two categories above can have their pensions calculated and put into payment according the guidance set out in section 5 below.
- 3.3 This guidance **should not** be applied to scheme members who have already retired and are in receipt of their pension payments. These cases are more complex to address, especially due to complexities in rectifying the member's tax position.
- 3.4. It is important **to note** that ALL cases processed using this guidance will need to be revisited once the Government's approach to removing the discrimination has been finalised, due to relevant matters that are currently subject to consultation, to include interest on contributions etc. This is likely to be after April 2022.

### 4.0 Guidance on treating immediate detriment cases

- 4.1 There are some transitional scheme members who have already been dismissed from work without a pension as they did not qualify for an ill-health pension under the 2015 Scheme. In addition, there are transitional members who are now

approaching retirement and want to take their full pension benefits under their legacy pension scheme. This guidance provides employers with advice on how these cases can now be processed in advance of final remedy implementation.

*Transitional members who are already in receipt of a pension*

- 4.2 There are cases (in respect of both ill-health/ordinary retirements) where transitional members have already retired and are currently receiving an ill-health/ordinary pension. It is recognised that many of these members' pensions are lower than they would be if they were paid under the member's legacy pension scheme. For example, where a transitional member has retired on ordinary grounds below age 55, their benefits accrued under the 2015 Scheme will currently be deferred until their State Pension Age.
- 4.3 These cases involve complex tax implications, employee/employer contribution adjustments etc. which still need to be resolved – these points are currently being consulted on and a final approach has yet to be confirmed. We will look to process these cases as a priority as soon as these outstanding points have been resolved.

## **5.0 Giving scheme members a choice**

- 5.1 Scheme members falling under the scope of this guidance will effectively be given the opportunity to take all their pension benefits accrued between 1 April 2015 and 31 March 2022 under their legacy pension scheme, rather than take some benefits under the 2015 Scheme.
- 5.2 Pension authorities can now offer this choice to all those scheme members who:
  - have transitioned into the 2015 Scheme who are approaching retirement; and
  - have retired due to poor health but who didn't qualify for an ill-health pension under the 2015 Scheme regulations but would qualify under their legacy scheme regulations.
- 5.3 In order to provide this choice, pension authorities will need to present two sets of pension entitlement quotes to each qualifying scheme member. Whilst not an exhaustive list, each quote should set out the main pension benefits that they would receive under each choice, to include: recurring annual pension (before and after commutation), commutation retirement lump sum entitlement, employee contributions owed/refunds due etc. Each scheme member should be required to provide written confirmation of their election.
- 5.4 There remain a number of outstanding issues that will not be resolved until such time that the Government finalises its approach to removing the discrimination identified by the McCloud/Sargeant ruling (see unresolved pensions issues section below). Each scheme member will need to agree to accept the Government's final approach and any future adjustments that this requires.

- 5.5 Once written confirmation has been received from each member, the pension authority can put the pension chosen into payment.

***Unresolved pension issues:***

- 5.6 As explained above, there remain outstanding issues that will not be resolved until the Government finalises its approach to removing the discrimination. The Government is currently consulting on its proposed approach and will finalise its proposals following careful consideration of stakeholder responses.

*Recovery of outstanding employee contributions*

- 5.7 Any scheme members who choose to take their full pension benefits under their legacy scheme will owe employee contributions or be entitled to a refund. Any employee contributions owed will need to be paid before the member's legacy scheme pension can be put into payment.
- 5.8 Any contributions owed will need to be based on the pay that is considered to be pensionable under the legacy scheme, which may vary from that pay which is considered pensionable under the 2015 Scheme. It will be for employing pension authorities to make an assessment for each member and seek payment. The member has a choice to pay any outstanding employee contributions from their retirement lump sum or from any other personal source. Any refunded employee contributions can be repaid to the member from the employer's local pension fund account.
- 5.9 A final decision has yet to be made in respect of whether, and at what rate, interest should be applied to contributions owed by employees should they elect to receive benefits from their legacy scheme during the remedy period (2015 to 2022). As the Government's approach to this issue has yet to be confirmed, this guidance proposes that interest is not applied to employee contributions owed at this time.
- 5.10 Notwithstanding this, any immediate detriment cases where the pension is put into payment now may need to be revisited if the Government's final approach includes the application of interest on owed employee contributions. Pension authorities should ensure that any members making a decision under this guidance are aware of, and accept, this condition.

*Tax relief on employee contributions*

- 5.11 Where possible, pension authorities should ensure that the employee contributions owed are repaid by the member before they leave service to ensure that any tax relief entitlement can be applied. Where this is not possible, for example where an individual has retired previously on ill-health grounds and did not qualify for a pension under the 2015 Scheme but would qualify under their legacy scheme, the

scheme member will have to wait until the Government's final approach to removing the discrimination has been implemented to receive any appropriate reimbursement. This is likely to be after April 2022.

*Recovery of outstanding employer contributions (Firefighters' Pension Schemes only)*

5.12 The Firefighters' Pension Schemes are in a unique position compared to other public sector pension schemes in that they do not have a uniform employer contribution rate across all schemes. As such, any scheme member who elects under this guidance to take their full pension benefits under their legacy scheme will impact on the corresponding employer contributions owed in respect of that member during the period that they were in the 2015 Scheme.

5.13 It will be for each employing Fire and Rescue Authority (FRA) to recalculate the contributions that they, as the employer, should have paid under the legacy scheme for each member and pay any shortfall into their pension fund account. Where this results in an excess of employer contributions having been paid, these can be refunded to the employer from their pension fund account.

*Treatment of Cash Equivalent Transfer Value (CETV) transfers into the 2015 Scheme*

5.14 It is recognised that there will be some transitional scheme members who will have transferred benefits from an external pension arrangement into the 2015 Scheme. Where a scheme member elects to take all their benefits from the legacy scheme, the original transfer-in (the Cash Equivalent Transfer Value) will need to be recalculated to determine the amount of pensionable service that should be purchased in the member's legacy scheme.

5.15 The recalculation of the transfer-in will need to be undertaken by pension authorities as if it had been taken at the time of the original transfer, using the actuarial factors that were applicable at that time.

5.16 Where conversion of transferred benefits from the 2015 Scheme to the legacy scheme results in the pension input amount changing due to actuarial adjustment, then an individual's Annual Allowance position may need to be reassessed.

*Treatment of purchased added pension in the 2015 Scheme*

5.17 Some transitional scheme members will have elected to make voluntary contributions to purchase 'additional pension' in the 2015 Scheme. For those members that elect to take their full benefits under the legacy scheme, any employee contributions paid in respect of the additional pension purchased will need to be converted to the equivalent value of additional pension that could have been purchased in the member's legacy scheme.

5.18 The legacy schemes do not currently have 'additional pension' provisions. Additional pension purchased in the 2015 Scheme is one of the unresolved issues that the consultation is considering.

*Scheme PAYS– treatment of debits applied to 2015 Scheme pension*

5.19 There may be instances where transitional members have previously incurred certain tax charges and have elected for these to be paid under Scheme PAYS with the associated pension debit applying to the 2015 Scheme benefits.

5.20 Where this is the case and the member elects for all their pension benefits to be paid from their legacy scheme, there may be subsequent changes to the tax charges retrospectively. If this is the case, pension authorities will need to recalculate the pension debit. The recalculation of the pension debit will need to be undertaken by pension authorities as if it had been taken at the time of the original Scheme PAYS elections, using the actuarial factors that were applicable at that time.

*Revisiting AA tax assessments on previous years*

5.21 Under current arrangements, there is a four-year statutory time limit for reassessing tax for previous years. This means that where a scheme member's pension benefits change for past years, altering their tax position, HMRC can collect and refund tax where it is owed for the current tax year, and the four full tax years immediately preceding the point at which the individual's benefits change.

5.22 Where a scheme member's benefits change due to an election under this guidance so that additional tax is due for a tax year that sits outside the four previous tax years, HMRC cannot collect that additional tax. As such, the member will not be required to pay this. However, the recalculation will still be necessary to ensure the member's tax position going forward is correct.

5.23 The Government has confirmed that where a scheme member's benefits change so that they are owed a reimbursement of any tax charges paid since April 2015, they will get a full refund for the full period. The scheme member will initially be able to seek a tax refund from HMRC in respect of any overpaid tax charges in the previous four tax years.

5.24 Any further entitlement to a tax refund for years outside the four-year period will be refunded by means of compensation payments, which are expected to be paid after the Government finalises its approach to removing the discrimination, likely to be after April 2022.

**Police Workforce and Professionalism Unit, Home Office**

**21 August 2020**



## Immediate Detriment

### Purpose

1. The purpose of this information note is to provide Fire and Rescue Authorities (FRAs) with additional information to the immediate detriment guidance note supplied by Home Office on 21 August 2020. It does not give detailed guidance on the process of payment of benefits.
2. This note will be subject to any changes on the note supplied by Home Office.

### Background

3. Following the 2018 Court of Appeal judgment in Sargeant, an [interim order was made by the Employment Tribunal](#) on **18 December 2019** which provided that members who had brought claims (claimants) are entitled to be treated as if they remained in the FPS 1992, as long as they were in the scheme at 31 March 2012 and 31 March 2015 *ending the final determination of the issues of remedy, all existing Claimants who, by reason of their age would not satisfy paragraphs 12(2)(c), 12(3)(c), 13(e) or 14(e) of Schedule 2 to the 2014 English Regulations or the 2015 Welsh Regulations from 31st March 2015 are entitled to be treated as satisfying those paragraphs from that date.*
4. We communicated the following Government position in [FPS Bulletin 28 - January 2020](#):  
  
*...all entitlements including immediate ones should proceed under the 2015 scheme rules for the time being. This includes those who are due to taper into the 2015 scheme should continue to taper, and those due to retire normally at a later date should continue in the 2015 scheme.*
5. The bulletin asked FRAs to provide numbers of members who were likely to have an immediate event in 2020 and recommended some immediate steps that authorities could take in relation to ill-health assessments.
6. The SAB used the information provided to request guidance on dealing with immediate events as per their [paper submitted to Home Office in March 2020](#).

