



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

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: J Burnett, K Choudhry, D Franks and Y Waheed

A meeting of **Fire and Rescue Authority** will be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Tuesday, 7 September 2021** starting at **10.00 am**.

John Atkinson
Secretary/Monitoring Officer

A G E N D A

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

Item	Subject	Lead	Purpose of Discussion
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 15 July 2021 (Pages 5 - 16)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Audit and Standards Committee 14 July 2021	Cllr Atkins	To receive the minutes of the Audit & Standards Committee meeting held on 14 July 2021 (Pages 17 - 30)
7.	Executive Committee meeting 15 July 2021	Chair	To receive the minutes of the Executive Committee meeting held on 15 July 2021 (Pages 31 - 36)
8.	Planning Report for 2022/23, Revenue Budget, Capital Programme and Council Tax Setting	CFO/Treasurer	To consider a report (Pages 37 - 42)
9.	2020/21 Annual Report	ACFO	Report to follow (Pages 43 - 78)
10.	Fire Protection Statistics - National Benchmarking Comparison	DCFO	Report to follow (Pages 79 - 86)
11.	Q1 2021/22 Performance Report	HICT	To consider a report (Pages 87 - 108)
12.	Return on Investment Analysis - BRFS support to East of England Ambulance Service (EEAST) during the Covid 19 Pandemic	CFO	To consider a report (Pages 109 - 144)
13.	Collaboration Update	DCFO	Verbal update
14.	Member Development Programme	ACFO	To consider a report (Pages 145 - 148)
15.	Work Programme	CFO	To consider a report (Pages 149 - 162)

Item	Subject	Lead	Purpose of Discussion
Next Meeting		10.00 am on 2 November 2021 at Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA	

DECLARATIONS OF INTEREST

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

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

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MEETING OF BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

held on 15 July 2021 at 10am

PRESENT

Councillors J Chatterley (Chair), R Berry, J Burnett, K Choudhry, D Franks, D McVicar and Y Waheed

Councillors C Atkins and J Gambold observed the meeting via MS Teams

Chief Fire Officer A Hopkinson, Assistant Chief Officer G Chambers, Temporary Deputy Chief Fire Officer D Norris, Temporary Assistant Chief Fire Officer A Kibblewhite, Mr J Atkinson and Ms S Fecondi were also present

Strategic Operational Commander I Evans joined the meeting via MS Teams

21-22/fa/015 APOLOGIES

Apologies for absence were received from Councillors P Duckett, M Headley and I Shingler.

21-22/fa/016 DECLARATIONS OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

There were no declarations of disclosable pecuniary and other interests.

21-22/fa/017 COMMUNICATIONS

The Chair advised that he circulated regular communications to Members of the Authority for information. An update on one of these items, the Future of Fire Reform White Paper, was being discussed later in the meeting.

The Chair reported that he was exercising his discretion to add an item to the agenda to receive the Minutes of the meeting of the Executive Committee held on 9 July 2021.

Members thanked the Chief Fire Officer for the work undertaken to arrange the funeral of the late Chief Fire Officer, Paul Fuller. The support from Bedfordshire Police and other partners was also recognised.

21-22/fa/018 MINUTES

RESOLVED:

That the Minutes of the meeting held on 29 June 2021 be confirmed as a true record.

21-22/fa/019 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).

21-22/fa/020 ANNUAL OVERARCHING PERFORMANCE REPORT YEAR END 2020/21

The Chief Fire Officer introduced the overarching performance report for year end 2020/21 that was aligned to the Service's strategic objectives and the Authority was provided with a summary of performance for each area as set out below.

The Temporary Deputy Chief Fire Officer advised that the Service was now strongly committed to providing greater clarity around data and intelligence and was using this as a tool to improve performance going forward. A revised and expanded set of Key Performance Indicators had been developed, with approximately 250 indicators measured at the corporate level. The indicators were now more aligned with Home Office statistics and those used by the HMICFRS inspection regime.

The proportion of targets RAG rated as green had increased from 64% in 2019/20 to 68% in 2020/21.

Prevention

There had been an increase in the number of primary fire injuries where the victim went to hospital and an increase in the number of deliberate primary dwelling fires. 12 injuries had been deemed as suitably serious and 23 injuries required outpatient treatment only.

The number of Safe and Well visits delivered had not reached its target, but the Service had delivered 16% more of these visits in 2020/21 than in the previous year and it was suggested that the target would have been met if prevention work had not been paused during the first lockdown period. An online referral portal had been developed and was now operational. Self-referrals were accepted and the Service had promoted the uptake of Safe and Well visits at vaccination centres and other community locations. The Chief Fire Officer commented whilst the target had not been met due to the impact of the pandemic, the number delivered in 2020/21 was the highest on record which is a fantastic achievement.

Three fire fatalities had been recorded during the reporting period, one each in August 2020, October 2020 and February 2021. These had been investigated and followed up with targeted risk reduction activity. A new multi-agency sub-group of the pan-Bedfordshire Safeguarding Board had been formed to determine if there were any lessons that could be learnt from any fire fatality or serious fire.

In response to a question on deliberate fires, Strategic Operational Commander Evans advised that the Service was aware of the recent spate of deliberate fires involving ice cream vans and that these were not classified as dwelling fires unless the fire spread to the dwelling. In relation to the number of deliberate fires that were investigated by the Police and led to successful prosecutions, he reported that the Police did advise the Service of successful prosecutions but that there was a significant time lag. The difficulties involved in investigating such incidents was acknowledged. Information on the number of prosecutions secured during the last 12 month period could be circulated to Members.

Protection

The number of automatic fire detector false alarms in non-domestic properties attended had not reached its target but had performed well against the five-year average as additional challenge had been introduced into the process following a change in the Service's policy in the last few years. The Service was also working closely with "repeat offenders" to provide them with support and advice.

Out of 387 building consultations, only 86 had not been responded to within the 15 day period. 19 of these only missed the deadline by one day. Performance had been impacted by a shortage in qualified fire safety inspectors. The Service had recruited to vacant

posts and was “growing its own” by introducing feeder posts of fire safety advisors; however, the impact of this would be gradual as the training programme could take up to 2 years.

In response to a question, Strategic Operational Commander Evans advised that the Service was only consulted on developments to which the Fire Safety Order applied. These were larger developments or those with a shared means of escape. Therefore the Service was not consulted on development of single, private dwellings, undertaken under permitted development rights.

Response

There had been an increase in the number of special services provided during the last quarter and a slight increase in the number of false alarms attended.

The average call handling time was 2 minutes and 30 seconds. This figure included call challenge. The average response time was 9 minutes and 24 seconds, with the second appliance arrival time at 10 minutes and 15 seconds. The average response time to a Road Traffic Collision was 10 minutes and 30 seconds. These times were in the expected range set out in the Community Risk Management Plan.

The availability of the first appliance from on call stations had improved from 69.8% to 70.6% and the Service was still working towards improving on call availability and improvements were being made in this respect.

It was acknowledged that there were some whole-time fire fighters who also worked as on call fire fighters at their local fire stations. The Service monitored this to ensure that it was fulfilling its obligations under the Working Time Directive and to ensure that its fire fighters had sufficient periods of rest.

In response to a comment, the Chief Fire Officer confirmed that he and other Chiefs were actively lobbying the Government at a national level to minimise the risks involved with high-rise buildings.

Empowering

Councillor Burnett requested that, in future reports, the use of “BAME” be removed and that the performance information be broken down by ethnicity.

Members discussed the suggestion that the Police were more successful in recruiting individuals from ethnic minority backgrounds, although this appeared to relate primarily to recruitment of individuals of Asian heritage and that the Police still had difficulties around retention.

Ms S Fecondi, the Head of Human Resources, advised the Service did have regular meetings with Bedfordshire Police to share their knowledge and reported that the Service had a higher level of retention as it sought to engage more meaningfully with candidates prior to the selection process so that they were fully aware of what the roles they were applying for entailed.

The Service had recently run a virtual “have a go day”, with an in- person event scheduled for the near future. Staff based at stations were very involved with their local communities and in reaching out to groups who were resident in the areas around the stations.

The recruitment vehicle was available to attend local community events subject to staff availability, and it was suggested that the vehicle visit a local community event in Luton.

Ms Fecondi reported that the sickness absence indicator masked the impact of Covid, as this was not reported in the figures and guidance was awaited to whether this should still be treated as an infectious disease or included in the sickness absence figures.

The Chief Fire Officer advised that a working group of the National Fire Chiefs Council (NFCC) was considering the impact of Covid on ill health and early retirement and the subsequent pensions impact.

Ms Fecondi commented on the decrease in turnover rates and the higher percentage of appraisals that had been completed during the reporting period.

In relation to Occupational Health, the lockdown had caused a significant impact as annual fitness testing had been suspended for a time. Fire fighters had been encouraged to maintain their physical fitness and had been subject to return to work fitness testing following any prolonged absence.

Organisational Development

The Temporary Assistant Chief Fire Officer reported on the impact on Covid on the delivery of the Service’s training programme. Despite this, the training courses recorded on the Course Management System for 2020/21 was an increase from the previous year.

The Temporary Assistant Chief Fire Officer referred to the percentage of watches/sections at fire stations that had at least 60% of operational personnel qualified in Trauma Care, as this was one of the courses that had to be suspended during the outbreak. Resumption of the training had begun in quarter 1 of 2021/22.

In response to a question, the Temporary Assistant Chief Fire Officer advised that, due to a change in the provider of services at the Fire Service College, and to allow for a better work life balance for new recruits, the Service was planning to offer induction training in house.

Health and Safety

The Temporary Assistant Chief Fire Officer reported that the number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees) was red due to 11 injuries, one of which resulted in 43 days lost.

The number of 24 hour cover periods lost to accidents per 1000 On Call (RDS) employees was also reported as red. This was primarily the result of a single incident involving a burn sustained during hot fire training, with the employee having been off work since October 2019.

Utilising

All the fleet indicators were reporting as green.

Maximising

The Assistant Chief Officer stated that some of the indicators could not be finalised until the Statement of Accounts had been audited in November 2021.

The Service was considering employing a debt collection agency to chase the small debts that contributed to the indicator measuring the percentage of debt over 90 days. The level of debt was immaterial and most small debts arose from the provision of special services, even though individuals were made aware of and signed for the payment of the charge before the service was provided. The level of debt would be included in the narrative for future reports for the benefit of Members.

Information and Communications Technology

All indicators had reached or exceeded their targets with the exception of the number of incidents on administration services resolved within 8 hours. There had been a high number of incidents in the first quarter as many staff started to work from home during the first lockdown period. Performance had improved in subsequent quarters.

RESOLVED:

1. That the Service's performance against the delivery of the Authority's Community Risk Management Plan (CRMP) at the end of quarter Four 2020/21 be acknowledged.
2. That the Overarching Performance Report be published on the Service website.

21-22/fa/021 FUTURE OF FIRE REFORM WHITE PAPER UPDATE

The Chief Fire Officer advised that the release of the White Paper had been delayed and was now not expected until after the summer recess. No major changes were expected.

RESOLVED:

That the update be received.

21-22/fa/022 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING REPORT

The Assistant Chief Officer introduced his report on the forecast year-end budget monitoring position as at 30 June 2021. At that time, there were no variances forecast in the non-salary budgets. An overspend of £194,000 in salary budgets was being reported due to the pay award. The full year impact of the pay award for Grey Book staff was estimated as £260,000. It was being recommended to the Authority that this be funded from a drawdown of the pay earmarked reserve. A potential 1.5% for Green Book staff had been proposed but had not yet been agreed and this could add an additional £94,000 budget pressure.

The Service had been awarded a grant of £35.4k to fund additional costs relating to Sergeant/McCloud Fire Fighter Pension administration costs, which it was anticipated would be incurred over a number of years.

In relation to the Capital Programme, a request had been made to slip the BA Set, Cylinders and Ancillaries project into 2022/23 as, due to Covid-19, the release of new technology had been delayed and only one of the three major suppliers had currently released upgrades to this equipment.

The current savings and efficiencies programme was appended to the report for information.

The Assistant Chief Officer identified pensions and the Emergency Services Network as future potential areas of budget pressure.

RESOLVED:

1. That the updates provided within the report be acknowledged.
2. That the request in paragraph 3.4.1 to slip the capital schemes into 2022/23 be agreed.
3. That the Pay Earmarked Reserve be drawn down to offset the in-year forecast overspend due to the unbudgeted pay award in paragraph 2.4.2 of the report.

21-22/fa/023 TREASURY MANAGEMENT ANNUAL REPORT

The Assistant Chief Officer and Treasurer introduced the Authority's Annual Report for Treasury Management for 2020/21.

The Authority currently held long term debt to the value of £9,987 million through the Public Works Loan Board at an interest rate of 4.27%. There were high penalties for overpayment of the debt and this could not be rescheduled to take advantage of lower interest rates.

Of the Authority's current investments, approximately £13 million of this was held in UK banks with the remaining £5 million being held in foreign banks. This demonstrated a spread of investment geographically. There was also a spread of term length.

In response to a question about the availability of reserves, the Assistant Chief Officer advised that the reserves were either set aside to fund specific projects or were money available. Consideration was being given to loan to other local public bodies at a preferential rate, which would be beneficial to both parties.

The Authority then discussed ethical investments, and how difficult it was to determine whether the Authority's investments were being invested ethically. Advice could be requested from the Authority's treasury management advisors, Link Asset Services on this issue.

The Authority currently held £16.751 million in reserves, £13,505 million of this in earmarked reserves. Investment income of £83,993 had been achieved during the year.

RESOLVED:

That the report be received.

21-22/fa/024 HORIZON SCAN WORKSHOP

The Chief Fire Officer provided an update following the horizon scan workshop that had taken place on 6 July 2021. Members, Officer and key stakeholders had been involved in the workshop and a report on the feedback would be submitted to the next meeting of the Authority.

Members commented positively on the workshop.

RESOLVED:

That the update on the horizon scan workshop be received.

21-22/fa/025 MEMBER DEVELOPMENT

The Assistant Chief Officer referred to an email that had been circulated to Members outlining suggestions for future Member Development Days. These included the emergency cover review, Treasury Management training, the role of Authority Members, the Members Code of Conduct, a Code of Ethics, equality, diversity and inclusion, update on building safety, fire regulation and station visits. A visit to Control was also suggested.

RESOLVED:

That the list of Member development topics be recirculated and programmed into the current Member Development Programme.

21-22/fa/026 WORK PROGRAMME

The Chief Fire Officer presented the current Work Programme to the Authority, highlighting that reports on the fire protection standards and Statement of Accounts had been added to the agenda for the Authority's next meeting.

A Work Programme had also been introduced for the Executive Committee.

The Chief Fire Officer advised that a report on the return on investment analysis of providing support to the East of England Ambulance Service would be presented to Members at the next meeting of the FRA. A sustainable funding model would need to be agreed to continue service delivery as the Home Office had indicated that no additional Covid grant funding would be made available.

RESOLVED:

That the work programme be received.

21-22/fa/027 INFORMATION BULLETIN

The Chief Fire Officer introduced the information bulletin for 1 April to 30 June 2021 and commented that the Service continued to consider ways in which the bulletin could be presented in a more engaging way.

RESOLVED:

That the information bulletin be received.

21-22/fa/028 LOCAL GOVERNMENT ACT 1972, SCHEDULE 12A, PARAGRAPH 1 OF PART 1: EXCLUSION OF THE PUBLIC

RESOLVED:

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

Item

- 28. Minutes of the meeting of the Executive Committee held on 9 July 2021
- 29. Appointment of Deputy Chief Fire Officer and Assistant Chief Fire Officer

The meeting closed at 11.53am.

(Note: The Acting Deputy Chief Fire Officer and the Acting Assistant Chief Fire Officer left the meeting before the discussion of the exempt items.)

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: COUNCILLOR C ATKINS
SUBJECT: AUDIT AND STANDARDS COMMITTEE

For further information on this Report contact: Nicky Upton
Service Assurance Manager

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Audit and Standards Committee held on 14 July 2021.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 14 July 2021 be received.

1. Introduction

1.1 The draft minutes of the meeting of the Audit and Standards Committee held on 14 July 2021 are appended for Members' consideration.

1.2 The Audit and Standards Committee made no recommendations to the Fire Authority.

COUNCILLOR C ATKINS
CHAIR OF AUDIT AND STANDARDS COMMITTEE

**MINUTES OF AUDIT AND STANDARDS COMMITTEE
MEETING HELD ON 14 JULY 2021**

Present: Councillors C Atkins (Chair), R Berry, J Burnett, P Duckett, D Franks and J Gambold
Councillor J Chatterley was present as an observer
Mr J Atkinson, ACO G Chambers, AC D Cook and Mr J Harrison
Ms J Kriek and Ms R Gomez, Ernst & Young
Mrs S Rowlett, RSM

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21-22/ASC/1 Apologies

- 1.1 There were no apologies.
- 1.2 Mr N Harris of Ernst & Young was unable to attend the meeting and was represented by Ms J Kriek.