7. On 21 August 2020, at the request of the Fire Brigades Union (FBU), the Home Office issued a note<sup>1</sup> directly to English FRAs via finance leads titled 'McCloud / Sargeant ruling – Guidance on treatment of 'Immediate Detriment' cases' for both the Firefighters' and Police Pension Schemes.

## Home Office immediate detriment guidance

8. The note headed 'McCloud / Sargeant ruling – Guidance on treatment of 'Immediate Detriment' cases' for both the Firefighters' and Police Pension Schemes is available on the dedicated [Age Discrimination Remedy \(Sargeant\) page](#).

9. The note is labelled as informal guidance only and notes that the issues raised are subject of both ongoing litigation and the UK Government's consultation. It does not confirm on what basis FRAs may rely on the note for the purpose of making pension payments.

10. The scope of the note includes members who were in service on or before 31 March 2012 and on or after 1 April 2015, including those with a qualifying break in service of less than 5 years, and who did not benefit from full protection and were moved into the 2015 Scheme on or after 1 April 2015:

10.1. who become eligible to retire with an ordinary pension and want to have all their benefits paid from their legacy scheme (i.e. do not accept deferred 2015 scheme benefits); **OR**

10.2. who don't qualify for lower-tier (and therefore higher-tier) ill-health pension under the single pot Ill-Health Retirement (IHR) arrangement BUT would do under the IHR arrangements in their legacy scheme.

11. It is unclear whether the note applies to FPS 2006 members, however, based on the scope detailed above:

11.1. For ordinary retirement, it is likely to only apply to special members (who have a normal retirement age of 55) and a very small cohort of standard members who would want to have benefits **paid from their legacy scheme** (i.e. do not accept deferred FPS 2015 benefits).

11.2. For ill-health, it is unlikely that special and standard members of the 2006 scheme will qualify because FPS 2015 has the same criteria for ill-health as FPS 2006, and therefore if they do not qualify for lower tier ill-health in FPS 2015, they would also not qualify under FPS 2006.

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<sup>1</sup> <http://www.fpsboard.org/images/PDF/Boarddocs/Remedy/Home-Office-immediate-detriment-guidance-21-August-2020.pdf>

12. The note should **not** be applied to scheme members who have already retired and are in receipt of their pension payments. The note refers to these cases being more complex to address, especially due to complexities in rectifying the member's tax position. We believe this to refer to the HMRC timing of payment conditions and the potential for unauthorised payments.
13. Paragraph 5.3 of the note sets out that in order to provide a choice to members, two sets of pension entitlement quotes should be provided. The paragraph includes a "non-exhaustive" list of items to include in the quote. It does not include any mention of the change to the pension input amount for each pension input period of the remedy, or any tax charge as a result of that recalculation.
14. Under the heading '*Unresolved pension issues*', paragraphs 5.6 to 5.24 detail outstanding issues that are being consulted on and will not be resolved until the Government finalises its approach to removing discrimination.

## Current position

15. The note is helpful to explain UK government policy and shows progression from the previous position that all entitlements should proceed under the terms of FPS 2015. However, it does not cover the steps that FRAs and administrators would need to put into place to enact the guidance.

## Matters for the FRA to consider

16. Being mindful of the interim order which entitles claimants to be treated as members of the FPS 1992, FRAs now need to understand practically how they could give effect to the guidance. As the document notes in several places that it is informal guidance only, FRAs may wish to seek individual legal advice, which some authorities have advised they are pursuing.
17. We understand that the Home Office assert the legal position which underpins the application of the guidance in the note for non-claimants (those not covered by the interim order) is Section 61 of the Equality Act. The effect of Section 61 being contested in the FRA's appeal under Schedule 22 of the Equality Act, in which they argue that they were required to follow the pensions regulations and so by law had no choice but to implement the transitional protections for older firefighters.
18. The HO Guidance on the face of it does not make it clear;
  - 18.1. What the position is for FRAs if members make decisions without all the correct information, such as understanding tax relief.
  - 18.2. How auditors might treat such payments under legacy terms and on what basis an FRA can rely on the guidance to satisfy auditors.

18.3. What risk the member accepts by having benefits paid out before the consultation has concluded, although the note states that **all cases will need to be revisited once remedy is finalised (3.4)**. It is understood that the Home Office and HM Treasury (HMT) are considering providing a waiver.

19. Nominated contacts at each FRA should be consulted on further matters to consider.

## Employer contributions

20. Contrary to the position as stated in paragraphs 5.12 and 5.13, we understand the Home office expectation is that revised guidance will now be issued to confirm there is no requirement for the FRA to make the employer contributions in order to enable payment of retirement benefits.

21. Any adjustments in employer contributions will be captured in the scheme valuation process and reflected in the future employer contribution rates going forward. This position would be welcomed.

## Employee contributions

22. The position of tax relief on employee contributions as stated in paragraph 5.11 means that if a member chooses to have the contributions deducted from their lump sum, they will not qualify for tax relief under the HMRC PAYE or self-assessment process. Instead this will be claimed through a government process once the consultation has concluded, this should be clearly caveated in member communications.

## Technical issues

23. There are several technical questions which have been raised with Home Office and HMT that mean in some cases the guidance cannot be applied until an answer has been received, which would leave FRAs in the position of being able to remedy some members but not others:

23.1. Paragraph 3.1 refers to 'members who were in service'. It is not clear whether this means 'in service as a firefighter' or pensionable service, and as such it is not clear whether someone who was ['eligible to be an active member'](#) is in scope, albeit as per paragraph 11 above it is noted that FPS 2006 members to whom that definition applies are likely to be out of scope.

23.2. The suggested position in paragraphs 5.14 to 5.16 on Cash Equivalent Transfer Values (CETVs) needs further clarification of how this could work in practice. Under the current rules for CETVs, benefits cannot be transferred into the FPS 1992 as the scheme is closed and there are no current factors available. So, it is unclear how a transfer could be processed under FPS 1992 terms.

23.3. Furthermore, if it was possible to calculate a CETV, the guidance does not comment on what effect this would have if the CETV took the member over the 30 year' service cap.

23.4. Where a member has paid into FPS 2015 and bought added pension, paragraphs 5.17 to 5.18 are not clear on how an equivalent added years pension would be created in the final salary scheme. It also does not comment on the position where the member would not have qualified for added years in the legacy schemes, for example, the requirement in FPS 1992 to be more than two years from retirement when purchasing added years, or what the effect would be if that added years conversion took the member over 30 years' service.

23.5. The guidance only comments under paragraphs 5.21 to 5.24 on the position where there is tax to be paid or refunded, it does not comment on the steps needed to calculate whether there is a tax liability, i.e. by re-calculating the pension input amount over each of the pension input periods in the remedy period.

23.6. It is understood that the informal position from HMT is that the pension input amount should be re-calculated over the periods in the remedy period based on the legacy scheme benefits. An HMRC CLM query form<sup>2</sup> has been submitted for further guidance and HMT and HMRC are understood to be jointly considering further guidance on this.

## Absent from the guidance

24. There are several areas where we would have expected a policy steer to be provided, but this is lacking from the guidance:

24.1. There is no commentary on the treatment of temporary promotion where an FRA has used their discretion to award Additional Pension Benefits (APBs) in the legacy schemes. Temporary promotion is not pensionable under CARE.

24.2. There is no commentary on creating an APB in the legacy scheme for a member who has received CPD during FPS 2015 membership.

24.3. There is no commentary on where a [two-pension entitlement](#) would have occurred if they had been a member of the legacy scheme.

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<sup>2</sup> <http://www.fpsregs.org/images/HMRC/HMRC-CLM-template-immediate-detriment-implementation-and-annual-allowance.pdf>

24.4. There is no reference to invoking a [contribution holiday](#)<sup>3</sup> by returning to the legacy scheme.

24.5. There is no instruction of how to convert any divorce debits applied in FPS 2015 and the impact on pension credits.

24.6. There is no reference to caveating that the recalculated cost cap may revise the accrual rate of FPS 2015 from 1 April 2019 and whether that would retrospectively affect the calculation of CARE benefits used in the choice calculation.

24.7. There is no commentary on abatement that would apply under the legacy schemes but not reformed schemes.

24.8. The consultation proposals suggest that taper members would only be able to select legacy or reform benefits for the whole remedy period, i.e. 1 April 2015 to 31 March 2022.

- It is not clear how choice should be offered to a taper protected<sup>4</sup> member in the immediate detriment category. Under the current legislation a taper protected member who has already moved into FPS 2015 would have both a pension that could immediately be paid from FPS 1992 which would include service past 1 April 2015, and a deferred entitlement in FPS 2015.
- It is not clear whether a taper member choosing to retire under immediate detriment and accepting payment of an FPS 1992 pension based on service to date of retirement would have to forfeit any existing FPS 2015 deferred pension, and if that should be caveated at the time of retirement, based on the outcome of the consultation.

25. We understand that the Home Office are in discussion with HMT regarding the issues brought to them and are working on reflecting this in revised guidance, however, this is a complex area of work so will take some time.

26. In advance of that guidance being available, we would offer the following commentary:

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<sup>3</sup> The Government introduced an employee contributions holiday for FPS 1992 members who accrue the maximum 30 years' pensionable service prior to age 50. This applies from the point of accruing maximum pensionable service in the scheme until the member's 50th birthday. This change was applied retrospectively to 1 December 2006.

<sup>4</sup> A taper-protected member is somebody who was not fully protected by virtue of age to stay in the final salary scheme (1992, 2006 or Special Modified 2006 Scheme), but was moved into the FPS 2015 between 24 May 2015 and 31 March 2022, depending on their age, as per the [table in the regulations](#).