21-22/ASC/2 Election of Vice Chair

RESOLVED:

That Councillor Duckett be elected as Vice-Chair of the Committee for the ensuing Municipal Year.

21-22/ASC/3 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

21-22/ASC/4 Communications

- 4.1 The Committee received the Emergency Services News Briefings from RSM for March and June 2021. The Chair highlighted the sections on the fire and rescue sector's response to the Covid-19 pandemic and the analysis of non-fire related incidents attended by Fire and Rescue Services.
- 4.2 The Assistant Chief Officer advised that a report relating to the analysis of non-fire incidents attended by the Service was being prepared and would be presented to a future meeting of the Fire and Rescue Authority. The Authority had previously received a report on sector's response to the pandemic.
- 4.3 The Assistant Chief Officer referred to the review of risk registers undertaken by RSM. This was currently being analysed to determine whether any changes were required to the Service's own risk register.
- 4.4. The Committee also considered an email regarding the consultation on local auditor appointments from April 2023. The Assistant Chief Officer confirmed that he had participated in the webinar on behalf of the Service.
- 4.5 In response to a question, the Assistant Chief Officer advised that, at present and in the past, the Service had participated in the national collective scheme run by Public Sector Audit Appointments (PSAA) as this had saved both time and money. However, going forward, a decision had not yet been made to participate in the scheme as a number of changes were expected as a result of the Redmond Review and considerations around the sustainability of the current audit regime in respect of the current fee levels and the impact on audit quality and timeliness.
- 4.6 EY had been appointed as the Service's external auditors through the PSAA collective scheme until 2023. The Committee would be kept informed of any updates as and when they arose.

RESOLVED:

That the communications be received.

21-22/ASC/5 Minutes

RESOLVED:

That the Minutes of the meeting held on 4 March 2021 be confirmed as a true record.

21-22/ASC/6 Public Participation

- 6.1 There were no members of the public present.

21-22/ASC/7 Review of Terms of Reference

- 7.1 The Secretary and Monitoring Officer presented his report on the annual review of the Committee's terms of reference. No changes to the current terms of reference were being proposed.
- 7.2 Councillor Duckett queried whether the Committee was able, through its existing terms of reference and particularly under the regulatory framework item, to discuss the external pressures on the Authority in relation to its governance arrangements.
- 7.3 The Assistant Chief Officer advised that he and the Secretary and Monitoring Officer would consider this outside of the meeting and report back to the Committee if any changes were required.
- 7.4 In response to a question from Councillor Burnett, the Assistant Chief Officer confirmed that HR and staffing related matters were submitted directly to the full Authority. There was also a Portfolio Holder responsible for this area. This role had previously been undertaken by the Human Resources Policy and Challenge Group.
- 7.5 Councillor Burnett requested that the latest performance data relating to staff satisfaction, performance and turnover of staff be circulated to her and other Members of the Committee for information.

RESOLVED:

That the Terms of Reference for the Audit and Standards Committee be approved.

21-22/ASC/8 Provisional Audit Planning Report Year Ended 31 March 2021

- 8.1 Ms J Kriek of Ernst & Young introduced the Provisional Audit Planning Report for the year ended 31 March 2021.
- 8.2 Ms Kriek reported that the timeframe had changed due to EY's resourcing constraints and that it was now anticipated that the audit of the accounts would be conducted in November 2021, rather than September 2021 as indicated within the report. Therefore, EY was still in the introductory planning phase and an update would be provided to the next meeting of the Committee to report on whether the planning phase had been concluded at that stage.
- 8.3 The Committee's attention was drawn to the various consultations on the sustainability of the public audit sector and the difficulties in recruiting and retaining qualified staff to conduct the audits at the current fee level.
- 8.4 Ms Kriek reported on changes to the going concern and value for money appraisals, with the largest area of change being around the approach to value for money. She also referred to the Redmond review, the Ministry of Housing, Communities and Local Government

(MHCLG) response and recent consultations on 2020/2021 reporting timetables and a letter written on behalf of EY to all Chief Financial Officers and Audit Committee Chairs and reported that these would be circulated to Members of the Committee for information.

- 8.5 Ms Kriek expressed the view that it was not anticipated that significant value for money risks would be identified during the audit as the Authority had demonstrated a good level of financial control.
- 8.6 In relation to the audit fees, Ms Kriek reported that additional fees had been requested to cover the increase in work required due to Covid 19 on going concern and value for money considerations, as well as specialist property valuation work. This had not yet been agreed by the Service's management or by the PSAA.
- 8.7 In response to Member comments about the going concern consideration, the Assistant Chief Officer reported that the going concern statement had been included in the previous Statement of Accounts and that this had been scrutinised by the external auditors. In light of news that some local authorities were having to issue Section 114 notices to stop non-essential expenditure, he confirmed that the Authority was in a much stronger position due to its strategically planned robust level of reserves.
- 8.8 Councillor Franks commented that that many of the cases of local authorities having to issue these notices resulted from reliance on income from commercial activities. In this respect, Luton Borough Council had not had its previous two years of accounts signed off by the external auditors as a result of concerns around London Luton Airport Ltd.
- 8.9 The Committee was advised that PSAA had not yet responded to the Authority's communications regarding its non-acceptance of the fee increase proposed by EY for 2019/20.
- 8.10 In respect of the delay to the 2020/21 accounts, the Assistant Chief Officer reported that he would be working with EY to produce a statement explaining that the delay was due to EY's resourcing pressures for publication on the Service website. The Statement of Accounts had been prepared, in accordance with the statutory deadline, by 4 June 2021. As no material changes were expected as a result of the audit process, there should be no impact on the figures; however, the delay would result in the small Finance team having to provide support to the auditors whilst finalising the budget for 2022/23 and possibly responding to any changes arising from the Comprehensive Spending Review. In order to address this, additional resourcing for that period was being considered.

RESOLVED:

1. That the submitted Provisional Audit Planning Report for the year ended 31 March 2021 be received.
2. That the Redmond Review and the letter from EY to all Chief Financial Officers and Audit Committee Chairs on scheduling high-quality 2020/2021 local public audits be circulated to Members of the Committee for information.

21-22/ASC/9 Draft 2020/21 Statement of Accounts and Annual Governance Statement

- 9.1 The Assistant Chief Officer submitted the 2020/21 Statement of Accounts, including the Annual Governance Statement, as they were at the pre-audit stage. As noted during the discussion on the previous item, the accounts had been produced on 4 June 2021 in anticipation of an earlier audit date than was now being proposed by the external auditors.
- 9.2 Mr J Harrison, the Chief Accountant, provided an overview of the Statement of Accounts. Following comments made by the external auditors during the audit of the previous year's accounts, additional work had been undertaken in relation to land and buildings valuations. The changes introduced to the Value for Money conclusion had also informed the work completed on the Statement of Accounts. No material changes to the Statement of Accounts were expected.
- 9.3 The year-end contribution to reserves had increased from approximately £800,000 at 31 December 2021 to approximately £900,000 (£878,249) as a result of an increase in business rate income. An adjustment to the Collection Fund had been required as there was currently a deficit of £1.2 million reported at year-end, demonstrating the impact of Covid-19 on local government finances.
- 9.4 The Committee was referred to the balance sheet detailing the Authority's assets and liabilities. The Chief Accountant reported that there was not much change to the figures year on year. There had been no material change to land and buildings. There had been an increase of approximately £30 million in pension liabilities; however this should not concern Members as this liability was funded by Central Government and not the Authority, although it was a requirement to report this figure in the Authority's Statement of Accounts.
- 9.5 In response to a question on the McCloud and Sargeant judgement, work was still ongoing with the Service's pension administrators, LPP, to identify the scale of liability. The Service had received a Government grant of £36,000 to fund this work and a report had been presented to the FRA recently to determine whether affected firefighters should be transferred across to the 2015 pension scheme or not, and if payments of Immediate Detriment (ID) should be made. The FRA agreed that this matter should be delegated to the CFO and for the CFO to liaise with the FRA Executive further on this matter as more guidance became available. In accordance with current guidance, transfers to the 2015 scheme from the 1992 scheme should be subject to further discussion via the FRA Executive and no payments of ID should be made until further guidance was available. In the future, two sets of pension information should be provided to affected individuals, one detailing benefits under the 1992 scheme and the other detailing benefits under the 2015 scheme, to enable individuals to decide which was more advantageous. The Service was liaising with its Pension Administrators, LPP, on them being able to provide this information. This situation was ongoing and Members would continue to receive updates as these were available.

RESOLVED:

1. That the pre-external audit version of the 2020/21 Statement of Accounts and Annual Governance Statement be received.
2. That the delay to the external audit of accounts be noted.

21-22/ASC/10 Internal Audit Annual Report 2020/21

- 10.1 Mrs S Rowlett presented the annual report on progress made against the internal audit plan for 2020/21. RSM had issued an overall positive audit opinion although there had been some areas for enhancements to the framework of risk management. This was the same opinion that had been issued in 2019/20.
- 10.2 Of the audits completed during the reporting period, there had been one Substantial Assurance level given for Key Financial Controls, five positive opinions issued and one partial assurance opinion issued in relation to procurement. Procurement had been identified as an area of concern by management. Two advisory reviews on cyber essentials and HR Wellbeing had also been completed.
- 10.3 Mrs Rowlett confirmed that internal audit services were designed to conform to the Public Sector Internal Audit Standards.

RESOLVED:

That the report be received.

21-22/ASC/11 Internal Audit Progress Report 2020/21

- 11.1 Mrs S Rowlett of RSM submitted a report on progress made against the internal audit plan for 2020/21. Three audits had been completed since the last meeting of the Committee. These were the HR Wellbeing advisory review, Service Governance, which had been awarded an audit opinion of reasonable assurance, and the follow-up audit, through which the Service had demonstrated reasonable progress.
- 11.2 The review of HR Wellbeing had found that, although there was a high level of support in place, there were improvements that could be made. The Wellbeing Strategy had not been reviewed within the agreed timescale and a clearer action plan to address issues arising from the Staff Survey was required.
- 11.3 Areas for improvement identified in the Service Governance audit included terms of reference being introduced for all formal meeting groups and tightening up the process for conflicts of interest.

- 11.4 The follow-up audit had identified that 14 of the 19 actions had been implemented, 3 were in progress and 1 had not yet been implemented, with the last action being superseded. The actions not completed related to asset management and procurement.
- 11.5 Mrs Rowlett advised that the action tracking completed by management and reported to the Committee had been tested against the audit team's findings. There had been some discrepancies where actions only partially completed had been closed. The report included a reminder to management that it must ensure that all elements of the action were fully completed, and / or risk mitigated prior to closing actions.

RESOLVED:

That the report be received.

21-22/ASC/12 Internal Audit Strategy 2021/22 to 2022/23

- 12.1 Mrs S Rowlett of RSM presented the Internal Audit Strategy for 2021/22 to 2022/2023 to the Committee for approval. The audit plan had been developed in partnership with the Service's Corporate Management Team
- 12.2 The audit areas proposed for 2021/22 were Human Resources: Grey Book Recruitment, Data Quality to support the Community Risk Management Plan, Management of Assets, Risk Management and Key Financial Controls.
- 12.3 Appendix B of the report provided an overview of the audit coverage to be provided through RSM's delivery of the Internal Audit Strategy to the end of 2022/23. A full audit needs assessment would be undertaken in March 2022 against the Service's Corporate Risk Register to develop the audit strategy going forward.
- 12.4 The Internal Audit Charter at Appendix C of the report was largely unchanged. An additional section around Covid had been included.

RESOLVED:

That the submitted report be considered and the Audit Plan for 2021/22 be approved.

21-22/ASC/13 Audit and Governance Action Plan Monitoring - Exception Report and Summary Analysis

- 13.1 Area Commander D Cook introduced the report which provided a summary statistical analysis of actions arising from internal audit reports over the last three financial years to date and from the Fire and Rescue Authority's current Annual Governance Statement; together with any exception report on those actions currently in progress, progress to date on current action plans and proposals to extend the original timing for completion.

- 13.2 Of the five actions reported against internal audit reports, all five actions had been completed, with two requiring follow-up. Of the two actions listed against the Annual Governance Statement, one had been completed and one was still in progress.
- 13.3 There were currently no requests for extensions to completion dates.
- 13.4 The Assistant Chief Officer confirmed that the action on stock control that had previously been discussed by the Committee as the subject of an extension request due to ICT and resourcing issues had now been completed.

RESOLVED:

That progress made to date against action plans be acknowledged.

21-22/ASC/14 Review of Code of Conduct and Annual Report on Standards

- 14.1 Mr J Atkinson, the Secretary and Monitoring Officer, introduced his report on developments relating to the standards function during 2020/21. No complaints had been lodged against Members of the Authority during this time.
- 14.2 It was noted that the Model Code of Conduct produced by the Local Government Association had not been widely adopted by local authorities.
- 14.3 The Committee was being asked to approve the Authority's participation in a pool of independent members that had been recruited by Milton Keynes Council following a rigorous recruitment process. The Authority was required under the Localism Act 2011 to appoint at least one independent member to hear complaints. The Authority had previously made appointments in collaboration with local partners in 2012 and 2016, with a decision made in 2020 to extend the terms of office of the independent persons by one year during the pandemic.
- 14.4 In response to a question about whether the panel of independent persons was representative of the local communities of the geographic area covered by the Panel, the Secretary and Monitoring Officer commented that it did not appear to be that diverse as it was often difficult to engage with people of under-represented communities to take on roles of this type.
- 14.5 It was noted that these arrangements had been agreed by Central Bedfordshire and Luton Borough Councils and that Bedford Borough Council was meeting later that day to consider a recommendation from its Standards Committee that it also participate in these arrangements.

RESOLVED:

1. That the update on standards be received, and that it be noted that no complaints had been received against Members during 2020/21
2. That the persons listed in Appendix 1 of the report be appointed to serve as independent persons for the Fire and Rescue Authority.

21-22/ASC/15 Review of Work Programme 2021/22

15.1 The Committee considered the proposed work programme for 2021/22.

15.2 The Committee recognised the previous Chair's efforts in guiding the Committee over the last few years.

RESOLVED:

That the Committee's Work Programme for 2020/21 be received.

21-22/ASC/16 Corporate Risk Register - Exception Report

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

Corporate Risk Register

The meeting ended at 11.51 am

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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REPORT AUTHOR: COUNCILLOR J CHATTERLEY
SUBJECT: EXECUTIVE COMMITTEE

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

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

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

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 15 July 2021 be received; there were no recommendations to be considered.

1. Introduction

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

**COUNCILLOR JOHN CHATTERLEY
CHAIR**

MINUTES OF EXECUTIVE COMMITTEE MEETING HELD ON 15 JULY 2021

Present: Councillors J Chatterley (Chair), K Choudhry, D McVicar and Y Waheed
CFO A Hopkinson, ACO G Chambers and Mr J Atkinson
Councillor Atkins was present as an observer via MS Teams

21-22/EC/6 Apologies

6.1 An apology for absence was received from Councillor M Headley.

21-22/EC/7 Declaration of Disclosable Pecuniary and Other Interests

7.1 There were no declarations of interests.

21-22/EC/8 Communications

8.1 There were no communications to report.

21-22/EC/9 Minutes

RESOLVED:

That the Minutes of the meetings held on 11 May and 9 July 2021 be confirmed as a true record.

21-22/EC/10 Public Participation

- 10.1 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).

21-22/EC/11 Allocation of Portfolio Holders

- 11.1 The Chair reported that Executive Members had been asked to express a preference as to which Portfolio they would prefer. As no responses had been received, he had allocated the Portfolio areas as follows:

Prevention and Protection: Councillor K Choudhry

Emergency Response and Resilience: Councillor J Chatterley

Workforce and Organisational Development: Councillor Y Waheed

Assets and Collaboration: Councillor D McVicar

Data and Digital Transformation: Councillor M Headley

- 11.2 The Committee noted that changes had been made to the Portfolio areas to cover a broader range of activities undertaken by the Service and so that these areas were more closely aligned to the strategic assessment, the Community Risk Management Plan and the HMICFRS inspection areas.
- 11.3 It was noted that there was no specific Portfolio area for equality, diversity and inclusion (EDI) as this cut across every area and should not be considered in isolation. The Service had prepared an EDI statement as part of the inspection and this would be circulated to all Members of the Executive for information.
- 11.4 The Chief Fire Officer advised that, subject to the completion of appointments to senior leadership posts, he would provide a structure chart to each Portfolio Holder which would identify their main points of contact within the Service.