## 27. Supplementary commentary

<p><b>Two Pension Entitlement</b></p>	<p>Where a member would have an entitlement to two pensions due to a drop in pay during the period 1 April 2015 to retirement date or 31 March 2022, the two-pension entitlement must be recalculated in the estimate of benefits under FPS 1992</p>
<p><b>Contribution holiday</b></p>	<p>Under the terms of FPS 1992, anyone who accumulates 30 years' service in the 1992 Scheme before reaching age 50 is entitled to a contributions holiday<sup>5</sup> between the date on which they reached 30 years' service and their 50<sup>th</sup> birthday.</p> <p>For those opting to retire under the 1992 Scheme, the value of this holiday must be deducted from the accumulated deficit in contributions. That may have the effect of turning the deficit into a surplus.</p> <p>If as a result of this exercise, there is:</p> <ul style="list-style-type: none"> <li>• a net deficit in contributions, the member must pay it, or have it deducted from their lump sum;</li> <li>• a net surplus in contributions, the employing FRA must refund it to the member or add it to their lump sum.</li> </ul>
<p><b>Additional Pension Benefits (APBs)</b></p>	<p>Where a member has received a CPD payment pensionable under the FPS 2015, this should be re-calculated as an APB in the estimate of benefits under FPS 1992.</p> <p>If there is a discretion in place to treat temporary promotion as pensionable under the FPS 1992 and a member has had a temporary promotion while a member of FPS 2015, this should be re-calculated as an APB in the estimate of benefits under FPS 1992.</p>

## FRA immediate action

28. The FRAs have always been mindful of the interim order which entitles **claimants** to be treated as members of FPS 1992 and wish to give effect to this where they are able to do so.

29. This note highlights some of the issues with the content of the guidance in terms of FRAs being in a position to do this, for example in terms of;

29.1. What is absent from the guidance; or

<sup>5</sup> Further information on [contributions holiday](#) is available on the password protected area of the website.

29.2. Unanswered technical questions which would leave FRAs in the position of being able to remedy some members but not others, e.g. a technical issue, such as a CETV or divorce on the record and no guidance on how to convert to final salary benefits.

30. In order to ensure the FRA has all the information needed in order to proceed with an immediate detriment case under the guidance, we have provided FRAs with a [template matrix](#) to complete. This template may also be used in order to evidence where they do not have the information to proceed. Completion of this checklist will no doubt require both employer and administrator input, please ensure this is complete before proceeding with a case.

31. In addition, nominated contacts at each FRA should be consulted before actioning any immediate detriment cases in order to inform decision making.

32. We issued guidance in [FPS Bulletin 28](#) on immediate action that FRAs could take, under the heading *Update on transitional protections remedy (Sargeant)*. If that action was not taken, we recommend that FRAs do so now.

33. We are pleased to provide further commentary on immediate action below.

## Current or new cases

### 34. III-Health: IQMP assessment

34.1. Members with transitional 1992 benefits – ask the IQMP to assess the applicant under both the 1992 and 2015 scheme terms.<sup>6</sup>

34.2. Under the immediate detriment note members who don't qualify for lower-tier ill-health in FPS 2015 but would do so under FPS 1992 should be allowed to retire under the arrangements of their legacy scheme where possible.

34.3. Transitional Special Members of the 2006 scheme – ask the IQMP to assess the applicant under the terms of the 2006 scheme noting that the normal retirement age of a special member is 55<sup>7</sup>.

34.4. The criteria for ill-health retirement are the same for standard 2006 members and transitional members of the 2015 scheme, therefore assessment under the 2015 terms should be enough.

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<sup>6</sup> Ill-Health certificates are available here - <http://www.fpsregs.org/index.php/member-area/ill-health-and-injury>.

<sup>7</sup> Rule 3, Paragraph 3 of FPS 2006 - <http://www.legislation.gov.uk/ukxi/2014/445/schedule/paragraph/2/made>



### **35. Estimation of benefits**

35.1. The estimate of benefits under both schemes should include:

- The pension payable to the member.
- The lump sum that would be payable, along with details of tax consequences, such as receiving an unauthorised lump sum or limiting the lump sum so it doesn't incur tax.
- Dependant benefits such as a partner's pension and death in retirement five-year guarantee from FPS 2015. This is particularly important where someone is retiring under ill-health terms and is paid their pension under the 'one-pot' arrangements from FPS 2015.
- A clear statement that all calculations are provisional and may be revised depending on decisions still to be made and changes to scheme rules, in particular regarding interest and taxation; and that further payments or refunds, or recalculation of pension benefits, are possible.

### **36. Schedule of contributions owed**

36.1. In order to receive benefits under the terms of FPS 1992, the immediate detriment note confirms that employee contributions must be repaid where they are due.

36.2. Members should be provided with a schedule of contributions owed, to include:

- Difference between FPS 2015 and FPS 1992 contributions for the remedy period.
- This should include any additional contributions that need to be paid in order to count a service break.
- Contributions on FPS 1992 terms of any temporary promotion to be treated as an APB.
- Difference between FPS 2015 and FPS 1992 contributions on any CPD payments in order to calculate the APB that will be payable under the legacy scheme.
- Adjustments for the contribution holiday if the member would be eligible under the legacy scheme.

36.3. Members should be made aware of the effect of claiming tax relief on their pension contributions if they choose to have contributions deducted from their lump sum, rather than paying before retirement.

- Pension Contributions made before retirement will qualify for tax relief under HMRC PAYE or self-assessment.

- Pension Contributions made after retirement, such as deducted from the lump sum will not qualify for tax relief under the HMRC PAYE or self-assessment process. Instead this will be claimed through a government process once the consultation has concluded.

### **37. Annual allowance**

37.1. For some members the impact of treating them as if they had never left their previous final salary scheme might mean that they would have breached the annual allowance limits in former pension input period years.

37.2. We understand that the HMT position on this is that benefits over each pension input period should be re-assessed on final salary scheme terms.

37.3. If benefits are put into payment under the immediate detriment note, the member will need to be aware of the recalculation of their pension input periods and the change on any carry forward, as this may affect other pension entitlements elsewhere.

37.4. Where a member has exceeded the annual allowance limit and there is no carry forward to mitigate the breach, a tax charge will fall due on the excess over the annual allowance. The member should be informed of any annual allowance breach for them to calculate the tax charge.

## **Retrospective Ill-health Cases**

38. Under paragraph 3.1 this applies only to members who did not qualify for lower-tier (and therefore higher-tier) ill-health retirement under FPS 2015 but would have done under their legacy scheme. They may have now left the FRA but are not in receipt of pension benefits.

39. These members should be treated as above as a current ill-health case and the relevant IQMP assessment should be sought and benefits put into payment where possible.

40. For members with a pension in payment and who therefore do not fall within the scope of the immediate detriment note, FRAs may want to ensure they are prepared to offer revised benefits as soon as possible by having valid IQMP assessments in place, as detailed at paragraphs 32.1 to 32.4 above.

41. Some of these members may be better off in the reformed schemes, for example, members with a higher tier ill-health in payment under the FPS 2015. FRAs may want to ensure members are aware of this by providing a quotation of benefits under the legacy scheme.

## Other pensions in payment

42. Our understanding is that pensions in payment, even if they have come into payment since 21 August 2020 are not in the scope of the immediate detriment note, as there are tax and other consequences that rely on policy decisions yet to be made by the HMT consultation.

## LGA practitioner support

43. We are talking to practitioners about how best to support implementation of the note to promote best practice and aid consistency, that work includes:

43.1. Working with the [Fire Communications Working Group](#) to provide a consistent template on how a member may be provided with a choice and what this should include, using documentation provided to support choice in 2006 as a guide<sup>8</sup>.

43.2. Working with administrators to provide example calculations for:

- APB calculations for members with CPD payments or temporary promotions.
- Pension tax breaches, where high earners might breach tax limits by gaining additional final salary pension growth.
- Members who would qualify for a contribution holiday in FPS 1992 by returning to the legacy scheme.
- Members who would be liable for abatement by choosing legacy benefits.

Please address any queries on the content of this request to [bluelight.pensions@local.gov.uk](mailto:bluelight.pensions@local.gov.uk)

October 2020

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<sup>8</sup><https://webarchive.nationalarchives.gov.uk/20120919193018/http://www.communities.gov.uk/archived/general-content/fire/optionsexerciseddocuments/https://webarchive.nationalarchives.gov.uk/20120919193018/http://www.communities.gov.uk/archived/general-content/fire/optionsexerciseddocuments/>

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For Publication

Bedfordshire Fire and Rescue Authority  
29 April 2021

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**REPORT AUTHOR: DEPUTY CHIEF FIRE OFFICER**

**SUBJECT: HMICFRS – STATE OF FIRE AND RESCUE – THE ANNUAL ASSESSMENT OF FIRE AND RESCUE SERVICES IN ENGLAND 2020**

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For further information on this report contact: Thomas Warner  
Service Improvement Manager  
Tel No: 07768560479

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Background Papers:

*State of Fire and Rescue: The Annual Assessment of Fire and Rescue services in England 2020*, HMICFRS March 2021.  
<https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/state-of-fire-and-rescue-2020-single-page-format.pdf>

*State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019*, HMICFRS Jan 2020  
<https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/state-of-fire-and-rescue-2019-2.pdf>

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Implications (tick ✓):

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

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

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## PURPOSE:

To inform Fire Authority Members of the key findings from the report by Sir Thomas Winsor: State of Fire and Rescue – The Annual Assessment of Fire and Rescue services in England 2020.

## RECOMMENDATION:

That Members **acknowledge** the paper.

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### 1. Background

- 1.1 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), formerly Her Majesty's Inspectorate of Constabulary, has statutory responsibility for the inspection of the police forces, and since July 2017 the fire and rescue services, of England and Wales. HMICFRS independently assesses the effectiveness and efficiency of police forces and fire & rescue services in the public interest.
- 1.2 HMICFRS commenced their inspection of Fire and Rescue Services in England and Wales in 2018. The inspection process provided graded judgments in the three key areas of effectiveness, efficiency and people. In 2018 Bedfordshire Fire and Rescue Service was judged being 'Good' for our effectiveness and 'Requires Improvement' in the areas of Effectiveness and People. BFRS responded to the findings and areas for improvement identified by HMICFRS by developing an action plan. In addition to the reports for each Fire and Rescue Service, HMICFRS published a State of Fire and Rescue Report 2019 based on their Round One inspections. The 2019 report made six national recommendations.
- 1.3 During 2020 HMICFRS inspected all fire and rescue services to understand how they have responded to the COVID-19 pandemic. The findings of this round of inspections along with other activity undertaken by HMICFRS has been used to inform the 2020 State of Fire and Rescue Report. The 2020 report provides an update on the six national recommendations from 2019 and discusses the key findings from the COVID inspections and other inspection activity. It also sets out their plans for the Round 2 inspections. HMICFRS are currently undertaking their Round 2 inspection of BFRS.

## 2. Six National Recommendations - Progress

2.1 In summary the six national recommendation made in 2019 were:

1. The Home Office should precisely determine the role of fire and rescue services, to remove any ambiguity;
2. The sector should remove unjustifiable variation, including in how they define risk;
3. The sector should review and reform how effectively pay and conditions are determined;
4. The Home Office should invest chief fire officers with operational independence, whether through primary legislation or in some other manner;
5. There should be a code of ethics; and
6. The Home Office should ensure that the sector has sufficient capacity and capability to bring about change

2.2 Sir Thomas states that 'While encouraging progress has been made in relation to some of these recommendations, in others, work is still in its infancy, or hasn't begun.' He also notes that 'While Home Office ministers recognise the importance and persuasiveness of our recommendations, an implementation plan remains outstanding.' Based on his assessment of a number of factors including the impact of the COVID pandemic Sir Thomas has proposed a new set of completion dates for these recommendations. No new national recommendations have been made but Sir Thomas is clear that the six existing actions need to be progressed as in his view 'the Sector needs fundamental reform'.

## 3. Key Findings and areas of discussion

3.1 The report discusses at length the need to improve Equality, Diversity and Inclusion (EDI) within the sector. Sir Thomas states that the 'Lack of diversity and equality is a conspicuous failure of fairness that shames the sector.' As such there is a much greater focus on EDI in Round 2 of their inspections.

3.2 The report also discusses the need for the sector to address the long-term problems in recruiting and retaining on-call firefighters, a resource of clear value. It states that 'the pandemic has changed working lives, with more people working from home and fewer commuting. Services now have an opportunity to recruit from this pool.' Sir Thomas hopes that 'the Government and the fire sector can capitalise on this opportunity.'

- 3.3 The Building Safety Bill which is currently before Parliament that will implement Dame Judith Hackitt's recommendation for a building safety regulator is discussed within the report. Sir Thomas discusses the need to ensure there are sufficient numbers of suitably qualified fire safety professionals to support this work. Sir Thomas also identifies considerable variation between services as to what constitutes high-risk premises and how frequently such premises should be inspected and that many services' risk-based inspection programmes don't have enough resources
- 3.4 The implementation of the Grenfell Tower Inquiry recommendations is discussed at length. Whilst this section of the report primarily focuses on London Fire Brigade it does recognise that there is work underway across the sector addressing the findings.
- 3.5 In relation to Prevention activity the report identifies that: Services are doing less prevention work and don't always target it effectively; greater evaluation of prevention activities is needed; Services could do more to engage with their local communities and there is an inconsistent approach to identifying risk
4. Impact on BFRS
- 4.1 Equality, Diversity and Inclusion – Whilst the round 2 inspection of BFRS is still ongoing, the focus on Equality, Diversity and Inclusion by the inspection team is clear. It is likely that HMICFRS will make recommendations in this area when our report is published. The recent recruitment of our new Equality, Diversity and Inclusion Manager who brings a great deal of knowledge and experience in to the Service, along with a restructure bringing the department under the Head of HR means that the Service is now well placed to swiftly respond to any improvements recommended by HMICFRS. The clear direction given from the Principal Officer Team that EDI is a key priority and our new Service values will help ensure that EDI is prioritised across the Service. Members should note and consider when making future appointments that Sir Thomas states that: 'The sector should focus on improving diversity and equality in leadership roles. Without improved representation throughout the workforce, cultural and equality barriers will still exist, and the service won't gain from the benefits of diversity.'
- 4.2 Recruiting and retaining on-call firefighters – Improving our on-call availability is a clear priority for the Service. The establishment of our recruitment team, the work on the on-call improvement project and our new recruitment vehicle place



the Service in strong position to make clear progress in this area and capitalise on the opportunities identified by Sir Thomas.

- 4.3 The Building Safety Bill – BFRS has already taken a number of steps to address Sir Thomas’ concerns in this area. We have increased our capability and capacity to deliver fire safety through the creation of new posts and creating clear career development pathways within the Protection team. We are also upskilling operations staff and have adopted the professional standards framework. We continue to review and refine our risk based inspection program in line with the latest national guidance as it emerges
- 4.4 The Grenfell Tower Inquiry – We continue to actively support and implement the learning from the Grenfell Tower. We have made good progress against a detailed Grenfell Tower Action Plan and this document has been submitted to HMICFRS as part of the document return for their Round 2 inspection.
- 4.5 Prevention Activity – In relation to Sir Thomas’ concerns we are going against the national trend and delivering more activity not less. 2020/21 was our best ever year for Safe and Well visits and we have set challenging targets for 2021/22. We are restructuring our prevention team to increase effectiveness and focus as well as developing a volunteer scheme to enhance prevention and community engagement.

**RECOMMENDATION:**

That Members **acknowledge** the paper.

**ANDREW HOPKINSON**  
**DEPUTY CHIEF FIRE OFFICER**

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** DISPOSAL OF ASSETS UNDER THE SCHEME OF DELEGATED AUTHORITY

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For further information On this Report contact: Area Commander Darren Cook  
Head of Governance and Asset Management  
Tel No: 01234 845089

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To provide Members with an update on the disposal of obsolete vehicles and equipment assets.

## RECOMMENDATION:

That Members of the Fire and Rescue Authority acknowledge the content of the report.

That Members authorise the disposal of the 3 assets detailed in the report which individually have the potential to achieve income over the £10,000 threshold under the scheme of delegated authority.

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### 1. Introduction

- 1.1 This paper provides an update on the assets disposed of over the financial year 2020/21, and assets that may be disposed of over the next 12 months, under the scheme of delegated authority. The assets referred to here are obsolete equipment and vehicles.
- 1.2 There are assets with a value in excess of £10,000 for disposal. There were five vehicle assets disposed of with a value below £10,000. In addition there was one vehicle above £10,000. The total income generated from the sale of these assets is £45,500 which has been used to support the Capital Budget for the replacement of future asset(s); see Appendix 1 for details.

### 2. 2020/21 Disposed Assets

- 2.1 Table 1 in Appendix 1 shows those assets disposed of, and the realised value. During 2020/21, vehicles have been re-deployed following condition reports that are carried out by the Transport and Engineering Manager, demonstrating that vehicles that could have been disposed of based on time or their age, were still in a condition that allows them to be used in some capacity within BFRS.
- 2.2 There were numerous items of equipment that had no value to the Service and in reality would have been disposed of through waste disposal. In general those items of equipment were either obsolete or have a lifespan which has been

exceeded, rendering those items unusable within BFRS. These items consisted of associated water rescue PPE, compressors, Ventilation fans, Road Traffic Accident small tools, radios spares and decontamination equipment. These items generated £14,420 income.

### 3 Assets that may be disposed of in 2021/22

3.1 Equipment assets that may be disposed of in the next 12 months, in the main Hydraulic cutting equipment, has the potential to reach over the £10,000 threshold. It is estimated that the hydraulic equipment will generate income of £21,000. Additional items, such as Gas monitoring equipment, Airbag restraints and disposable suits will also be disposed of during 2021/22 potentially generating an additional £1,000.

3.2 The vehicle assets in Table 2 (Appendix 1) may be disposed of in 2021/22. The Service Delivery Asset Group will continue to decide on the life of an asset following a Vehicle Condition Report prepared by the Transport and Engineering Manager. The table is therefore indicative.

Table 2 does highlight 2 vehicles that have the potential to be sold for more than the £10,000 threshold. (Highlighted in green). With that in mind this paper also requests that the Members authorise the sale of those assets at an appropriate time during 2021/22.

### 4 Implications

4.1 Financial: The disposal of obsolete operational service assets may support future Capital Budget for the replacement of asset(s), dependant on whether those assets are sold or donated to a third party.

4.2 Environmental: The Service has a duty to dispose of assets in a manner that does not impact on the environment and complies with any current legislation.

4.3 Legal: When disposing of any obsolete operational assets the Service will be cognisant of and comply with any legal requirements that relate to those assets.

4.4 This paper supports the Fire and Rescue Authority's ongoing strategy for the disposal of obsolete operational assets.

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

**Table 1: Vehicle Assets That Were Disposed of in 2020/21**

Date of Disposal	Fleet Nos	Type	Income Value £
2020/21	2, 4, 18, 108, 106	5 x Light Vehicles	20,500
2020/21	083	Rescue Pump	25,000
Total			£45,500

**Table 2: Vehicle Assets That May Be Disposed of in 2021/22**

Date of Disposal	Fleet No	Type	Potential Income Value £
TBC	25, 10, 130,131	4 x Light Vehicles	7,200
TBC	126, 127	2 x Pool Car	30,000
Total			£37,200

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# **Bedfordshire Fire and Rescue Service**

For publication

29 April 2021

## **Bedfordshire Fire and Rescue Authority**

### **Information Bulletin**

### **January to March 2021**



# Personnel

## Statistics Covering Period January to March 2021

### Wholetime Uniformed Staff:

Strength as at 30 December 2020 : 291  
(Including 3 Gold Book)

### Firefighters on the Retained Duty System:

Strength : 143  
(Includes whole time retained)