RESOLVED:

That the Portfolio allocations be agreed as follows:

Prevention and Protection: Councillor K Choudhry

Emergency Response and Resilience: Councillor J Chatterley

Workforce and Organisational Development: Councillor Y Waheed

Assets and Collaboration: Councillor D McVicar

Data and Digital Transformation: Councillor M Headley

21-22/EC/12 Immediate Detriment Position

- 12.1 The Assistant Chief Officer provided an update following previous discussions on immediate detriment. The Home Office had provided additional guidance; however, the final guidance and framework would not be issued until the end of August 2021. The Local Government Association had advised that Services should wait for the framework to be issued. As such, the Assistant Chief Officer would prepare a report for the next meeting of the Committee.
- 12.2 The Fire Brigades Union had indicated that two of its members would be submitting complaints via the Internal Disputes Resolution process. This may result in appeals to a Member panel.
- 12.3 As reported to the full Authority, the Service had been awarded £36,000 to assist in the administration of claims. Additional HR resource would be funded through this grant. The Authority's pension administrators had indicated that there may be a £1200- £1500 charge per individual calculation required. This would be in addition to the charge relating to the new software package that would be required to make these calculations.
- 12.4 It was noted that there were in the region of 21-22 relevant retirements forthcoming.

RESOLVED:

That an update on immediate detriment be provided to the next meeting of the Executive.

21-22/EC/13 Work Programme

- 13.1 The Executive received its current work programme and noted that a Scheme of Delegation review had been added to the October meeting at the request of the Chair.
- 13.2 The Chair requested that any suggestions of items to be included on the work programme should be submitted to him or Nicky Upton.
- 13.3 Members discussed the website and agreed that it required updating. Councillor Waheed requested that Members be sent a link to the calendar setting out the Service's seasonal public safety campaigns.

13.4 The Chair advised that the Executive's terms of reference would be circulated to all Members of the Executive for information.

RESOLVED:

That the Work Programme be received and the cyclical agenda items be noted.

21-22/EC/14 Abatement Discussion

RESOLVED:

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

Item

Abatement Discussion

(Please note: the Chief Fire Officer left the meeting and took no part in the discussion of the confidential item.)

The meeting ended at 12.54 pm

REPORT AUTHOR: ASSISTANT CHIEF OFFICER/FRA TREASURER – GAVIN CHAMBERS

SUBJECT: 2022/23 REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX SETTING

For further information on this Report contact: Gavin Chambers, ACO/Treasurer

Background Papers: 2021/22 FRA Budget 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 present the current planning arrangements for the 2022/23 Revenue Budget and Capital Programme and agree the timetable accordingly.

RECOMMENDATION:

That the report and timescales within be reviewed, considered and agreed.

1. Introduction

1.1 On 10th February 2021, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2021/22 of £31.773m, a Capital Programme of £1.038m and the Band D council tax at £102.41.

1.2 This report introduces the process for 2022/23.

2. The 2022/23 Revenue Budget and Capital Programme

2.1 **Funding Updates:**

2.1.1 **Revenue** – The 2020/21 and 2021/22 have both been single year funding settlements from the Government. Due to the pandemic, the planned 2021/22 Comprehensive Spending Review (CSR) covering a three year period was delayed. It is hoped and anticipated that the 2022/23 settlement will cover a three-year period. Single year settlements do not enable robust medium term financial planning to take place, due to the uncertainty of grant income in the following years.

2.1.2 **Capital** – There was no capital funding or bidding round for the 2021/22 financial year and it is anticipated that this will be the same position for 2022/23 too. The Authority's Capital Programme is funded by revenue, unless where a specific grant has been received or there has been a sale of an asset, such as vehicles.

2.2 **2021/22 Corporate Management Team (CMT) Post Budget Review:**

2.2.1 A post 2021/22 budget process review was held by CMT.

2.2.2 The outcome of this meeting was:

- i. In the main, to continue with the process adopted for 2021/22.
- ii. Continue to work on existing and new savings, efficiencies and income work streams that will take place during the 2021/22 financial year and subject to approval, the 2022/23 to 2025/26 years.
- iii. To continue a Zero Base Budgeting (ZBB) approach where deemed appropriate, on a rotation basis.
- iv. For the short bid form to be continued, these are for initial bids to be reviewed by a CMT gateway. If successful, the longer form will then be completed for review.

2.3 **Timescales:**

2.3.1 For 2022/23, there will be a draft budget set by the FRA on 14 December 2021 for consultation. The budgets and council tax will finally be set by the FRA, post consultation on 10 February 2022. The Authority will need to consult with the community and businesses. This will again be linked in with the Community Risk Management Plan (CRMP).

2.3.2 The proposed timetable for the 2022/23 budget process is attached at Appendix 1.

2.4 Proposals:

2.4.1 The proposals below are included for discussion and are currently anticipated being part of the 2022/23 revenue and capital budget setting process:

- *Roll Forward* – As agreed for the 2021/22 process last year, it is again proposed to roll forward the 2021/22 budget and scrutinise the appropriateness of the 2022/23 budgets during the officer review process.
- *Scrutiny/Review* – As identified above, the scrutiny process will continue for 2022/23, reviewing the draft 2022/23 budgets, compared to 2021/22 actuals/forecast year end position and 2020/21 final outturn figures.
- *Savings/Efficiencies* – The savings/efficiency work that CMT carried out for the 2021/22 budget cycle will need to be revisited to ensure initiatives previously proposed in future years are still appropriate and deliverable. However, the budget scrutiny meetings will of course be looking for efficiencies on top of those worked up during the 2021/22 budget process. The 2021/22 planned savings/efficiencies will be monitored via CMT in year and FRA budget monitoring reports.
- *Budget Forms* – A short bid form will again be used for initial proposals, so that a limited amount of input is required to get through the first gateway in the bid process. Should CMT approve a bid, for revenue or capital, a more detailed submission will be required.
- *Planning Assumptions* - A summary list of planning assumptions will be presented to Members during the budget process both for information purposes but also to input and agree on.
- *Capital* – The Capital Programme for 2022/23 onwards needs to be focussed on more than the forthcoming year. The returns to Government ask for our three year indicative capital expenditure figures.
- *Innovation/Transformation* – that there will be funding set aside for 2022/23 budget and also in year transformation/innovation initiatives.

3. Summary

3.1.1 This report introduces the 2022/23 budget timetable and process to Members. Members will be kept informed of progress.

**ANDREW HOPKINSON
CHIEF FIRE OFFICER**

**GAVIN CHAMBERS
ACO/TREASURER**

2022/23 BUDGET TIMETABLE

GROUP	AREA OF REVIEW	DATE
Corporate Management Team (CMT)	Budget memo sent out, including Budget Bid form. Cost centre sheets to be provided at least a fortnight before Finance review meetings.	By 12th August 2021
FRA	Initial budget report setting out timetable	7 th September 2021
CMT	Budget bid requests (revenue and capital) & signed budget sheets back to Finance	By 13th September 2021
CMT	Initial budget report/verbal update	tbc September 2021
<i>CMT</i>	<i>Head of Service and Finance Meeting, to review cost centre sheets (agree virements etc).</i>	<i>During September & October</i>
CMT Budget Meeting (only ACO as Principal Officer lead)	Discuss current budget position/efficiencies.	During October and November 2021
CMT & all Principal Officers	CMT and POs to review draft budget and CRMP prior to 1 st Members budget workshop.	(date tbc) November 2021
FRA	1 st Members budget workshop – draft budget and draft CRMP.	23rd November 2021
FRA	Draft budget set and CRMP for consultation.	14th December 2021
Public Consultation on draft budget and CRMP	From 15 December 2021 to 31 January 2022.	15th December 2021 to 31st January 2022
CMT	Update to CMT as required.	January 2022
FRA	2nd Members budget workshop – post main consultation period. Draft CRMP post consultation.	25th January 2022
FRA	2022/23 Budget and Council Tax Precept set. CRMP – with consultation outcomes incorporated.	10th February 2022

For Publication

Bedfordshire Fire and Rescue Authority
7 September 2021

REPORT AUTHOR: ASSISTANT CHIEF FIRE OFFICER
SUBJECT: ANNUAL REPORT 2020-21

For further information on this report contact: Alison Kibblewhite
Assistant Chief Fire 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 present a summary of activities across the organisation from 1 April 2020 to 1 April 2021.

RECOMMENDATION:

1. That Members acknowledge the activities and performance that have contributed to the delivery of the Authority's Community Risk Management Plan (CRMP) in the previous year.
2. Approve the publication of the report on the Service's website, subject to any amendments required following review by members.

ALISON KIBBLEWHITE
ASSISTANT CHIEF FIRE OFFICER



Bedfordshire Fire and Rescue Service

BEDFORDSHIRE FIRE AND RESCUE SERVICE ANNUAL REPORT 2020 – 2021



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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.

REVIEW OF THE YEAR



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

WELCOME TO THE 2020/21 ANNUAL REPORT

Our work over 2020/21 brought our Community Risk Management Plan to life. We engaged with our communities and staff to refresh our risks and consider any opportunities to improve our Services to our communities.

The past 18 months have seen us operating new ways of working as well as supporting our partners and our wider communities. In October 2020 we were inspected by the HMICFRS in response to our COVID work. As a result of this HMICFRS published their results in January 2021. The document can be found [here](#).

We were also recently fully inspected by the HMICFRS, the results will not be published until later in the year.

We welcome the published report and any areas of improvement that may be identified within the report, we will continue to work with HMICFRS to implement further improvements.

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.

The Chairman and CFO Hopkinson would like to pay tribute to CFO Paul Fuller who was the Chief of Bedfordshire Fire and Rescue Service from 2002 to 2021 and for his dedication to the communities of Bedfordshire and more widely across the UK and internationally. CFO Fuller sadly passed away in June 2021 after a short illness, but he was instrumental in delivering the areas of work and performance of BFRS covered in this annual report.



This annual report highlights the wide variety of things our staff deliver, day in day out, to serve the communities of Bedfordshire.

Our role as an emergency service includes so much more than putting out fires and the work goes on behind the scenes to continuously improve our service to you.



CFO Paul Fuller

Chief of Bedfordshire Fire and Rescue Service from 2002 to 2021

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 we have provided a valuable command and support role for the Local Resilience Forum (LRF), COVID 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 publish a Community Risk Action Plan summarising what we intend to deliver over the year.

This Annual Report highlights our progress and achievements over the past year including our support to EEAST, the NHS vaccination centres and the Local Resilience Forum.

We continue to provide updates on everything we do as a Service on our social media channels and we welcome any feedback you have.

You can stay connected on Facebook, Twitter, Instagram and YouTube, as well as visiting our website www.bedsfire.gov.uk please follow us on our social media platforms [@bedsfire](https://www.instagram.com/bedsfire).

Andrew Hopkinson



Chief Fire Officer Bedfordshire Fire and Rescue Authority

Cllr John Chatterley



Chairman Bedfordshire Fire and Rescue Authority

MONTH BY MONTH

IN APRIL 2020

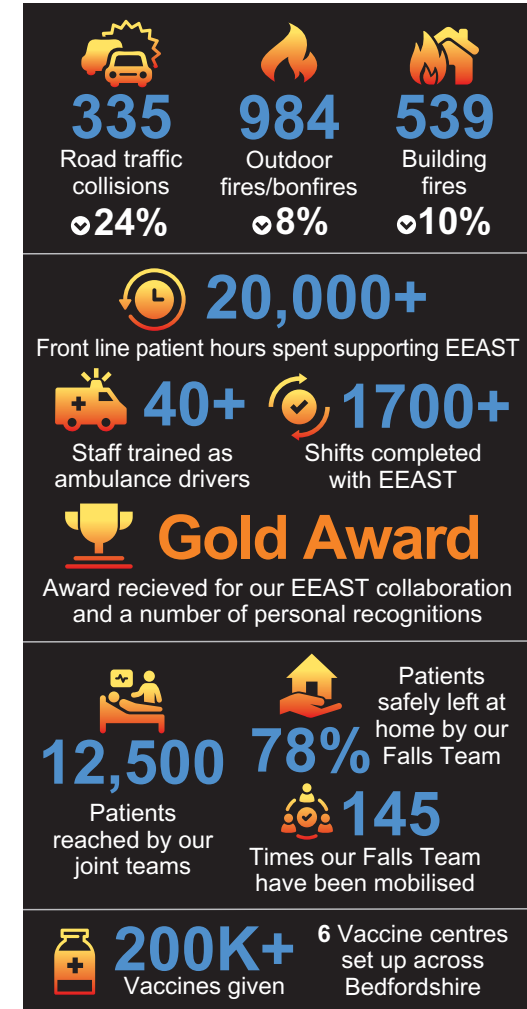
Firefighters in Bedfordshire joined forces with Blue Light colleagues at the East of England Ambulance Service (EEAST) to help provide life-saving frontline care during the coronavirus pandemic. We initially had 18 staff who volunteered to work alongside paramedics to respond to 999 calls over the coming months. The Firefighters who were already blue light trained received additional training to enable them to drive frontline emergency NHS ambulances, in turn freeing up paramedics to care for patients. The Firefighters received three days training at Luton Ambulance Station, which included familiarising them with EEAST's vehicles and equipment. They were also taught basic life support and safe moving and handling skills so that they were able help transfer patients.

IN MAY 2020

We extended our Falls Service, which complements fire safety activities and supports the response provided by EEAST colleagues. Some falls patients just need to be helped to their feet or a chair and checked to ensure they're safe to be left at home. Others are more serious, and patients need to be transported to hospital for further treatment. Our staff make an assessment with EEAST and ensure that essential Ambulance services are best utilised. As a result, over 77% of patients are safely left in their home, meaning they did not have to go into hospital for additional care.

Bedfordshire Fire and Rescue Service marked the historic VE milestone with a visual tribute from our Firefighters and a special message from our Chief Fire Officer. The coronavirus outbreak meant that many people commemorated the 75th anniversary of VE Day within their own homes. Along with socially distanced wreath-laying, Bedfordshire Fire and Rescue created a short video showing our visual tribute, which has been shared online [here](#).

RESPONSE STATISTICS (APRIL 2020 – MARCH 2021)



IN JUNE 2020

LGBT+ Pride is usually a vibrant celebration of diversity and provides an opportunity to raise awareness of current issues facing the LGBT+ community. Due to the current pandemic, many of these national celebrations have been cancelled or moved to virtual platforms. Bedfordshire Fire and Rescue Service wished to reiterate our support to the county's LGBT+ community. We are proud of the diversity within our Service and we stand together with our partners across the county to support our ethnic minority groups and LGBT+ colleagues and communities, especially at this time, to challenge prejudice and discrimination. Earlier this year, the Service relaunched its LGBT+ Staff Network, demonstrating commitment to equality, diversity and inclusion aims.

IN JULY 2020

We created a memorial garden for East of England Ambulance Service after months of working closely during the current pandemic to support communities. Bedford firefighters, who volunteered to help the East of England Ambulance Service (EEAST) drive ambulances during the pandemic, designed and built a memorial garden at Luton ambulance station to show appreciation to their new workmates. The inspiration for the 'DIY SOS' makeover came after the firefighters from Bedfordshire Fire and Rescue saw two bouquets in the garden in memory of much-missed ambulance workers who had died of cancer and suicide. The unveiling was captured by BBC Look East (West). Click [here](#) to watch the clip.

IN AUGUST 2020

We launched a new Technical Support Unit, based at Dunstable Fire Station. This was the first of its kind in the country, where emergency removal of a Bariatric or complex patient is required to support EEAST. Specially trained firefighters responded to more than 300 calls. Instead of the four-step resource-intensive approach, previously involving up to three ambulances and several ambulance staff, a two-step response has proved successful. This new vehicle responds to Bariatric and complex patient incidents where emergency removal of a patient is required to support the East of England Ambulance Service (EEAST). This dedicated vehicle carries specialist equipment including a bariatric stretcher provided by EEAST which, will enable crews to provide the best possible care to the patient. This was part of our joint Blue Light Collaborations with various response vehicles being co-located at fire stations across the County. With a bariatric stretcher on the unit, the process is quicker, easier and more dignified for the individual and frees up ambulance capacity. It also ensures those vulnerable and at risk of fire are identified. This is an additional part of our collaboration with EEAST who have ambulances based at Dunstable Fire Station.



IN SEPTEMBER 2020

We won a BBC 3 Counties Radio Make a Difference - Emergency Services Award. Bedfordshire Fire and Rescue Service (BFRS) came together with EEAST to thank firefighters for their outstanding support during COVID. On Thursday 24 September BBC 3 Counties Radio presenter Andy Collins arrived to present us with the Radio station's Award. This award was for the blue light service who put the needs of others ahead of their own every day. The gold award was given to the BFRS for the work that we have been doing with EEAST during COVID, providing seconded Firefighters to EEAST to drive ambulances. This enabled EEAST to keep more ambulances on the road during this time.

IN OCTOBER 2020

We were inspected by Her Majesties Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) on our response during the COVID pandemic from last March. The report released in January 2021 recognised the positive contribution we have made to our community during the pandemic. As a service we reacted quickly and proactively to give additional support to partners and the community during the initial phases of the pandemic. We continued to provide the level of activity expected in our response and prevention functions.