### Appointments:

Whole time Duty System : 0  
Retained Duty System : 7  
Support Staff : 6

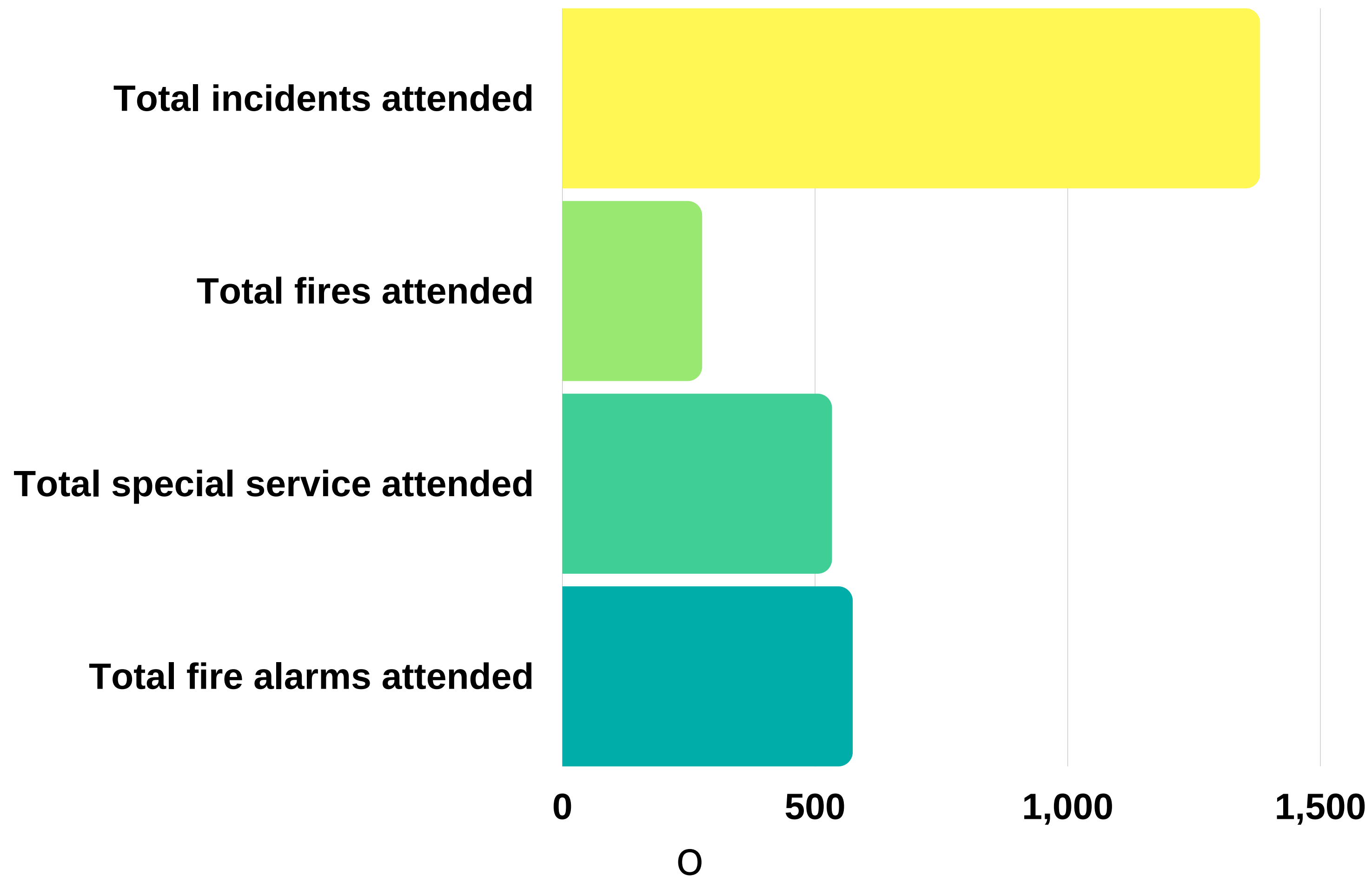
### Leavers:

Whole time : 13 (including 2 gold book)  
Retained : 4  
Support Staff : 8



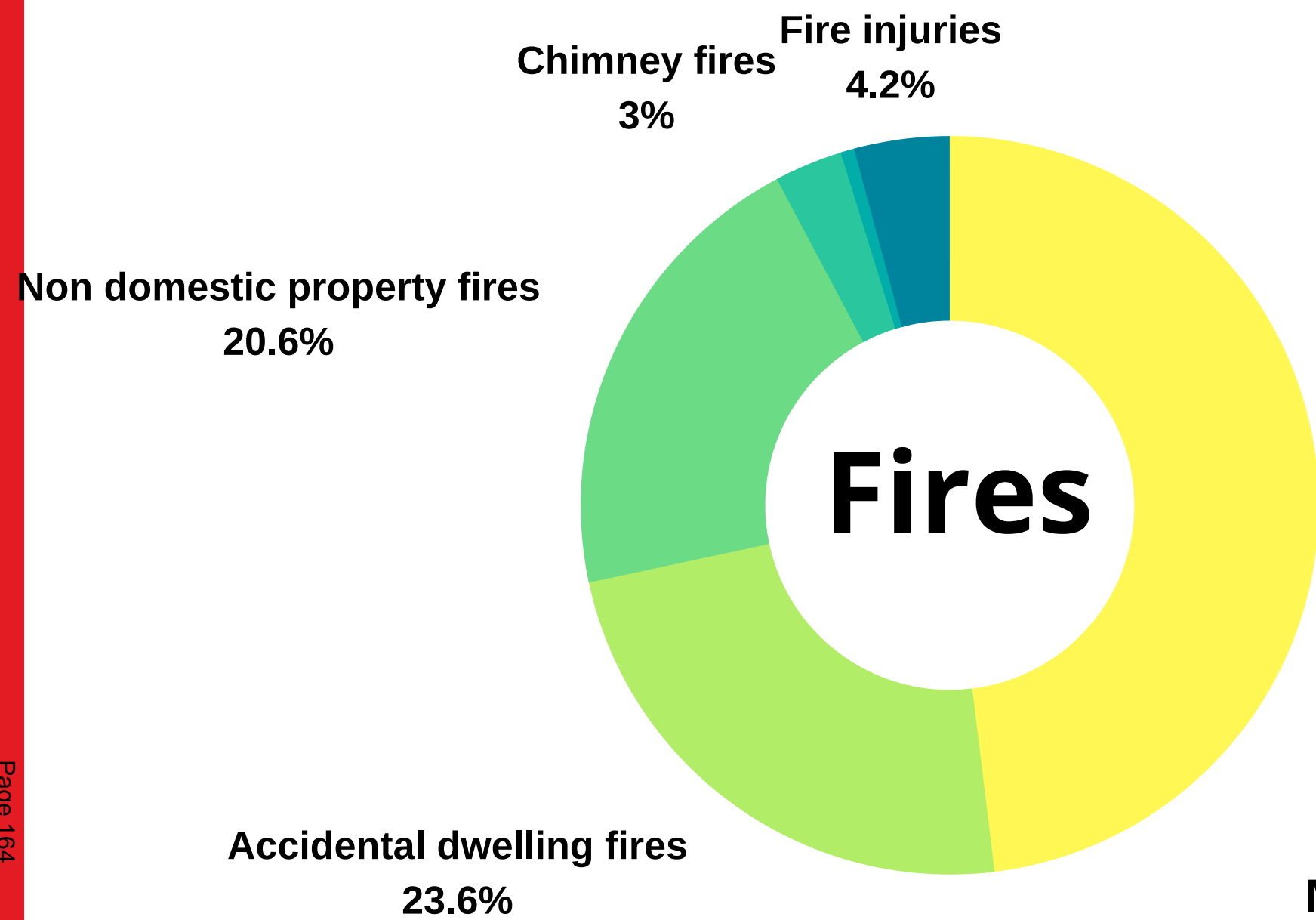
# Operations

Statistics for the Period January to March 2021

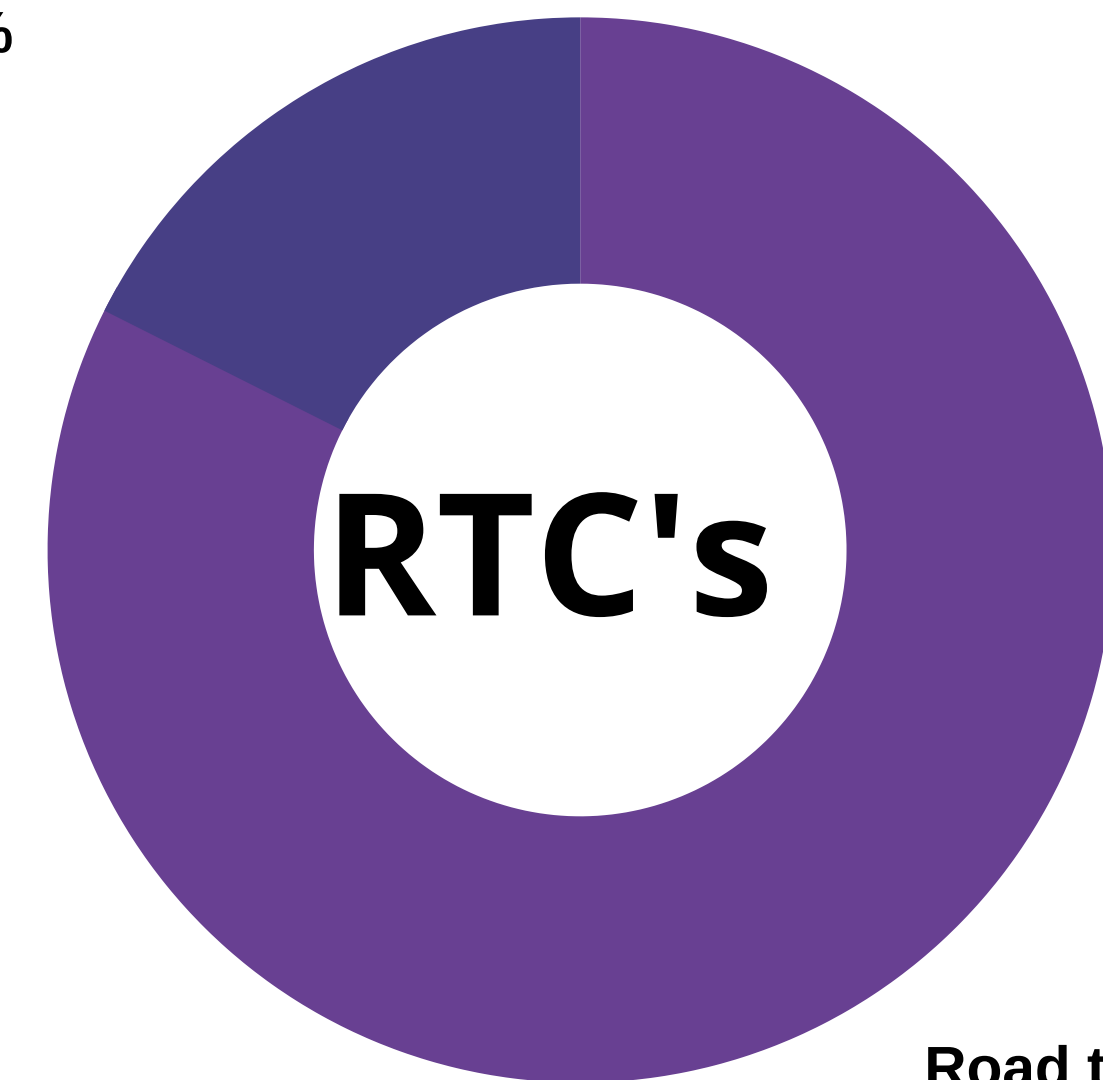




# Operations (breakdown)

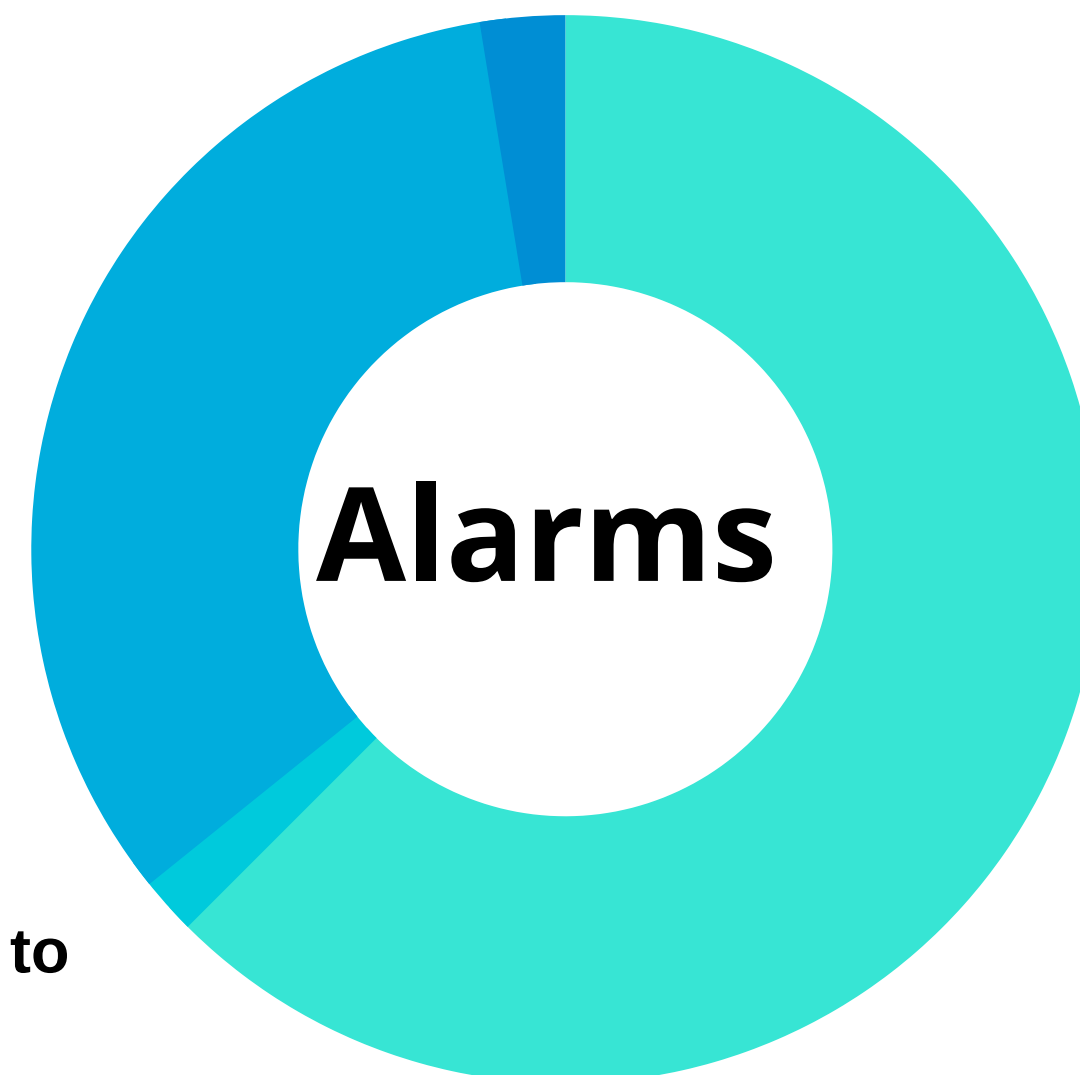


Road traffic collisions  
17.6%



Malicious false alarm  
2.6%

False alarm good intent  
33.2%



Alarms caused by apparatus  
62.5%

OTB mobilised to  
1.7%



## Examples of incidents attended

### **Transportation RTC 3 or More Persons**

**Dunstable Road, Luton  
11 January 2021 - 0814 hours  
2 Rescue Pumps from Luton,  
Rescue Pump from Stopsley  
and Rescue Unit from  
Stopsley. RTC involving 1  
vehicle in collision with brick  
wall. 1 male pedestrian and 1  
male driver now in care of  
Ambulance Service. Small  
electrical fire in boot  
compartment of vehicle  
approx 5% fire damage, crews  
making vehicle safe TIC  
Holmatro and EA pack in use.**

**(Contact Station Commander S  
Williams, Luton and  
Toddington Fire Stations, Tel  
01582 875219)**

RTC

### **Transportation RTC Persons + Large Vehicles (LGV)**

**A505 - A4146 to A5 Chalk Hill  
19 February 2021 - 0856 hours  
2 Rescue Pumps from Dunstable.  
RTC involving one LGV, now on it's  
side, no persons trapped, driver  
being assessed by Ambulance  
Service. Leak from LGV stopped  
using EA pack, SSZ implemented by  
Fire Service. Highways requested by  
Police, incident now being left with  
Police and Ambulance Service.**

**(Contact Station Commander S Sugars,  
Dunstable and Woburn Fire Stations,  
Tel 01582 661223)**

RTC



## Examples of incidents attended

**Transportation RTC Up 2 Persons (No LGV) M1/Dual  
A1 Southbound Sandy Roundabout to Biggleswade  
30 March 2021 – 1640 hours  
Rescue Pump from Sandy, Rescue Pump from Biggleswade, Rescue Pump from Kempston, Rescue Pump from Potton and Specialist Rescue Support Unit from Kempston. RTC involving 2 cars, 1 female casualty trapped released by Fire Service using hydraulic cutting equipment and small tools. Scene safety zone implemented by Police and Fire Service.**

**(Contact Station Commander I Finch,  
Biggleswade, Potton, Sandy and Shefford Fire Stations, Tel 07912 493250)**

RTC

**Fire Building  
Dane Road, Luton  
11 January 2021 - 1328 hours  
2 Rescue Pumps from Luton. Fire in first floor bedroom caused by faulty electrics, 2 BA under stage 1 withdrawn 1 HR 1 TIC covering jet in use. Smoke clearance in use using PPV Phase 1. Services isolated by Fire Service.**

**(Contact Station Commander S Williams, Luton and Toddington Fire Stations,  
Tel 01582 875219)**

Fire



## Examples of incidents attended

**Fire Domestic House Ground Floor  
Rodeheath, Luton**

**13 February 2021 - 2206 hours**

**2 Rescue Pumps from Luton. Fire in kitchen of ground floor flat caused by extractor fan, fire contained to kitchen. 10% kitchen damaged by fire and 50% of kitchen damaged by smoke. 1 50 year old female suffering from smoke inhalation, now in care of the Ambulance Service. 2BA under stage 1, 1 HR, 1 Covering Jet, 1 Safety Jet Phase, 1 PPV and Oxygen Therapy in use. SSZ implemented by Fire Service. Electrics isolated to property.**

**(Contact Station Commander S Williams,  
Luton and Toddington Fire Stations,  
Tel 01582 875219)**

Fire

**Fire Building Persons Reported**

**St Andrews Road, Bedford**

**25 March 2021 - 1345 hours**

**2 Rescue Pumps from Kempston and Rescue Pump from Bedford. 3 storey building used as domestic flats. Fire in kitchen of 1st floor flat, fire out on arrival. Entry made via 9m ladder, 1 male casualty removed from flat by the Fire Service and left in care of Ambulance Service. 1 HR, 1 Covering Jet, PPV Phase 1, 9m ladder, TIC and breaking in equipment in use.**

**(Contact Station Commander J Clarke,  
Bedford and Harrold Fire Stations,  
Tel 01234 245501)**

Fire



## Examples of incidents attended

**Special Service Assist Ambulance  
Oliver Street, Ampthill**

**4 January 2021 – 1649 hours**

**Rescue Pump from Ampthill and Rescue Unit from Kempston. 1 Elderly female patient with suspected stroke and breathing difficulties in 2nd floor flat of 3 storey building now extricated from building using MIBS stretcher and left in care of Ambulance Service.**

**(Contact Station Commander R Hulatt, Kempston and Ampthill Fire Stations, Tel 07780 339360)**

Rescue

**Special Service Assist Police - Missing Person**

**Ashburnham Road, Luton**

**15 February 2021 – 0915 hours**

**Drone Unit from Pottton. Request to assist the Police with high risk missing person, subsequently the person was found and our resources were recalled shortly after mobilisation.**

**(Contact Station Commander S Williams, Luton and Toddington Fire Stations, Tel 01582 875219)**

Rescue





## Examples of incidents attended

### **Rescue Animal Small**

**Shortmead Street, Biggleswade**

**23 March 2021 – 2135 hours**

**Rescue Pump from Biggleswade. 1**

**Munjac deer now released from front of vehicle and now in care of police, small tools in use, scene safety implemented by Fire Service. RSPCA no longer required.**

**(Contact Station Commander I Finch, Biggleswade, Potton, Sandy and Shefford Fire Stations, Tel 07912 493250)**



# 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:

Thank you received from Thames Valley Air Ambulance for Leighton Buzzard and Dunstable White Watch who attended a fire Clarence Road, Leighton Buzzard on 24th February. Sadly the patient later died in hospital from her injuries.