We also thanked our BFRS control room for the amazing work they do – all calls start with control! As part of International Control Room Week, we celebrated the life-saving work of our control room employees and acknowledged their resilience during one of the most challenging years to date. Our Control teams continued to work throughout the crisis to protect the public, dealing with an increase in calls in addition to the serious and distressing incidents that happen on a daily basis.

IN NOVEMBER 2020

We supported the UK's biggest road safety event, Road Safety Week co-ordinated by Brake (the road safety charity) the theme, 'No Need to Speed', was a reminder to everyone of how the speed they travel affects other people. We produced a **short film** highlighting a stretch of the A507, which is a particularly dangerous piece of road and accounts for over 10% of the Road Traffic Collisions we have attended this year. The outcome was that after consultation the speed limit was reduced along that piece of road, which supports our protection priority.

IN DECEMBER 2020

We launched a consultation on our proposals for Service delivery and our Budget and Council Tax requirements for 2021/22. We engaged with the local community to seek their views on our priorities and our proposals for the 2021/22 funding from council tax. Our Community Risk Management Plan (CRMP) Annual Action Plan for 2021/22 sets out the key priorities underpinning our six strategic aims, which we focus our efforts on delivering in 2021/22.

IN JANUARY 2021

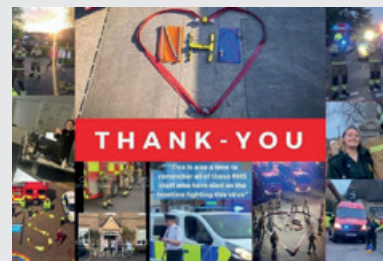
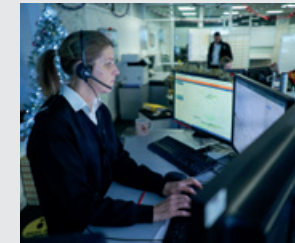
A co-responding service with EEASt was set up, following requests from firefighters at three remote on-call fire stations to do more to support their communities. Firefighters have responded to over 300 calls, swiftly tending to people in cardiac arrest, suffering chest pain or experiencing breathing difficulties. They carry out observations and basic life support before handing over to EEASt on arrival.

IN FEBRUARY 2021

We set up a new mass vaccination centre which opened its doors at Bedford Heights, Bedford. This was one of six centres opening over the next month. Over 200 members of the public received their vaccination on the first day. We are fully committed as a Service to working with the NHS to ensure that these centres were set up efficiently and effectively, utilising our experience and expertise in managing dynamic situations.

IN MARCH 2021

We held a community action day giving home safety advice and advice to businesses in partnership with Central Bedfordshire Council.



BEDFORDSHIRE FIRE AND RESCUE SERVICE

Community Action Day

THURSDAY 11 MARCH 2021
9.30AM - 1PM

Who is it for?

Do you live on Clarence Road? Or do you have a business on Clarence Road? Our crews will be in the area on Thursday 11 March for our Community Action Day.

What will it cover?

In partnership with Central Bedfordshire Council and our dedicated Home Safety Advisors, we will be giving home fire safety advice to residents. We will be looking at fire risks in the home, providing smoke alarms if required and giving support to shop owners with business fire safety advice.

How do I pre-book a visit?

Contact us below or scan the QR code here:
Email: Safeandwell@bedsfire.gov.uk
Phone: 0800 043 5042

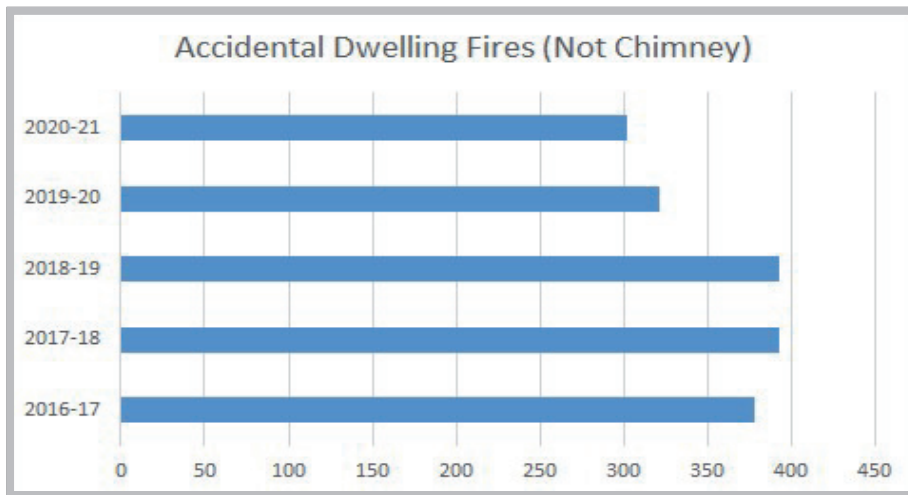
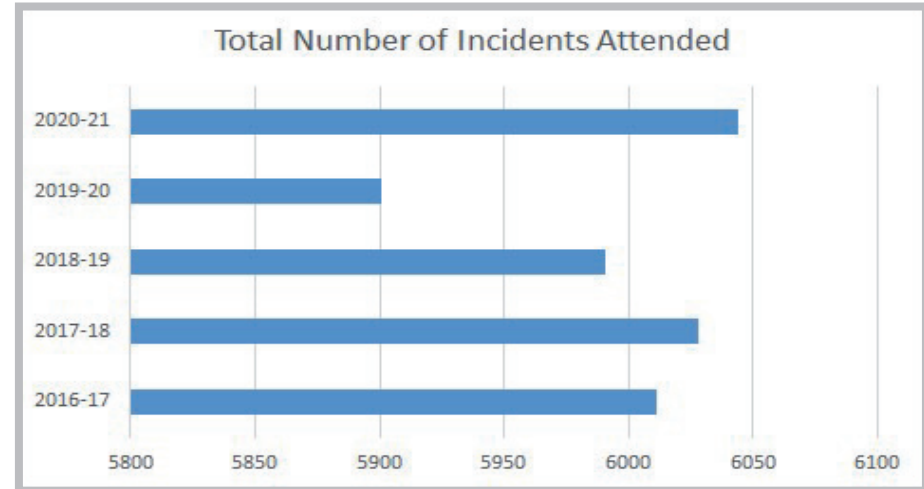


Bedfordshire Fire and Rescue Service

PERFORMANCE

TOTAL NUMBER OF INCIDENTS ATTENDED

The number of incidents attended by the Service has fluctuated over the five years and had been showing a three-year downward trend at time of last reporting. At the time of last reporting, we felt the number of incidents was anticipated to increase as more collaborative activity expands our capabilities (e.g. forced entry for medical emergencies, and assisting the Police). As the table below demonstrates we have attended have 143 more incidents in 2020-21 vs 2019-20 which is a 2.4% increase in line with our prediction.

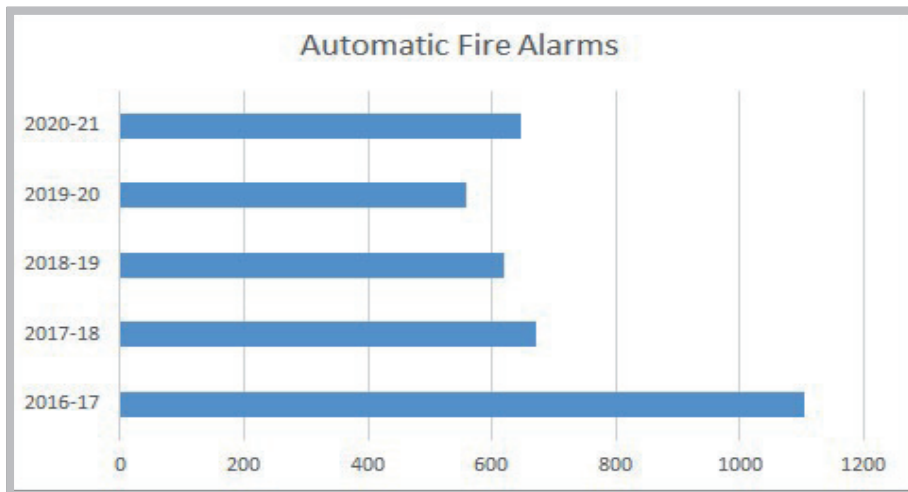
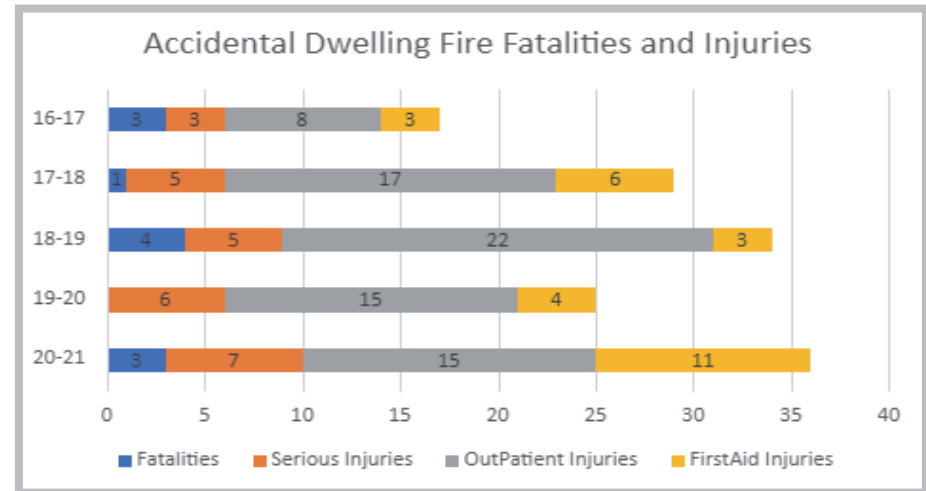


ACCIDENTAL DWELLING FIRES

When comparing 2019/20 and 2020/21 there has been a reduction from 321 to 302 in primary accidental dwelling fires (down by 6%). The average for the period April 2016 to March 2021 inclusive is 357.4 primary accidental dwelling fires per annum. The 2020/21 total of 302 is thus 16% below average when compared to the last 5 year's data.

NUMBER OF FIRE DEATHS, INJURIES AND LESS SERIOUS INJURIES

During 2020-21-there were 34 primary accidental dwelling fires that resulted in a total of 3 deaths, 7 serious injuries and 26 less serious injuries. 28 of the 34 fires (82%) were caused by 'human behaviour', 6 (18%) by 'faulty appliance' and 1 (3%) by 'overheating, unknown cause'.

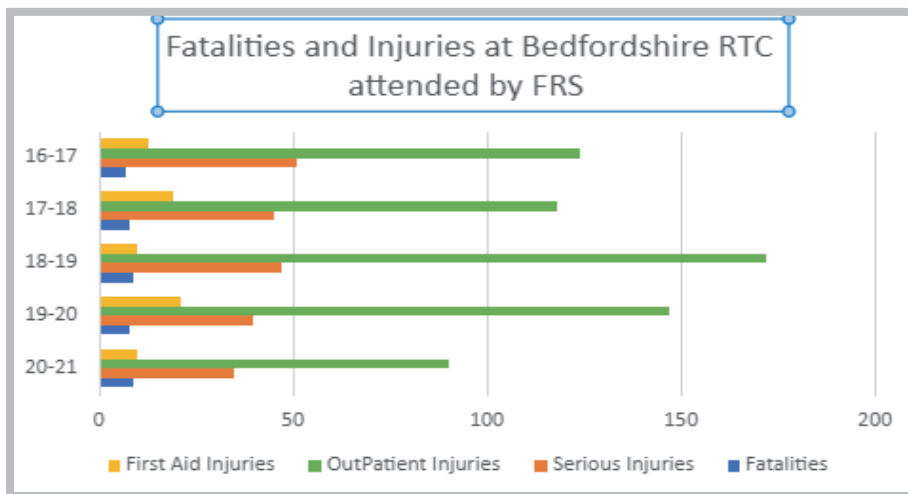
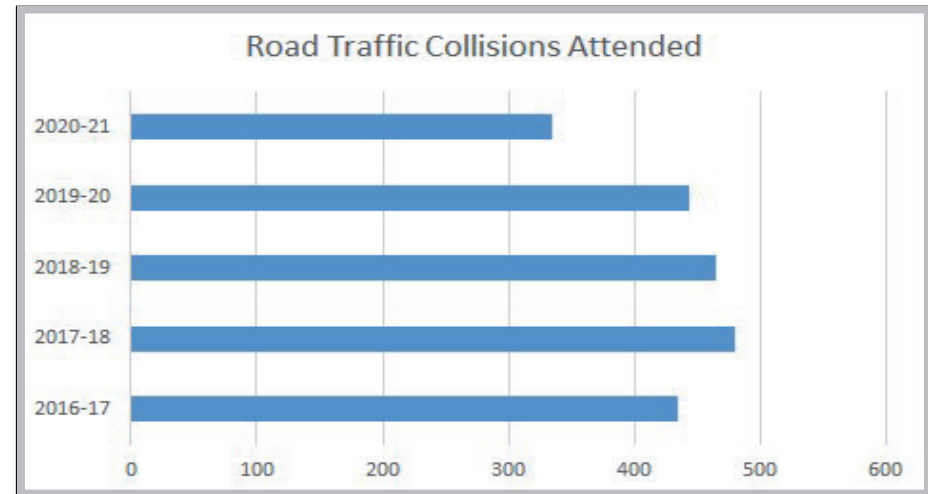


NUMBER ALARMS FROM AFA'S

BFRS continues to target the reduction in False Alarms from Automatic Fire Alarm Systems and has been applying measures to support this. During 2020-21 we attended 647 AFA's which is an increase of 89 AFA's. This equates to 13 % increase.

ROAD TRAFFIC COLLISIONS ATTENDED

The number of Road Traffic Collisions has declined over the last 3 years. The number attended in 2020-21 (325) has been the lowest in the last 5 years. This may have something to do with the pandemic and less commuters due to people working from home.



ROAD TRAFFIC COLLISION INJURIES AND FATALITIES

The number of Road Traffic Collision injuries and fatalities has seen serious injuries decline over the last 3 years. However, Fatalities have remained stable with little fluctuation. Other factors have decreased and 2020/21 does appear to be down on previous years. This may have something to do with the pandemic and less commuters due to people working from home.

PREVENTION

HOME FIRE SAFETY CHECKS/SAFE AND WELL VISITS

BFRS makes effective use of its own data, and that of health and other partners, to implement an intelligence led approach, targeting delivery at the most vulnerable households. The Service is continuously establishing new partnerships to generate referrals from other agencies, who can assist in identifying vulnerable households that would benefit from a Safe and Well Visit.

BFRS uses a variety of risk reduction interventions in its continued commitment to keep the communities of Bedfordshire safe.

In 2020/21 prevention activity was affected by the restrictions imposed in response to the COVID pandemic. However, BFRS continued to deliver Safe and Well interventions within the community. Visits involving entering dwellings were maintained for those assessed as at high risk from fire, using measures such as social distancing and face masks to reduce the risk of infection. New delivery methods were also developed with 1710 interventions delivered by a 'Doorstep visit' and 916 delivered by telephone.

During 2020/21 BFRS supported the management of six vaccination centres across Bedfordshire and deployed personnel to engage with risk groups at these centres speaking to over 4,000 people resulting in 450 direct referrals for a Safe and Well visit.

An online referral portal was launched in August 2020 and proved to be a real success with 756 (11% of total) visits

generated by the portal. The portal generated a high proportion of visits to households with known risk factors such as elderly occupants, people living alone and households with no working smoke alarm.

In total 6,835 Safe and Well interventions were delivered, representing a 17% increase compared to 2019/20 and the highest numbers recorded in the 5 year period. These visits take the form of enhanced Home Fire Safety Checks that cover a range of additional areas addressing personal safety and wellbeing. These areas include advice and referrals to partner agencies aimed to reduce risks from:

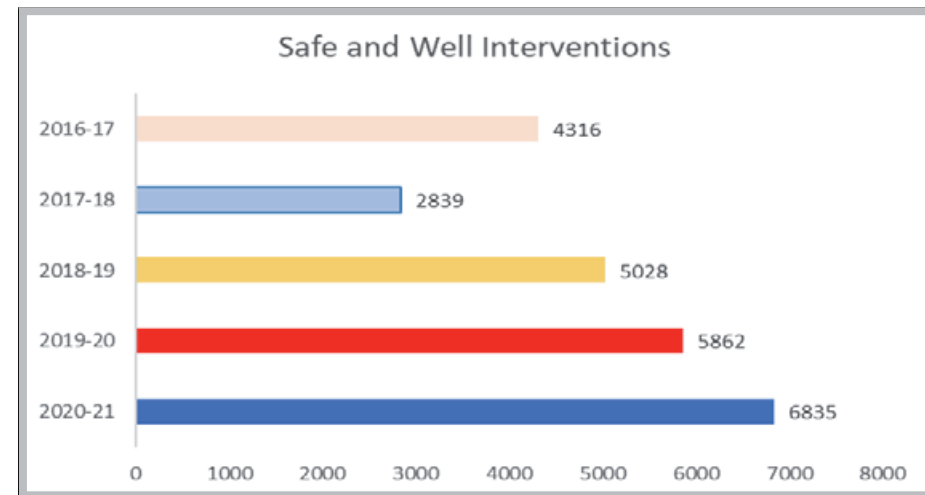
- Crime;
- Slips, Trips and Falls;
- Smoking and,
- Alcohol consumption

BFRS uses a variety of risk reduction interventions in its continued commitment to keep the communities of Bedfordshire safe.



In 2020/21 prevention activity was affected by the restrictions imposed in response to the COVID pandemic. However, BFRS continued to deliver Safe and Well interventions within the community. Visits involving entering dwellings were maintained for those assessed as at high risk from fire, using measures such as social distancing and face masks to reduce the risk of infection. New delivery methods were also developed with 1710 interventions delivered by 'Doorstep visit' and 916 delivered by telephone.

An online referral portal was launched in August 2020 and proved to be a real success with 756 (11% of total) visits generated by the portal. The portal generated a high proportion of visits to households with known risk factors such as elderly occupants, people living alone and households with no working smoke alarm.



SAFEGUARDING

BFRS personnel undertake a wide range of public facing roles, educating and engaging with our communities including children, young people, and adults with complex needs and vulnerabilities. BFRS has a legal and moral obligation to recognise and report concerns about abuse or neglect and ensure personnel have the necessary skills and training to be safe and effective practitioners.

- In 20/21 we have seen an increase in the number and quality of referrals made by BFRS due to the training provided by partners in Central Bedfordshire Council and the Clinical Commissioning Group (CCG). There has been an average of 9 Safeguarding referrals made per month during 2020/21
- Group Commanders who deal with Safeguarding have received Level 3 Safeguarding training
- With partners the pan-Bedfordshire hoarding protocol was launched and during lockdown we worked with the CCG and local authorities to share information on hoarders
- We launched a direct referral pathway from the Ambulance service safeguarding social worker to BFRS for vulnerable patients
- We worked in partnership with local authority partners and the CCG to provide advice to homeless people rehoused in hotels during lockdown

- We continued to respond to requests for arson proof letterboxes to victims of domestic abuse directly from Bedfordshire Police
- We continued to engage with young fire setters using virtual platforms
- We established a fire death and injury subgroup to the Safeguarding Adults Board

ARSON REDUCTION

BFRS has two Arson Reduction Officers who lead on delivering the Arson Reduction Strategy.

We work in partnership with other agencies to reduce arson by implementing interventions in three key areas:

- **Environmental Interventions:** aimed at removing the opportunities for arsonists to commit offences, removing potential targets for arson offences and improving security in respect of targets for arson offences that cannot be removed
- **Investigation-based Interventions:** aimed at assisting the police and other partner agencies in the identification of patterns, series and trends in respect of arson offences
- **Educational Interventions:** aimed at educating offenders and potential offenders to remove or prevent development of the motivation for engaging in fire setting behaviour

Despite the restrictions imposed in response to the COVID pandemic it was 'business as usual' in respect of the environmental and investigation-based interventions. Visits involving entering dwellings and other properties that were assessed as at high risk from fire were still conducted using measures such as social distancing and wearing gloves and face masks to reduce the risk of infection. The only interventions that were affected were educational interventions with the Prisons not allowing our Arson Reduction Officers to conduct an educational input with convicted arsonists prior to their release.

In respect of the county there was a reduction from 708 to 429 deliberate fires (down by 39%) compared to 2019/20.

ROAD SAFETY

Our Community Safety Officer Road Safety is supported by eight part time Road Traffic Collision(RTC) Reduction Officers. Although the last year has presented challenges, our team has been working hard to ensure that collaborative working and educational events have continued as best as practicably possible. We have also taken the opportunity to progress joint working initiatives:

- Working alongside our local advanced motorcycle group, Herts & Beds Advanced Motorcyclists (HBAM), we have devised a training package for Institute of Advanced Motorists (IAM) National Observers to ensure they have the skills to manage group riding sessions and manage the initial 'first on scene' at an RTC
- We have been working in conjunction with Bedfordshire Police to deliver Police Bike Safe

- The team supported educational campaigns including at vaccination centres and a joint campaign on the A507. This was designed solely for Social Media due to the pandemic and was very successful in terms of views and shares. The campaign generated significant interest from the local parish councils (Amphill / Clophill / Shefford / Maulden) who have been campaigning to make the road safer and it resulted in Central Bedfordshire Council committing to short-term improvements and exploring longer term solutions.

WATER SAFETY

Social media campaigns have been favoured for the educational route during the last year due to pandemic restrictions. Our media campaigns aligning with the NFCC National campaign calendar.

Our safety officers have been working with colleagues at Forest of Marston Vale to install a number of the water rescue boards around water sites they own. This included 6 boards initially, with further boards to be purchased at a later date.

The last year included a significant amount of planning for a county wide implementation of the NFCC water safety responder programme. Riverside North and the Embankment in Bedford has been targeted previously with refresher training carried out to local businesses by our safety officers and operational crews from Bedford station.

YOUTH DEVELOPMENT/FIRE CADETS

We have two Youth officers who support a variety of youth initiatives many of which have not been able to take place due to pandemic restrictions.

Our Youth officers delivered a 5-day National Fire Setter training course to 6 members of our community safety team to help build resilience. This has enabled us to support 11 cases involving young fire setters within Bedfordshire.

The team supported operational crews to create a virtual Year 2 educational package. A pilot received positive feedback from schools. The design phase is due to be completed during 21/22 year so that virtual visits can be delivered to key stage 1 and 2 pupils utilising the Staywise educational resources.

Despite the challenges last year, we recruited 24 new fire cadets during October and November 2020, joining our three cadet units (Luton, Leighton Buzzard and Sandy) to bring the current total to 32 Fire Cadets supported by 16 Instructors, including 3 volunteers.

The cadet instructors adapted and launched virtual sessions on MS Teams which kept the young people engaged with over 30 virtual sessions run from December 2020 to April 2021.



PROTECTION

BFRS is the enforcing authority for the Regulatory Reform (Fire Safety) Order 2005. The Fire Safety Order requires anyone in control of a premises (the 'responsible person') to carry out a fire risk assessment to determine what steps they need to take to reduce the risk from fire and make sure people can safely escape if there is a fire.

During 2020/21 we introduced significant changes to our Protection approach in response to national learning arising from the Grenfell Tower tragedy. In February 2020 the National Fire Chief's Council published its revised Competency Framework for Fire Safety Regulators (the Competency Framework). This sets out a framework through which FRS can demonstrate their Fire Safety Regulators are suitably competent, defining roles, qualifications, development and quality assurance requirements. The Government also provided significant grant funding in 2020/21 to support a programme of inspections of high rise residential buildings and to support an uplift in protection capacity and competency.

Over the course of 2020/21 BFRS:

- Published our own revised Competency Framework, adopting the national standards for a consistent approach
- Implemented new Fire Safety Regulator roles including a part-time Fire Engineering Design Technician and two new full-time Fire Safety Advisor posts aligned to Competency Framework requirements
- Reviewed and revised our risk-based inspection programme adopting a new definition for high risk premises based upon Competency Framework guidance

- Invested significantly in protection related training and development with a first cohort of operational staff working towards the Level 3 Certificate in Fire Safety
- Undertook a programme of inspections of all high-rise residential buildings reporting our findings to Government
- Continued our investment in improving our premises database and fire safety management systems

AUDITS AND INSPECTIONS

As the enforcing authority BFRS undertakes a range of planned and reactive inspections of premises (normally buildings or parts of buildings) to which the Fire Safety Order applies. The Fire Safety Order applies very widely and there are over 22,000 premises within the county of Bedfordshire to which, the Fire Safety Order applies. With such a large number of premises, through our risk-based inspection programme we target our finite resources on those buildings that present the highest risk to life safety in the event of a fire. This is predominantly those buildings used for sleeping or with vulnerable occupants, such as care homes, hotels, hospitals and other residential accommodation. We also sample other types of premises such as offices, factories and shops.

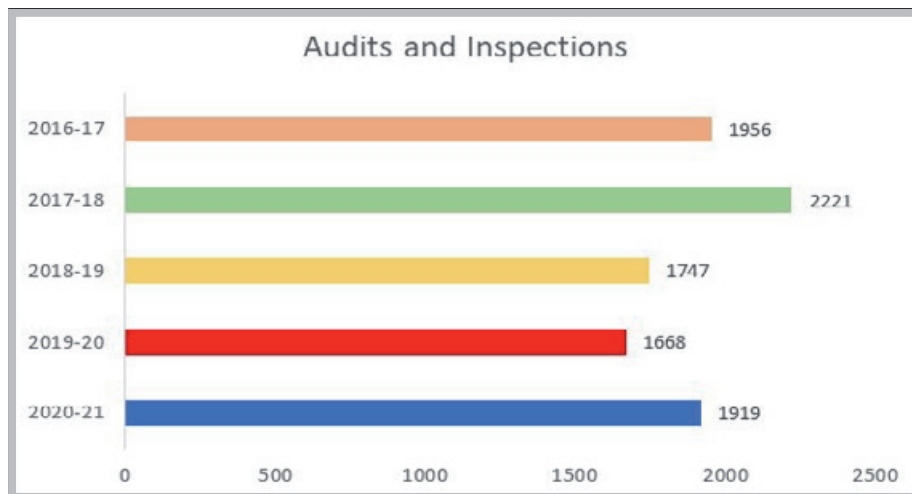
Our risk-based inspection programme includes the following types of activity:

- Planned audits of higher risk premises by specialist fire safety staff
- Basic fire safety checks of lower risk premises by operational staff
- Carrying out 'after fire' inspections
- Inspections to investigate complaints we receive about fire safety standards in premises

In 2020/21 protection activity was affected by the restrictions imposed in response to the COVID pandemic. However, BFRS continued to enforce the Fire Safety Order taking

a risk-based approach to protection activity. With many premises being closed during the lockdown periods of the pandemic or, in cases such as care homes exercising tight control over access, the number of physical audits was significantly less than in a normal year. However, we completed the inspections of high-rise residential buildings allocated under the Government's Building Risk Review programme and increased the number of basic checks undertaken, targeting low and medium rise blocks of flats.

BFRS conducted a total of 1919 audits and inspections during 2020/21 some of which were carried out as 'desktop' audits rather than physical site inspections.



FORMAL ENFORCEMENT ACTION

When BFRS finds that the requirements of the Fire Safety Order have not been complied with, the action that can be taken ranges from informal advice through to prosecution. BFRS takes a 'firm but fair' approach to enforcement in line with the Regulators Code. Formal enforcement actions include serving the types of notices set out below. It is a criminal offence to fail to comply with these notices.

- **Prohibition Notice** – served where the risk is considered so serious that use of the premises needs to be prohibited or restricted until specified matters have been remedied

- **Enforcement Notice** - served where there is a clear breach of the law, where the degree of risk of harm is significant, and where a remedy needs to be secured within a set period of time
- **Alterations Notice** – served where there is a serious risk (or there would be with a change to the premises) and may require that before any changes are made details of the proposed changes must be submitted to the fire authority

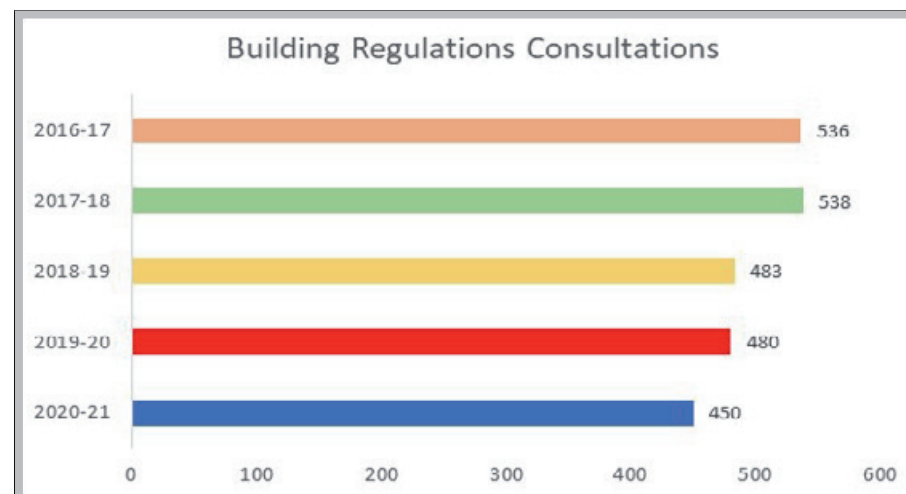
During 2020/21 BFRS served higher numbers of Notices than in previous years. Prohibition Notices have been served on residential accommodation, particularly houses in multiple occupation (HMO) as a result of our joint working with the housing authorities to combat rogue landlords who are renting accommodation without ensuring that the required fire safety measures are in place.

STATUTORY CONSULTATIONS

In England and Wales, the Building Act 1984 and its Building Regulations apply to new buildings and to building work such as the erection, extension or material alteration of an existing building. Fire safety requirements are set out in Building Regulations and guidance on meeting the requirements is given in Approved Document B (Fire safety). The building control authority or approved inspector are responsible for checking for compliance with these requirements and undertake statutory consultation with the fire and rescue service as part of that process.

In 2020/21 BFRS made responses to 450 Building Regulations consultations, which was slightly fewer than in previous years.

In addition to Building Regulations consultations, BFRS also responds to other consultations including those relating to Licensing, Care standards, and Ofsted inspections. In 20/21 BFRS responded to 117 such consultations.



FINANCE

A FINANCIAL SUMMARY OF 2020/21

The Bedfordshire Fire and Rescue Authority (FRA) is a precepting authority – this means that its net cost, after receipt of Government Grant, is met by a proportion of local business rates and council tax via the unitary authorities of in Bedford, Central Bedfordshire and Luton.

The FRA is acutely aware, particularly in the current economic climate, of the need to keep any increase in council tax to the minimum, always bearing in mind the need to adequately fund the Fire and Rescue Service. Resources must, therefore, be sufficient to enable this emergency service to be fully operational throughout the year. For the 2020/21 budget, the FRA was able to keep its Council Tax increase to 1.99% for 2020/21. A Band D property in 2020/21 paid £100.41 for the annual council tax charge of the Fire and Rescue Service.

A FINANCIAL COMMENTARY OF 2020/21

Revenue Budget:

For 2020/21 the FRA approved a revenue budget requirement of £31.063m. Circa 80% of these costs are for employees.

2020/21 Year End Contribution to Reserves:

The year-end contribution to reserves was £878k. The underspend was predominantly due to pay awards being set nationally that were lower than had been budgeted for. This underspend had been reported during the year to the FRA.

Capital Budget:

What the FRA spends on capital expenditure and how that expenditure is financed is governed by a Prudential Code, which has been adopted by the Authority. The FRA each year considers and determines what can be afforded taking into account service needs and the effect of the cost of financing the expenditure at local council tax payer level. For 2020/21 the FRA determined that capital expenditure be approved at £1.505m, of which £0.505m was to replace fire appliances and other operational vehicles, the core items also included ICT and property works. The capital programme was funded from capital grant received from Central Government and revenue contributions.

Reserves:

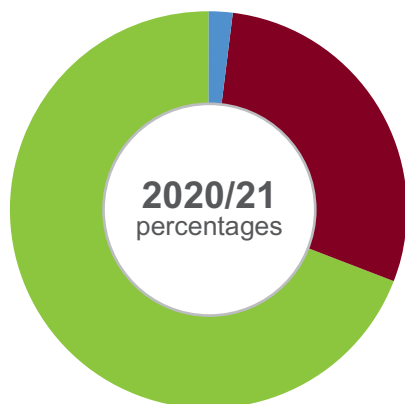
The General Reserve balance as at 31 March 2021 was £2.4m. This is following work undertaken over the last few years to establish specific earmarked reserves, which as at 31 March 2021 totalled £5.105m. The year-end revenue budget underspend of £878k was allocated to the Transformation Earmarked Reserve, this is in line with the Medium Term Financial Strategy. The Capital Receipts Reserve as at 31 March 2021 was £507k.

A full explanation of the 2020/21 finances are held within the 2020/21 Statement of Accounts. The annually accounts are subject to external audit each year, the Service's external auditors are Ernst & Young.

The link below will take you to the relevant page on the Service's website. <https://www.bedsfire.gov.uk/About/Finance-and-budget/Statement-of-accounts.aspx>

The Fire and Rescue Authority has a responsibility to publish a statement of assurance on an annual basis which sets out the approach taken to ensuring appropriate arrangements are in place in terms of governance and operational delivery. The statement of assurance will be published later this year ([link to follow](#)).