Our Team that night were Consultant Alex Martin-Bates and Critical Care Paramedic Lisa Brown. They asked me specifically to pass on to the Fire Service crews the statement below. "The support and quality of the care delivered by the Fire Service that evening was truly excellent. The team had removed the patient from further danger in a burning building, successfully cooled the patients' burns and remained actively involved in facilitating her further care. This included covering burns, creating an area protected from the elements and providing support before, during and after the anaesthetic. Despite the fact the outcome was ultimately poor, the care delivered gave the patient the best chance of survival. A huge thank you from us. Alex Martin-Bates and Lisa Brown and the TVAA team.



# Letters of appreciation or complaint

## **Compliment received from EEAST -**

**Your ongoing drive and professionalism has been fantastic on many different levels with secondment drivers supporting EEAST since April 2020. Fire Fighters and BFRS support staff have proven that 'red and green' can work hand in hand no matter what the challenge .Things haven't always been easy and at times it has felt as if we have been in rather deep and uncharted water, but with the vaccine now being rolled out I can only hope normality will be restored soon. Within Bedfordshire we have led not just across the region, but nationally .We might be a small sector within EEAST and with BFRS being one of the smallest Fire Services across the country, but do not underestimate the impact your support has made. Daring to be different and stepping forward during uncertain times has allowed both EEAST and BFRS to keep the public safe during a time of national emergency. Whether you have supported EEAST by driving on secondment or are part of our falls team/ TSU or medical responders you have made a real difference and from us all here at EEAST thank you. Thank you once again and I look forward to seeing what else we can achieve together during the rest of the year.**



# Letters of appreciation or complaint

Letter received by Army CC Pat Carberry - As the Army's LGBT+ Champion, I wanted to write and thank you for speaking at the Army LGBT+ Network Conference in January. Your perspective and the historical context of LGBT+ inclusion throughout your career, including your time serving with the Royal Air Force Fire Service, provided a very positive view of the progress made in shaping an inclusive environment for the community. Your personal story of coming out to your colleagues highlights the very real challenge that I know our LGBT+ personnel continue to face today. I recognise that coming out is something LGBT+ people often feel that they have to do every day. Indeed the challenge of tackling the mindset that you described as, 'you can be gay, just discreetly' was particularly stark. Your honest and candid thoughts on inclusion were greatly appreciated by all; the seeds that you planted during the day will provide food for thought and open doors for future conversations so that the Army can continue to 'be the best', inclusion is hard won, and I sense there is much value in further collaboration between the Army LGBT+ Network and the Fire and Rescue Service to collectively develop a stronger and inclusive culture for both of our organisations.

Thank you once again and, once COVID-19 restrictions are lifted, I do hope to meet you at a future LGBT+ inclusion event.

A member of the public - Hi just a quick email to say thank you to the fireman at Kempston fire station who made my sons dream come true. It was his 2nd birthday yesterday and obviously has had his first 2 birthdays in lockdown. Yesterday morning we decided to walk him down the fire station as he is obsessed with fireman sam (we did him a fireman sam birthday theme at home) the fireman spotted us walking outside trying to show him the fire engines from a distance and he took a couple of minutes out of his busy day to lift the shutters up and turn the lights on for my son to see it and even allowed us to take a photo with him in front of the fire engine. I don't know the fireman's name but if you can pass on our gratitude for making a 2 year old boy sooo happy on his birthday we would really appreciate it. Thank you.



# Response

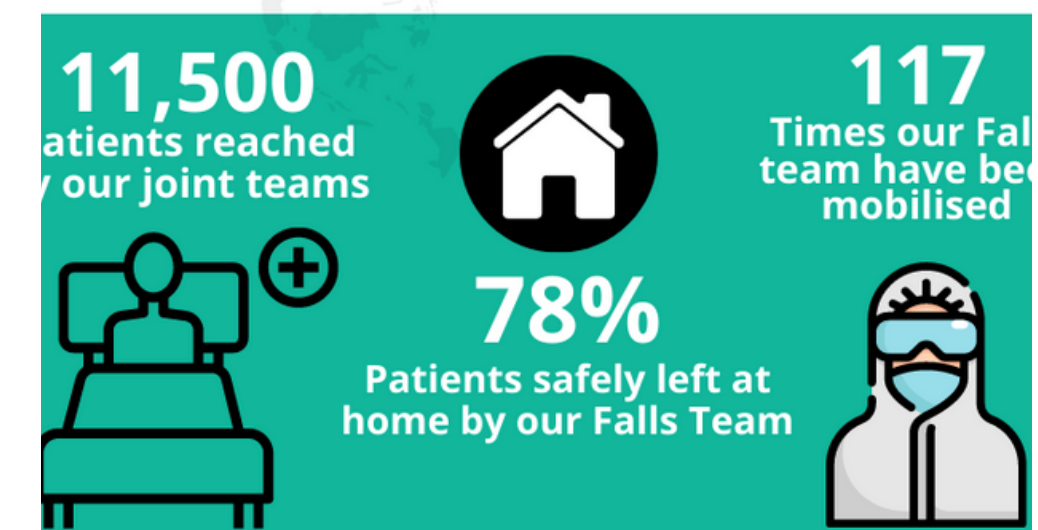
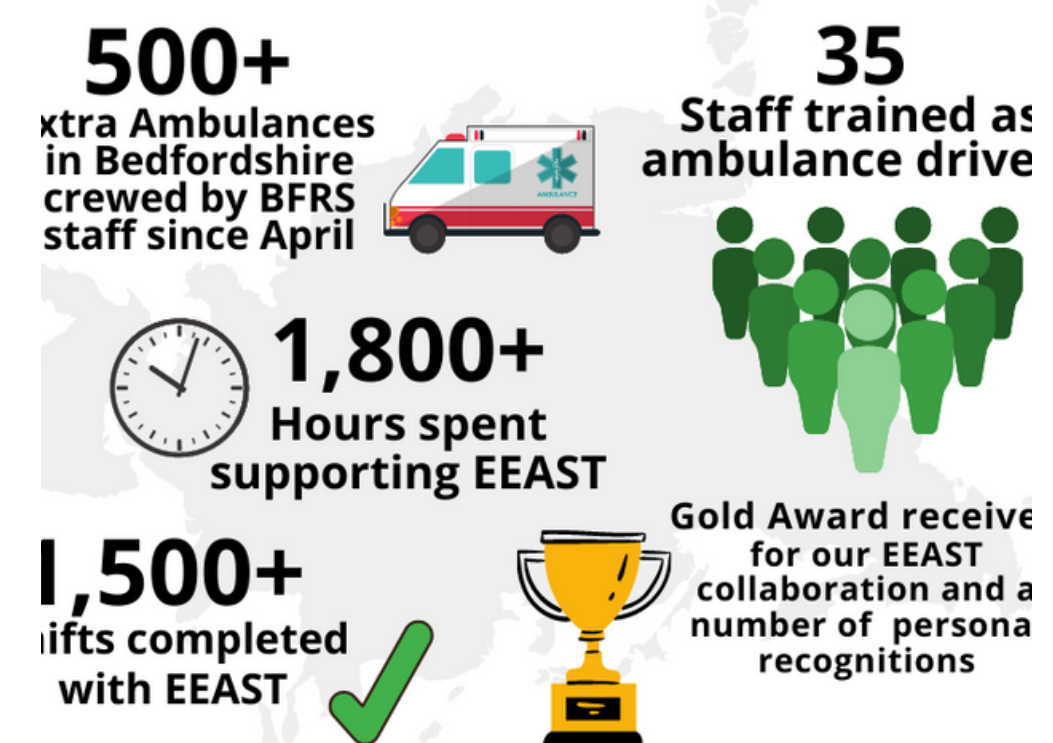
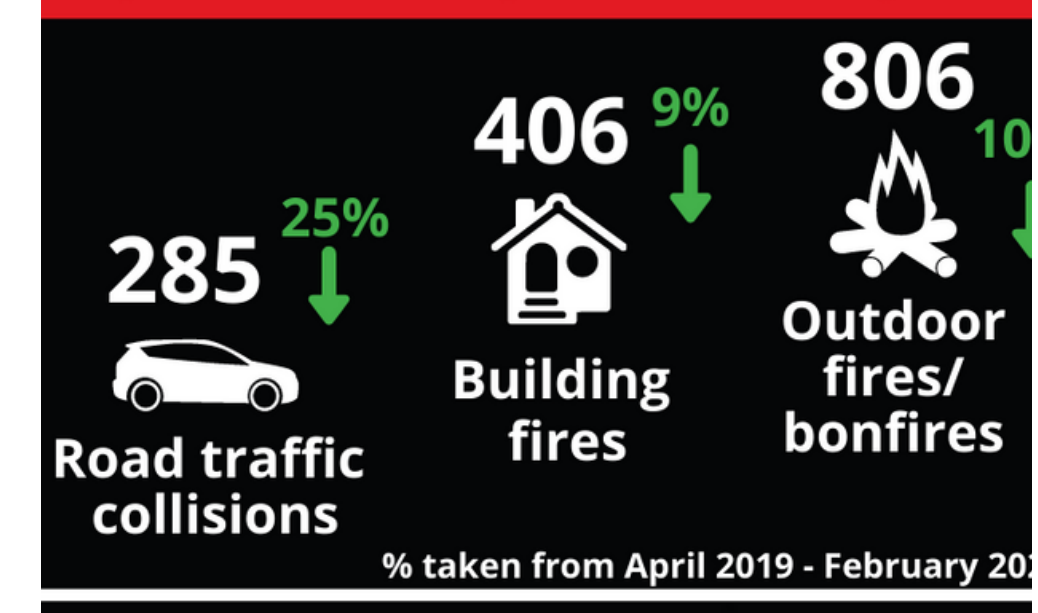
## Collaboration with East of England Ambulance Service (EEAST)