WHERE DOES THE MONEY COME FROM 2020/21



2%

Income

29%

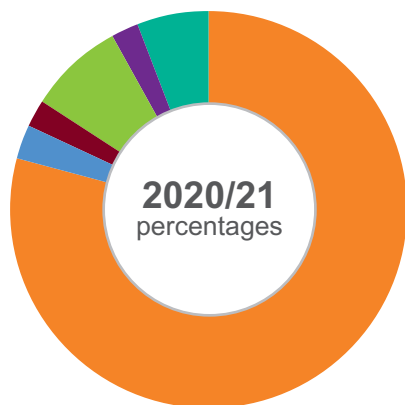
Central and Local Government Funding

69%

Council Tax

	Gross Budget	Income	Budget Requirement	Central and Local Government Funding	Council Tax	Total
2020/21 (£m)	31.7	(0.7)	31.0	9.1	21.9	31.0
2019/20 (£m)	30.3	(0.5)	29.8	8.8	21.0	29.8

WHAT THE MONEY IS SPENT ON 2020/21



79%

Employees

3%

Premises

2%

Transport

8%

Supplies and Services

2%

Agency and Contracted Services

6%

Capital Financing

	Employees	Premises	Transport	Supplies and Services	Agency and Contracted Services	Capital Financing	Total	Reserves Funding	Budget Requirement
2020/21 (£m)	25.3	0.9	0.7	2.5	0.7	1.9	32.0	(1.0)	31.0
2019/20 (£m)	23.8	1.0	0.7	2.3	0.5	2.0	30.3	(0.50)	29.8

HUMAN RESOURCES

20 employees received their Long Service & Good Conduct Awards in 2020/2021. In addition to business as usual the HR Team have adapted and implemented a range of advice, initiatives, measures and guidance to support Service delivery as a result of the pandemic. A great deal of additional work has been undertaken by all members of the HR Team and here are some of the key achievements:

A full review of the recruitment and on boarding processes took place to ensure that we were able to continue to recruit to vacancies despite national lockdowns and on-going restrictions. During the performance year we have recruited to 18 support roles (Green book), 2 Control posts, 7 Retained Firefighters and 18 Wholetime Firefighters (who started in September 2020). To do this HR developed risk assessments to enable our practical firefighter selection tests to take place as well as developing guidance for interviewees and interviewers to support virtual interview and shortlisting processes. On boarding protocols changed to enable us to safely recruit.

A Recruitment Audit was undertaken by RSM Risk Assurance Services our external auditors. This confirmed we had adequate controls in place and highlighted that “the Service has made adaptations to the recruitment process as a result of COVID, including the use of virtual interviews. We have not identified any issues in relation to the timeliness of the recruitment process.”

During the pandemic we have maintained contact with our community groups virtually using a range of media platforms. An Instagram page has been created called WIREbedsfire (Wellbeing, Inclusion, Recruitment and Engagement) – the number of followers is steadily increasing.

Occupational Health implemented remote consultations for all existing clients as well as the additional workload associated with the pandemic such as advice and support to vulnerable employees and confirmed COVID cases. They continue to provide advice to managers and the Service on individuals fitness to work, infection control etc. Our employee wellbeing offer was enhanced and a range of promotional activity was performed. We have facilitated virtual webinars, workshops and drop in sessions in partnership with a variety of organisations such as our Employee Assistance Programme, MIND, the Samaritans and the Fire Fighters Charity, etc aimed at supporting employees mental health.

Payroll have performed additional work ensuring that salary costs associated with the pandemic are accurately reported on and any recharge information is available to the Service. The HR Operations Team have ensured that pensions advice and information is clarified and available to the Service and employees in relation to additional duties in the pandemic as well as researching, developing and implementing secondment arrangements for EEAST.



The Employee Relations Team have researched, developed and implemented a range of revised HR procedures to support new ways of working, respond to COVID related legislation changes and to help the Service respond to the operational demands of the pandemic.

We have also successfully implemented virtual hearings for managerial meetings and increased the level of support available to the Service in dealing with complex people management issues in a remote environment.

PROJECTS AND PROGRAMMES

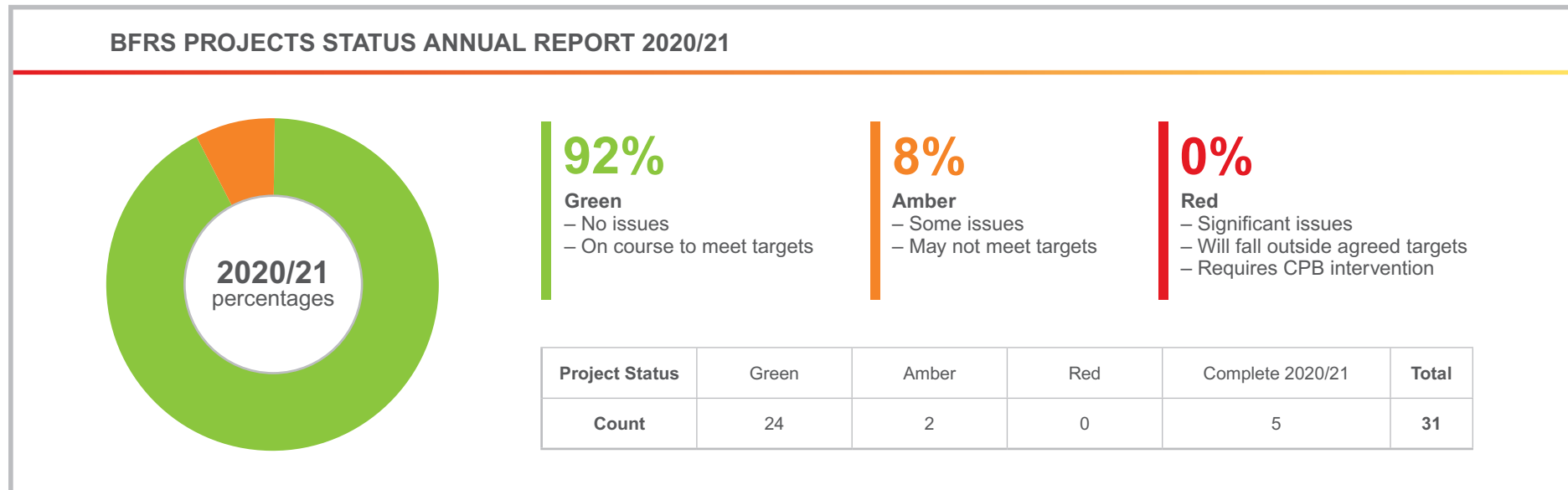
THE PARAGRAPHS BELOW PROVIDE KEY HIGHLIGHTS FROM PROJECTS AND PROGRAMMES LOOKING BACK AT 2020/21:

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.

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’ Mobile Data Terminals (MDTs) and iPhones for use by the operational crews.



The Course Management System (CMS) and (Performance Development) PDR Pro Upgrade project (training records), were delivered successfully with the new Course Management System implementation going live in September 2020.

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 pandemic lockdown.

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.

The new Mobile Data Terminals (MDTs) rollout to all appliances was completed. This project is in closedown, now progressing post implementation review.

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.



OUR WORK WITH EAST OF ENGLAND AMBULANCE SERVICE NHS TRUST

OUR SUPPORT FOR EEAST

In March 2020 BFRS decided to live our values and ‘dared to be different’! It started with an internal call out to our firefighters and over 30 stepped forward to volunteer to drive ambulances for EEAST.

This request was put out in March 2020 and by April our firefighters were trained and on the road driving ambulances alongside EEAST. Our partnership has grown significantly since then with the introduction of a Falls Service, Specialist Rescue Unit, and Co-responding. Stepping forward during uncertain times has allowed both EEAST and BFRS to keep the public safe during a time of national emergency.

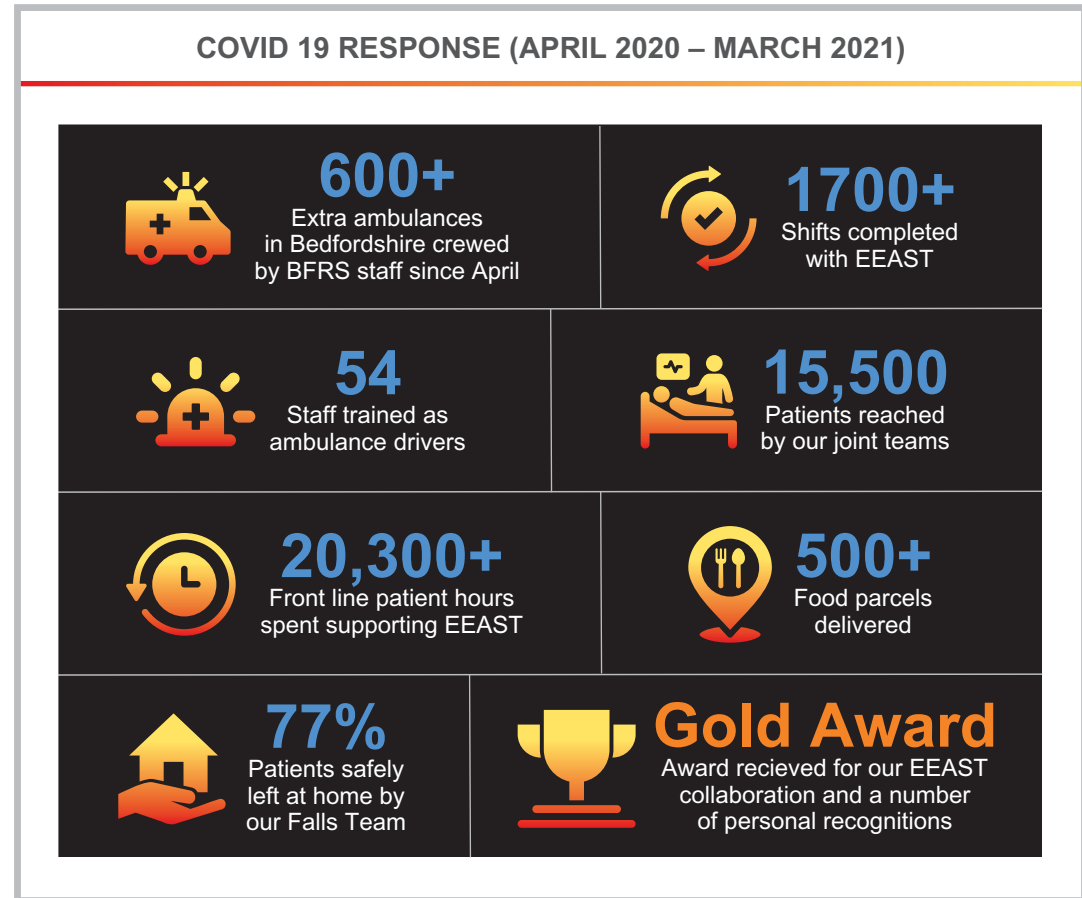
Evaluation shows that public services benefit by £7 for every pound we spend, with people in Bedfordshire getting £5.1 million in social value from our combined efforts.

Cost to the service in support of EEAST;

- £724,766.55, cost of seconded Firefighters driving ambulances; £289,235

April 2020 – April 2021, 54 firefighters have undertaken;

- 1700+ Operational shifts with EEAST completed
- 16,000+ patient interactions
- 20,300+ front-line patient hours spent supporting EEAST





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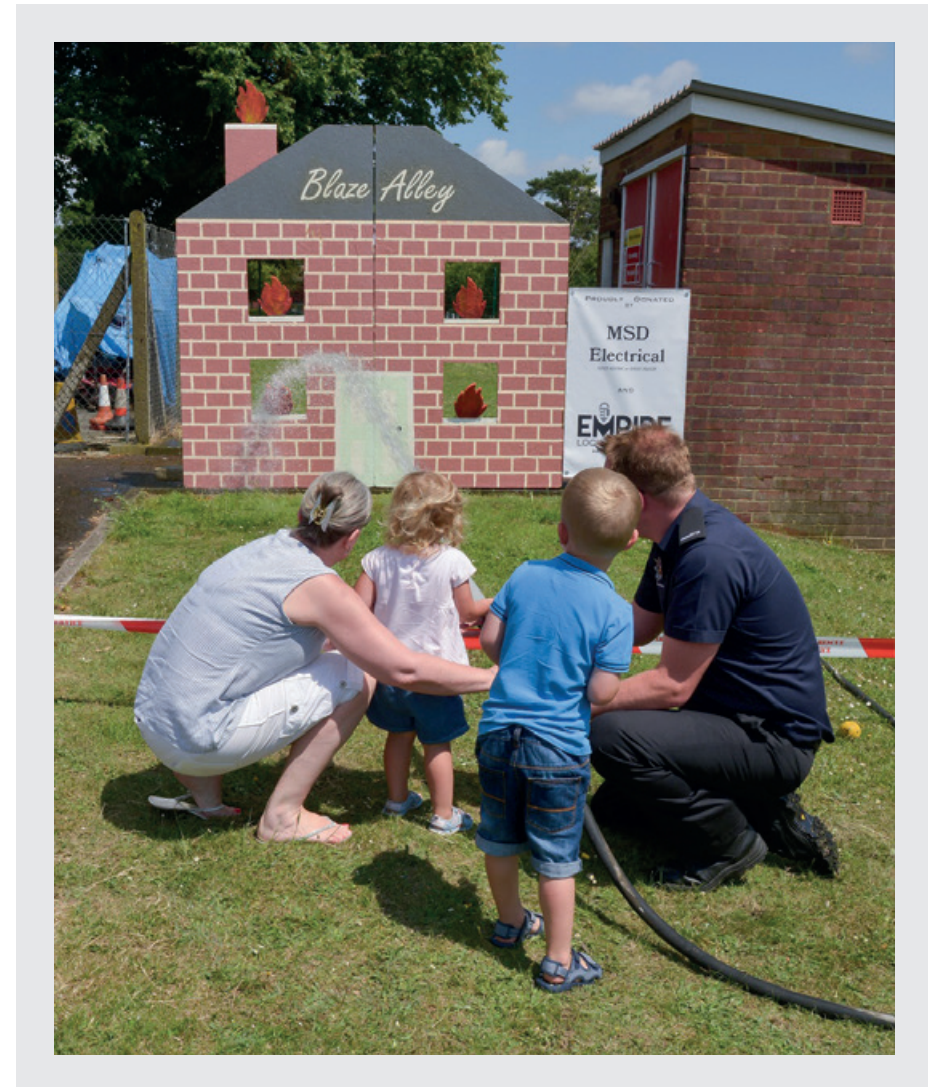
LETTERS OF APPRECIATION

Please find below a selection of the many letters and emails thanking us for our services and our outstanding team at Bedfordshire Fire and Rescue Service.

- Thank you from BCH police who attended the water safety training in Harrold. I just wanted to write and say thank you for delivering our water training last week. It was one of the best courses we have done and the whole team thoroughly enjoyed it. It was delivered in a relaxed manner, with consideration for all levels and ability with support given to those who needed it. I was really impressed with the whole course and from one training team to another we thought you were all excellent and we look forward to continued training and deployments with you in the future. Thank you, for supporting us with this training and I just wanted to let you know that the team were a credit to Beds Fire and Rescue Service. Unit Head for Operational Support Unit /CT SeCCo. #WeveGotYourBack #EveryContactCounts



- Thank you received from Thames Valley Air Ambulance for Leighton Buzzard and Dunstable White Watch who attended a fire at Clarence Road, Leighton Buzzard on 24th February. Sadly, the patient later died in hospital from their injuries. Our Team asked 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 their 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.
- Compliment received from EEAST - Your on-going 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 smaller 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.

- Letter received from the Army to Crew Commander Bedfordshire FRS, 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 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.
- Compliment received from member of the public - Hi, The fire team came out today to check as I could smell burning, they did a full check, which I am extremely grateful for, nothing was found but they were extremely friendly and didn't make me feel like a total wally for calling them out. Thank you so much for your help.

“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: DCFO DAVE NORRIS

SUBJECT: FIRE PROTECTION STATISTICS – NATIONAL BENCHMARKING COMPARISON

For further information on this report contact: SOC Ian Evans
Head of Prevention and Protection

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To present a comparative analysis of national fire protection 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.

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. Protecting people and property when fires happen 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 protection 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 mostly 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.
- 1.4 Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment and involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the Regulatory Reform (Fire Safety) Order 2005 (FSO).

2 Fire Safety Audits

- 2.1 A fire safety audit is a planned visit by an FRS to carry out a comprehensive assessment of the level of compliance with the requirements of the FSO in a particular premises. The FSO requires a 'responsible person' for a workplace or premises to which the public have access to carry out and regularly review a fire risk assessment to ensure that the general fire precautions are adequate and appropriate, to reduce the risk from fire to employees and other relevant persons to as low as reasonably practicable. The FSO applies to the majority of non-domestic premises and the communal areas in residential buildings.