Figures taken April 2020 to February 2021



### BEDFORDSHIRE FIRE AND RESCUE

Response statistics (April 2020 - February 2021)



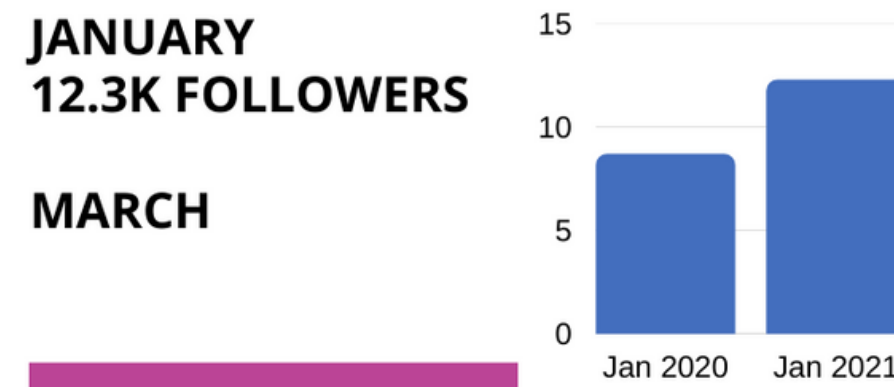


### Communications & Engagemen

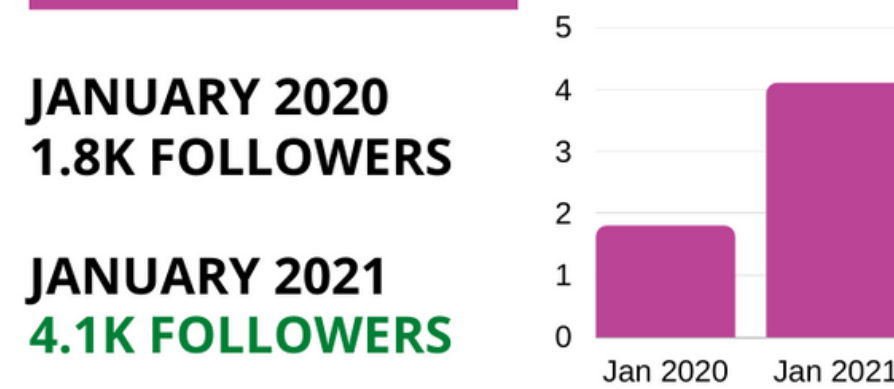
JANUARY 2021- MARCH 2021

ow is a breakdown of the increased engagement of o  
corporate social media channels since January 2020

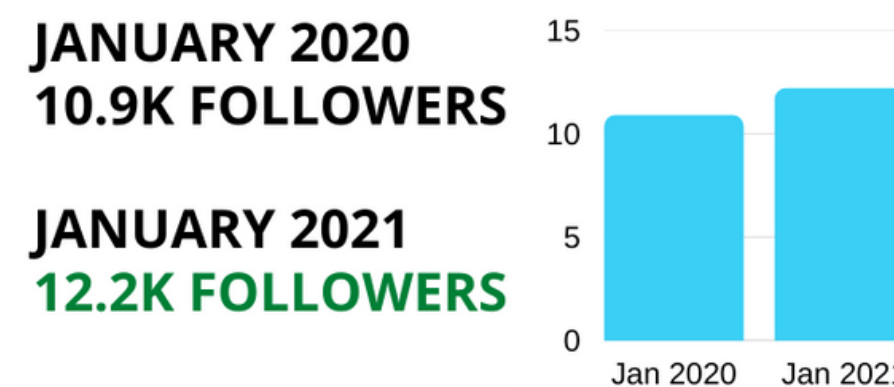
#### FACEBOOK



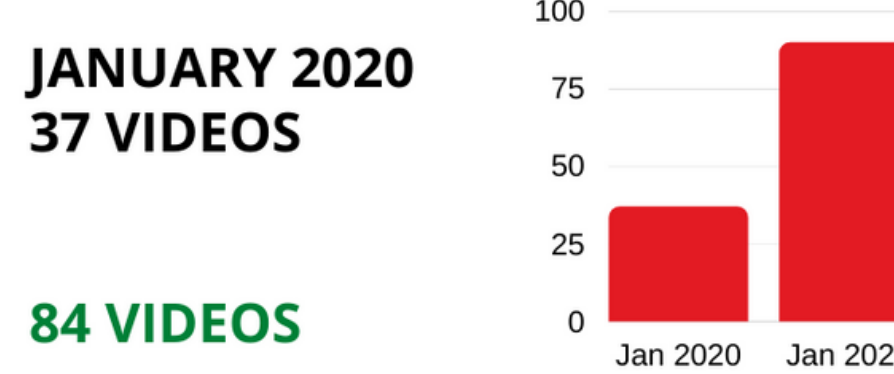
#### INSTAGRAM



#### TWITTER



#### YOUTUBE



For Publication

Bedfordshire Fire and Rescue Authority  
29 April 2021

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** WORK PROGRAMME 2021/22

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For further information on this report contact: Nicky Upton  
Democratic & Regulatory Services Supervisor

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To review and report on the work programme for 2021/22 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings.

**RECOMMENDATION:**

That Members consider the work programme for 2021/22 and note the 'cyclical' Agenda Items for each meeting in 2021/22.

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



## FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2021/22

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
29 April 2021	Communications		Covid 19: Mass Vaccination Presentation	ACFO requested by email
	Executive Committee Minutes from 15.04.21		Fire Prevention and Protection Statistics – National Benchmarking Comparison	Added by Chair at 11.02.21 meeting
	Annual update of Programmes and Projects		Firefighters Pension Scheme – Age discrimination remedy and employment appeal tribunal judgement	DCFO added
	Community Risk Management Plan (2021 refresh)		HMICFRS State of Fire & Rescue 2020 Report	DCFO added
	Asset Management Strategy (reviewed every 3 years, next review 2021/22)			
	Disposal of Assets under the Scheme of Delegated Authority			
	Information Bulletin (Q4 Jan – March)			
	Work Programme			

Meeting Date	Members' Development Workshop		Additional/Commissioned Items	
	Item	Notes	Item	Notes
19 May 2021	Emergency Cover Review Programme Update			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
27 May 2021 <b>AGM</b>	Membership			
	Election of Chair 2021/22			
	Election of Vice Chair 2021/22			
	Communications			
	Executive Committee Minutes from 11.05.21 (provisional mtg)			
	Authorisation of Members to Report to the Constituent Councils on Meetings of the FRA			
	Appointment of Committees			
	Representation on Local Government Associations (LGA) Matters			
	Member Development			
	Work Programme			

Meeting Date	Members' Development Workshop		Additional/Commissioned Items	
	Item	Notes	Item	Notes
6 July 2021	Treasury Management Training			
	Annual Review of Fire Authority's Effectiveness – Governance Review / Portfolio Leads			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 July 2021	Communications			
	Executive Committee Minutes from 29.06.21 (provisional mtg)			
	2020/21 Year End Performance Report (incorporating Q4)			
	Q1 Project and Programmes Update			
	Revenue Budget and Capital Programme Monitoring Report			
	Treasury Management Annual Report			
	Work Programme			
	Information Bulletin (Q4 Jan – Mar)			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
7 Sept 2021	Communications			
	ASC Minutes from 14.07.21			
	Executive Committee Minutes from 02.09.21			
	Q1 Performance Report			
	2021/22 Revenue Budget, Capital Programme and Council Tax Setting			
	Blue Light Collaboration Strategic Board			
	Work Programme			
	Information Bulletin (Q1 Apr – June)			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
2 November 2021	Communications			
	Executive Committee Minutes from 07.10.21 (provisional mtg)			
	ASC Minutes from 21.09.21			
	2021/22 Budget Monitoring			
	Mid-Year Treasury Update			
	Q2 Projects and Programmes Update			
	Procurement Policy and Contract Procedures (Reviewed every 2 years, due 2021)			
	Business Continuity Annual Review			
	Work Programme			

Meeting Date	Members' Development Workshop		Additional/Commissioned Items	
	Item	Notes	Item	Notes
11 Nov 2021	TBC			



Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 December 2021	Communications			
	Executive Committee Minutes from 30.11.21			
	Q2 Performance Report			
	HMICFRS Update Report			
	Public Sector Equality Duty Report			
	2021/22 Revenue Budget and Capital Programme Monitoring			
	Draft 2022/23 Revenue Budget, Capital Programme and Council Tax			
	2019-23 Community Risk Management Plan – draft 2022/23 Annual Action Plan			
	Members' Allowances Scheme			
	Calendar of Meetings for 2022/23			
	Blue Light Collaboration Strategic Board			
	Information Bulletin (Q2 July – Sept)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 February 2022	Communications			
	Executive Committee Minutes from 20.01.22 (provisional mtg)			
	ASC Minutes from 02.12.22			
	Q3 Projects and Programmes Update			
	Revenue Budget and Capital Programme Monitoring (current year)			
	The 2022/23 Revenue Budget, Capital Programme and Council Tax setting			
	2019-23 Community Risk Management Plan - Consultation Update			
	Treasury Management Strategy and Practices			
	Localism Act 2011 – Pay Policy Statement 2022			
	Information Bulletin (Q3 Oct – Dec)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
24 March 2022	Communications			
	Executive Committee Minutes from 15.03.22			
	Proposed Indicators and Targets for 2022/23			
	Blue Light Collaboration Strategic Board			
	Q3 Performance			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
28 April 2022	Communications			
	Executive Committee Minutes from 19.04.22 (provisional mtg)			
	ASC Minutes from 03.03.22			
	Q4 Projects and Programmes Update			
	Asset Management Strategy (reviewed every 3 years, next review 2021/22)			
	Disposal of Assets under the Scheme of Delegated Authority			
	Information Bulletin (Q4 Jan – March)			
	Work Programme			