- 2.2 It is a matter for each FRS to determine how many audits they carry out per year, but they must have a locally determined risk-based inspection programme and management strategy in place for enforcing the FSO. For England as a whole, since 2010/11 there has been a general decline in the number of fire safety audits that FRSs complete with 43 per cent fewer completed in 2019/20 compared with 2010/11.

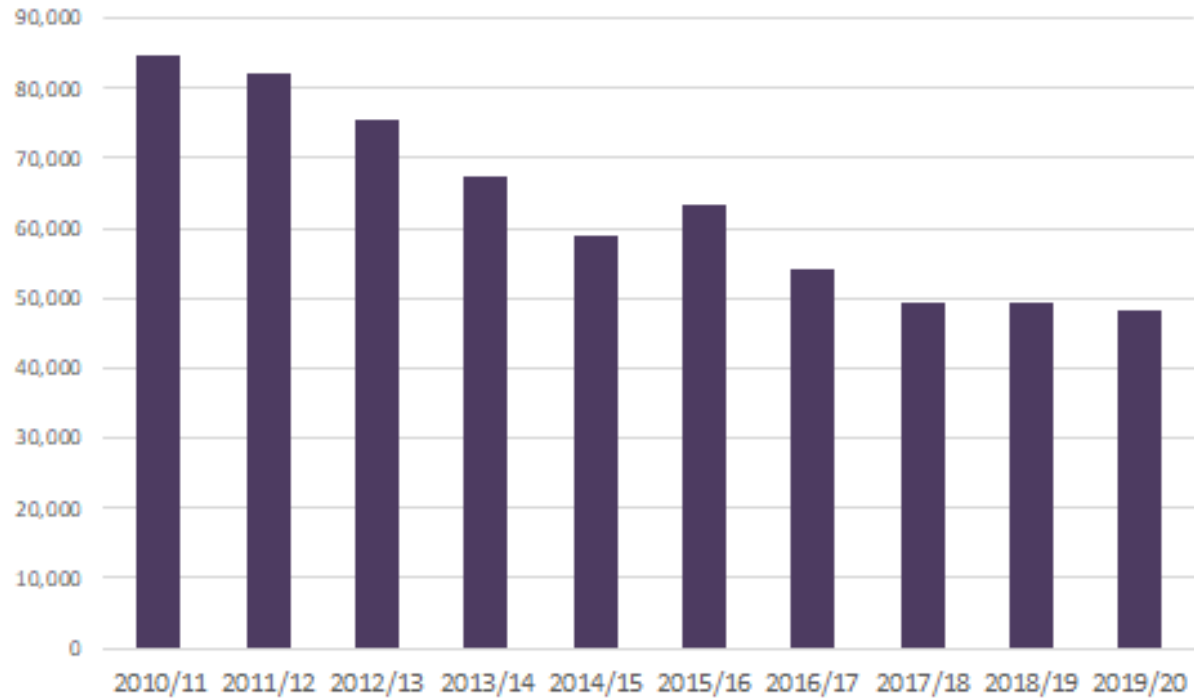


Figure 1. Number of Fire Safety Audits, England, 2010/11 to 2019/20

- 2.3 In 2019-20 BFRS undertook a total of 1,434 fire safety audits, which was a significant increase on the year before (920). In 2019-20 the total number of known premises to which the FSO applies in Bedfordshire was reported as 19,758. Some key benchmarking against national (England) returns is shown in Figure 2 below.

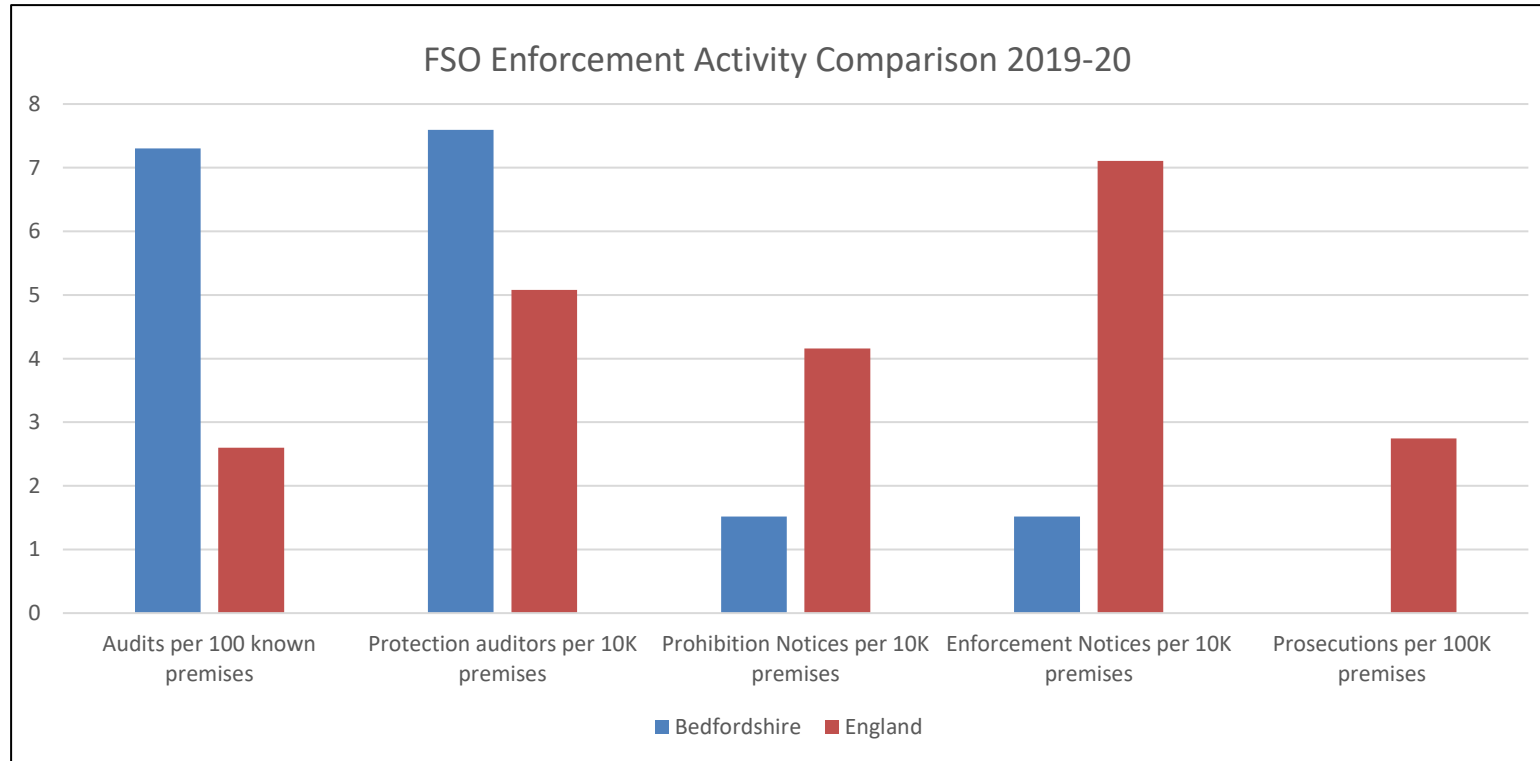


Figure 2. FSO Enforcement Activity Comparison 2019-20

- 2.4 From Figure 2 it can be seen that the number of audits undertaken per 100 known premises was significantly higher than the national average. This was in part due to the use of operational staff to undertake basic audits of low risk premises. Following the adoption of the latest NFCC Competency Framework for Fire Safety Regulators (published February 2020) operational staff do not meet qualification requirements to undertake fire safety audits. Operational staff now undertake basic fire safety checks instead. There has also been a significant loss of specialist protection team staff through retirements and for other

reasons. As a consequence, the number of audits completed in 2020-21 was significantly lower (408 compared to 1,434). The Service is investing in specialist training (Level 3 Fire Safety Certificate) for a cohort of operational staff to enable them to undertake audits and is recruiting new specialist protection team members, however, due to the time taken to achieve competence, there will be a lag before numbers of audits completed start to rise significantly.

- 2.5 In BFRS the premises fire safety arrangements were deemed to be satisfactory in 72% of audits undertaken in 2019-20, this compares to the England average of 66%. In Figure 2 it can be seen that proportionally fewer statutory notices were served compared to the England average. This is in part due to the high number of audits carried by operational staff on low risk premises, where few significant deficiencies were identified. There were no prosecutions brought by BFRS during 2019-20. Whilst the lack of prosecutions has been commented on by HMICFRS, this largely reflects the national picture with only 52 prosecutions in England during 2019-20. In our joint inspections with local housing authorities BFRS has undertaken a number of inspections that have led to prosecution. However, these prosecutions have been brought by the housing authority under the Housing Act and associated regulations (as the recognised lead for enforcement in these types of premises) and as such are not reflected in the fire safety return which is concerned with prosecutions brought under the FSO.

3 Statutory Consultations

- 3.1 Building control bodies are responsible for checking for compliance with the requirements of the Building Regulations. The Regulations are concerned with building work and with material changes of use (which may give rise to requirements for building work) and the requirements for fire safety will apply to most buildings. Where a building control body is formally engaged in checking the compliance of building work with the Building Regulations and the building in question is to be put to a use to which the Fire Safety Order applies, or will apply after completion of the work, there are statutory requirements to consult the fire safety enforcing authority at certain stages of the process.
- 3.2 In 2019-20 BFRS responded to 480 Building Regulations consultations a reduction from the previous year (543). The number of Building Regulations consultations per 10,000 known premises was 243, slightly lower than the England average of 268. The average time taken per consultation was 1.80 hours which is consistent with the England average of 1.78 hours. The recent losses of experienced staff is starting to create difficulties in meeting the statutory timeframe (15 days) for responding to such consultations.

4 Primary fires in non-domestic buildings

- 4.1 One of the key national indicators for assessing risks presented by buildings to which the FSO applies is the number of primary fires in non-domestic buildings (FIRE0306). Non-domestic buildings include; factories, offices, shops, hotels, care homes and most other classes of commercial building. Primary fires are the more serious fires affecting people or property. Figure 3 shows that both locally and nationally the number of fires in non-domestic buildings has been steadily falling over the past ten years. The number of fires in 2020-21 at 94 is the lowest figure on record for Bedfordshire. Reductions both locally and nationally in 2020-21 may in part be due to effects of the pandemic.

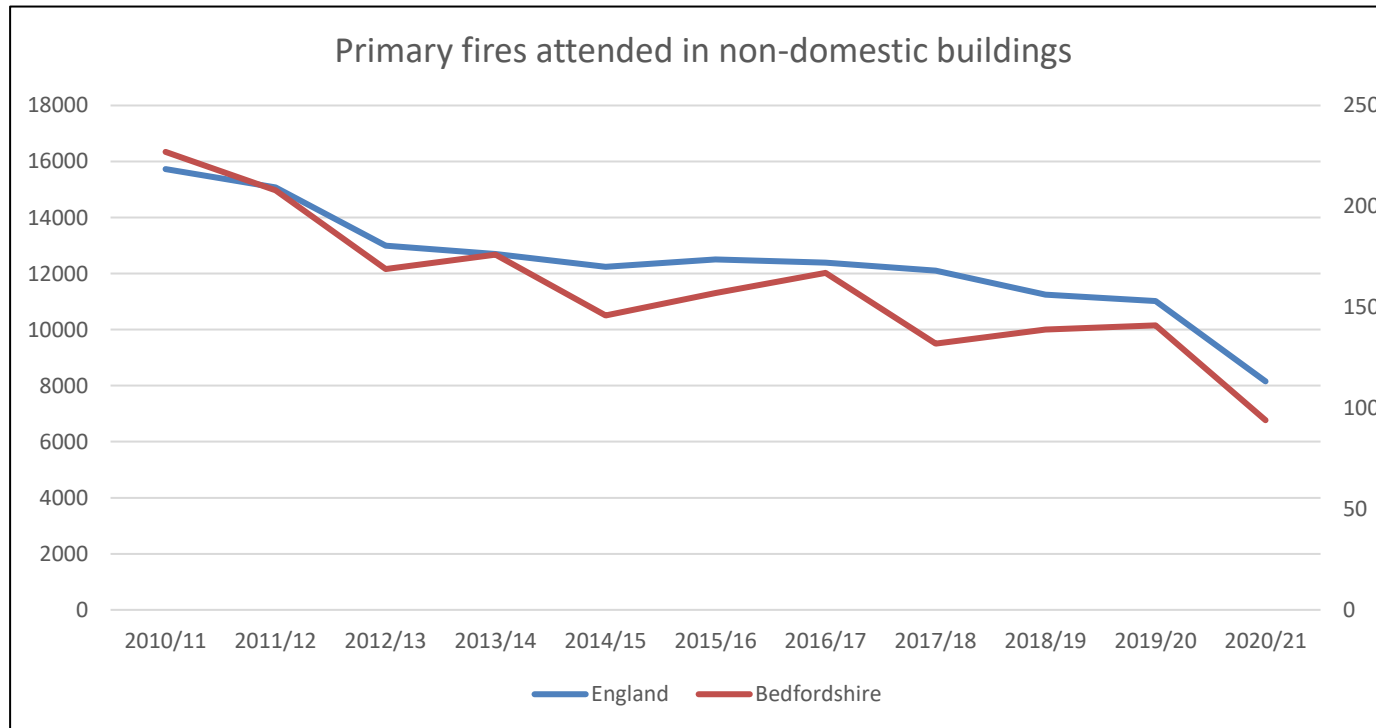


Figure 3. Primary fires attended in non-domestic buildings

- 4.2 In 2020-21 the Bedfordshire rate of primary non-domestic building fires per 100,000 population was 13.78 which is lower than the England average of 14.42. This is an improvement upon the previous year where the Bedfordshire rate was above average (20.89 compared to 19.59). Bedfordshire figures for 2019-20 may also be distorted by the high number of fires attended at HM Prison Bedford, which accounted for just over a quarter of the total. In 2020-21 fires at HM Prison Bedford accounted for 16% of the total. BFRS is not the FSO enforcing authority for HM Prison Bedford which falls under the jurisdiction of the Crown Premises Fire Safety Inspectorate.
- 4.3 It should be recognised that primary non-domestic building fires is only a partial measure, the FSO applies to the common areas of domestic buildings comprised of multiple private dwellings (e.g. blocks of flats or Houses in Multiple Occupation). Following the Grenfell Tower tragedy, the focus of attention and protection resources is moving more towards this type of premises. However, currently national published data tables do not enable benchmarking of fire data in this area.
- 5 Fatalities and injuries in non-domestic buildings
- 5.1 The Home Office currently does not publish national statistics on fatal and non-fatal casualties for the category of fires in non-domestic buildings. This makes benchmarking in this area more difficult. However internal statistics are available and it is possible to determine some information at a national (England) level from other published data tables. The annual number of fatalities in non-domestic buildings is very low compared to dwellings. In England during 2020-21 there were 8 fire deaths in non-domestic buildings compared to 186 fire deaths in dwellings (itself an all-time low). There have been no fire deaths in non-domestic buildings recorded in Bedfordshire during the twelve-year period for which Incident Recording System records are available (from 2009-10).
- 5.2 Fire injuries are also comparatively low in non-domestic buildings compared to dwellings. In England in 2020-21 there were 563 non-fatal casualties in non-domestic buildings compared to 4,877 in dwelling fires. In Bedfordshire in 2020-21 there were 6 non-fatal casualties in non-domestic buildings compared to 38 in dwelling fires. With such low numbers (in statistical terms), and the natural fluctuation these are subject to, comparison of trends with previous years or rates compared to national averages is unlikely to be particularly meaningful in terms of insight gained.
- 5.3 As set out at 4.3 above, the FSO also applies to the common areas of certain domestic buildings (dwellings). The risk of fire deaths or injuries in these types of premises is significantly higher than in non-domestic buildings, but currently published data tables do not enable benchmarking of fire data in this area. This is also a more complex area, the FSO does not apply to the single private dwellings within such buildings (e.g. individual flats within apartment blocks). It only applies to the building shell and internal common areas. The responsible person also has less ability to control fire risks within the private dwelling areas.

Reducing fire risk in these types of premises involves a holistic approach by the FRS involving both prevention and protection activity.

6 Investment during 2020-21

- 6.1 Whilst this paper provides a benchmark for performance during 2019-20, it is also worth considering the fire protection change agenda that significantly gained impetus during 2020-21. In 2020-21 the Government launched the Building Risk Review process specifically targeting inspections of high rise residential accommodation. A grant of £60,000 was provided to support this work. The Government also provided a further £101,000 grant aimed to support an uplift in protection competence and capability.
- 6.2 Members should be reassured that this funding is being put to use to support a permanent and sustainable increase in protection team resources, including creation of new posts and training to enable increased use of operational staff.

7 Conclusion

- 7.1 The comparative analysis shows that in terms of primary non-domestic building fires performance is improving, with the number of fires at an all time low (albeit the pandemic may to some extent be a factor in this). For 2019-20 BFRS compares favourably in terms of rates of audits and numbers of auditors. However, 2020-21 saw the onset of a swathe of changes to the legislative building safety framework that will result in increased demand in future. The Service has also had a high turnover in specialist protection staff that is creating some difficulties in the short-term.
- 7.2 The comparative analysis shows that in 2019-20, compared to England average rates, BFRS was issuing fewer statutory notices under the FSO and fewer prosecutions. Mindful of this, there is a focus within the protection team on ensuring that formal enforcement is considered as an option and used where it is appropriate and proportionate.

8 Recommendation

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

DAVE NORRIS
DEPUTY CHIEF FIRE OFFICER

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: PERFORMANCE REPORT QUARTER 1 (2021-22) (April 2021 to June 2021)

For further information on this report contact: Paul Hughes
Head of ICT & Programmes
Tel No: 01234 84 5015

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 present a summary of organisational performance at the end of the first quarter of the financial year.

RECOMMENDATIONS:

That Members:

1. Consider the Service's performance against the delivery of the Authority's Community Risk Management Plan (CRMP) at the end of Quarter 1 and consider any issues arising.
-

1. Background

- 1.1. Both operational and corporate performance is monitored and managed internally via the regular Corporate Management Team (CMT) meeting.
- 1.2. The Key Performance Indicators (KPI) and targets included within the report reflect those established as part of the Authority's 2021/22 planning cycle, and in support of the strategic aims set out in the Authority's Community Risk Management Plan 2019-2023 (CRMP):
 - Section 3-5: Prevention, Protection and Response (Service Delivery);
 - Section 6: Utilising and Maximising (Corporate Services);
 - Section 7: Empowering (Human Resources)
- 1.3. One of the strategic priorities set out in the CRMP is to enable better access to data and performance insight as doing so will help empower staff to greater ownership for delivering performance improvements at a local level. To support this strategic priority, the Service is undertaking a comprehensive review of how it captures and utilises the broad range of risk and performance data available.
- 1.4. This report contains a revised and expanded set of Service Delivery KPIs that are aligned to the service delivery aims of the CRMP, namely Prevention, Protection and Response. These KPIs are drawn from a greatly expanded set of over 220 KPIs

measuring both output and outcome performance across the Prevention, Protection and Response areas of the Service. They have been devised to give a Service level view of performance but also allow 'drill-down' to local levels and, where applicable, they are aligned to the measures used by the Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.

1.5. It is likely that this performance report will continue to evolve during the next year as work continues to expand the technical capabilities of the Business Information Team and increase the breadth and availability of risk and performance information.

2. Performance Reporting by Exception

2.1. The following sections of the report present an overview of performance in key areas of the Service, providing explanatory narrative on specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement.

2.2. Service Delivery performance is presented from 3 perspectives:

- Comparison against the annual target levels;
- Comparison with performance at the same point last year;
- Comparison with the 5-year average.

2.3. The status of each measure is noted using the following key:

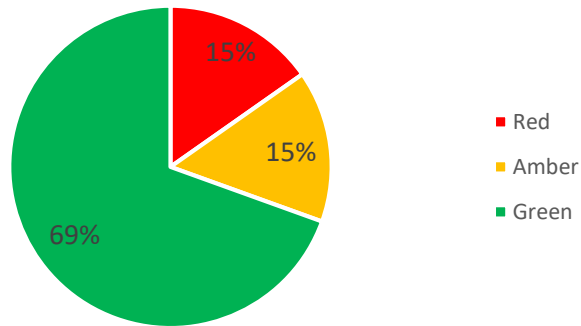
Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

Note: It should be noted that all targets are represented as 100% of the target for that period and the actual as a percentage of that target.

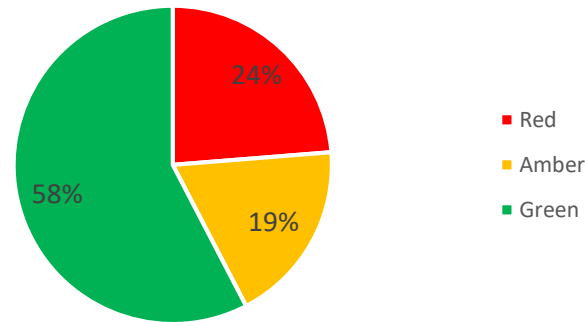
If we miss the target, regardless of an up or down direction of travel, it is shown as a minus and if we surpass the target it is shown as a plus

Management Summary

1. Breakdown of Performance Achievement Against Current Target



2. Breakdown of Performance Achievement Against Previous Year





PREVENTION

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Total number of primary fires	Down	208	230.5	-9.76%	206	+0.97%	231.00	-9.96%
Number of (primary) fire fatalities	Down	1	1	0.00%	0	+100.0%	0.20	+400.00%
Number of (primary) fire injuries where victim went to hospital	Down	10	7.25	+37.93%	7	+42.86%	6.60	+51.52%
No. of Deliberate (Arson) Fires	Down	165	177.25	-6.91%	145	+13.79%	205.00	-19.51%
Total number of primary fires - dwellings - accidental	Down	63	82.5	-23.64%	82	-23.17%	84.40	-25.36%
Total number of primary fires - dwellings - deliberate	Down	7	7.5	-6.67%	9	-22.22%	9.00	-22.22%
Total number of primary fires - other buildings - deliberate	Down	13	11.25	+15.56%	12	+8.33%	12.80	+1.56%
Number of delivered Safe and Well visits	Up	2620	2500	+4.80%	312	+739.74%	772.00	+239.38%
Total number of secondary fires	Down	249	230.75	+7.91%	371	-32.88%	245.40	+1.47%

Prevention Commentary:**Primary Fires**

The number of primary fires is 9.76 % better than target and 9.96% lower than the five-year average. Performance is very similar to the same quarter last year, but the good performance this year is mainly due to a significant reduction in the number of dwelling fires attended

Number of (primary) fire fatalities

On 7 May 2021 BFRS responded to a fire in a bungalow property in Dunstable. Fire crews located a deceased male adult in the property. Preliminary fire investigation indicates that the fire was accidental and smoking related. A Coroner's Inquest has not yet been held. Following this fire targeted after incident prevention activity took place in the area. The case will be reviewed by the newly established fatal fire subgroup of the Adult Safeguarding Board.

Number of (primary) fire injuries where victim went to hospital

This quarter there have been 10 fire injuries where the victim went to hospital. These injuries arose from six fires (all accidental) consisting of five dwelling fires and one outdoors involving a barbeque. Four of the fires (and six of the injuries) arose from cooking activity. Cooking activity continues to cause a proportion of dwelling fires and injuries and the Service regularly emphasises cooking safety during Safe and Well visits and media messaging.

Total number of primary fires - other buildings – deliberate

The target for deliberate other building fires has been narrowly missed. However, quarterly targets are based upon a linear projection against the full year target. Historically deliberate fires in other buildings show a seasonal variation, with most fires occurring in Q1 (31% over the last five years). Taking this into account the Service may still be on track to achieve the full year target. In respect of these building fires, there are two repeat locations with 6 of the fires having occurred at Bedford Prison and 2 fires in derelict buildings on a site in Barton Le Clay. In respect of the latter the owner has been given arson prevention advice and the Arson Reduction officer (South) has asked Central Bedfordshire Council to prioritise his planning application to develop the site to deter any further anti-social behaviour and deliberate fire setting.

Total number of secondary fires

The target set for Q1 is a linear projection (25%). Secondary fires show a seasonal variation, over the past five years on average 31% of secondary fires took place in Q1 (which would equate to 286 fires). Taking this into account the Service is on track to achieve the full year target.



PROTECTION

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
% of Building Regulations consultations completed on time	Up	72%	95%	-24.21%	98%	-26.53%	94%	-23.40%
Total Fire Safety Audits/inspections completed	Up	839	600	+39.83%	344	+143.90%	439.8	+90.77%
Total number of primary fires in non-domestic buildings	Down	28	31	-9.68%	25	+12.00%	43	-34.27%
The number of automatic fire detector false alarms in non-domestic properties	Down	138	137.5	+0.36%	114	+21.05%	80.80	+70.79%

Protection Commentary:

% of Building Regulations consultations completed on time

Out of the 111 Building Consultations 80 were not responded to within the 15-day period providing a compliance level of 72%. There is an ongoing shortage of qualified Fire Safety Inspectors within the protection team as a result of high staff turnover due to a high number of retirements and leavers and the time it takes to develop new staff.

Total number of primary fires in non-domestic buildings

The target has been met for the number of primary fires in non-domestic buildings. The total for Q1 this year is higher than the previous year, however, national lockdown was in place in Q1 of the previous year with many premises closed. This is likely to have been a factor in the lower number of fires last year.



RESPONSE

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Total Incidents	Down	1622	n/a	n/a	1615	+0.43%	1574.4	+3.02%
Total Fires	Down	463	n/a	n/a	585	-20.85%	588	-21.26%
Total Special Services	Down	549	n/a	n/a	379	+44.85%	370.2	+48.30%
Total False Alarms attended	Down	610	n/a	n/a	651	-6.30%	616.2	-1.01%
Average Call Handling Time (Bedfordshire incidents (Sec))	Down	138	n/a	n/a	125	+10.40%	196	-29.59%
Average response time to primary fires (Sec)	Down	589	600	-1.83%	560.73	+5.04%	587.73	+0.22%
Average response time to secondary fires (Sec)	Down	601	1200	-49.92%	640.70	-6.20%	597.15	+0.65%
Average response time to RTCs (Sec)	Down	631	780	-19.10%	654.39	-3.57%	644.01	-2.02%
RDS availability of 1st pump - primary available or alternate available	Up	61.67%	90%	-31.47%	84.40%	-26.93%	74.66%	-17.39%
% of time whole-time global crewing availability enabled 9 riders on 2 pump responses	Up	88.00%	90%	-2.22%	98.91%	-11.03%	98.24%	-10.43%

Response Commentary:

- **Total Incidents-** Remain broadly comparable with the same period last year, there is not a significant variance from the 5 year average.
- **Total Special Services-** There has been an increase in these types of calls, this was expected as we have worked with partners to widen the types of call we respond to. These include, affecting entry, Missing Persons, Bariatric rescue, Co-responding and a Falls team.
- **Average Call Handling Time (Bedfordshire incidents (Sec)** we are optimistic of further improvements with the introduction our new mobilising system with up-to-date mapping, gazetteer and advanced mobile location which will only serve to reduce our response times.
- **RDS availability of 1st pump - primary available or alternate available –** This quarter last year we witnessed a high availability, this was due to people working from home more during the pandemic. This period has seen the opposite happen with more people returning to their place of work. Recruitment and retention continue to be a challenge in the On-Call, a new project will commence this year to look at new innovative ways of managing the On-Call workforce.
- **% of time whole-time global crewing availability enabled 9 riders on 2 pump responses-** The whole-time global crewing has been affected this quarter by several factors including, extra annual leave to be taken after a carry-over of annual leave, people shielding or isolating and providing EEAST with Ambulance drivers. We are recruiting Firefighters this year and will continue to monitor global figures.



EMPOWERING - Human Resources

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
The percentage of working time lost due to sickness (excludes RDS/On-Call)	Down	2.49%	4.4%	-43.41%	2.37%	+5.06%	3.73%	-33.19%
The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period	Down	0.00%	5%	-100.00%	3.42%	-100.00%	3.69%	-100.00%

Empowering – Human Resources Commentary:

- **The percentage of working time lost due to sickness (excludes RDS/On-Call)**

Absence is extremely low in the first quarter which was still being influenced by the restrictions implemented to reduce the rate of infection from Covid and the furlough scheme.



EMPOWERING - Organisational Development

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years	Up	95%	98%	-3.06%	86%	+10.47%	96%	-1.45%
Percentage of EFAD qualified LGV drivers that have attended an EFAD course within the last 3 years	Up	97%	98%	-1.02%	92%	+5.43%	98%	-1.02%
Percentage of station based operational staff that have attended WFR course within the last 3 years	Up	94%	98%	-4.08%	93%	+1.08%	97%	-3.49%
Percentage of station based operational BA wearers that have attended Compartment Fire Behaviour course within the last 2 years	Up	93%	98%	-5.10%	86%	+8.14%	96%	-3.33%
Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care	Up	72%	98%	-26.53%	84%	-14.29%	95%	-23.89%
Percentage of station based operational staff that have attended a Working at Height Operator or Supervisor Revalidation course within the last 3 years	Up	87%	98%	-11.22%	88%	-1.14%	96%	-9.38%
Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	Up	100%	98%	+2.04%	71%	+40.85%	93%	+7.99%

Percentage of Safety Critical Maintenance training programmes completed by Whole-time Operational Personnel via PDR Pro within the last 12 months	Up	94%	90%	+4.44%	93%	+1.08%	94%	0.00%
Percentage of Safety Critical Maintenance training programmes completed by RDS/ On-Call Operational Personnel via PDR Pro within the last 12 months	Up	89%	90%	-1.11%	87%	+2.30%	89%	0.00%
Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Up	95%	90%	+5.56%	68%	+39.71%	86%	+10.21%
Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Up	92%	92%	0.00%	93%	-1.08%	92%	0.00%
Percentage of Safety Critical Maintenance training programme completed by Watch Commander - Day Duty via PDR Pro within last 12 months	Up	92%	92%	0.00%	94%	-2.13%	95%	-2.65%

Empowering - Organisational Development Commentary:**Commentary:**

The Service continues to manage the impact of Covid-19 and the delivery of Centrally Delivered Safety Critical Training whilst maintaining Covid safe protocols, which are required to protect our frontline response. Despite the various restrictions, training courses recorded on the Course Management System for 20/21 total 815, an increase on the previous year 19/20 of 800. Throughout Q1 the Service has supported all Government guidance on social distancing and restrictions were in place. Working with our local resilience partners the Service has sourced supplies of Lateral Flow Covid tests and we have utilised pre-course testing to improve staff safety and allow for an expansion of the course programme, however the requirement to reduce contact and interaction of sections required to safeguard frontline service still hampers the normal efficiency of training.

The Training and Development department has also had to absorb several instructional staff requiring to self-isolate across Q1, with vast majority of these cases linked to positive Covid case among dependents.

The Service continues to manage any potential impact on individuals' skill degradation through local intervention and monitoring to support extensions to the normal skill certifications for operational personnel.

The priority for Training and Development in 2021/22 is the focus on reaching the levels of training and assessments carried out in previous years.

T1 - Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years.

This target has been missed by 3% and this is due in part with the challenges of delivering training under established Covid safe protocols and issues relating to student missing their planned courses due to self-isolation.

T2 - Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years

During the third national lockdown the Driver Vehicle Standards Agency (DVSA) again placed strict restrictions on driver training due to the inherent inability to socially distance with a vehicle, these restrictions continued into Q1 of 2021. By utilising new methods of training delivering (virtual and practical) the performance of this measure has improved from the previous quarter.

T3 - Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years

Performance against this target has improved from the previous quarter, however 2 water courses had to be cancelled in Q4 due to Covid-19 affecting crewing and this has held back further progress.

T4 - Percentage of operational BA wearers (station based) that have attended Compartment Fire Behaviour course within the last two years

Performance against this target has been missed by 5%, 1 Compartment Fire Behaviour course was cancelled in Q1 due to the late notice isolation of an operational crew due to attend.

T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.

Emergency care courses resumed delivery in Q1 following suspension due to the national lockdown. Due to the practical nature of the course requiring close physical contact, courses have only been able to resume at 50% of the normal class size currently. Improvements are expected in future quarters as national restrictions relax.

T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.

Performance against this target has improved from the previous quarter, however 2 Working at Height courses had to be cancelled in Q1 due to Covid-19 affecting instructional staff.

T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.

Performance against this target has improved from the previous quarter. Historically a stretch target, the Training and Development team are currently reviewing training requirements across all duty systems to review safety requirement for all roles.



EMPOWERING - Health & Safety

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Number of serious accidents (over 28 days) per 1000 employees	Down	1.89	0.945	+100.25%	0.00	n/a	0.39	+387.79%
Number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees)	Down	132.43	72.79	+81.94%	5.62	+2258.35%	45.44	+191.48%
Number of 24 hour cover periods lost to accidents per 1000 RDS/On-Call employees.	Down	944.21	175.91	+436.77%	1083.33	-12.84%	448.34	+110.60%

Empowering – Health and Safety Commentary:

- **H1 Number of Serious Accidents**

The quarter 1 actual figure of 1.89 equates to one over 28 day injury in that period. This involved an On-Call firefighter who while taking part in confined ladder pitch training, injured his wrist resulting in a fracture.

- **H2 Number of working days/shifts lost to accidents per 1000 employees (excluding On Call (RDS) employees).**

The quarter 1 actual figure of 132.43 equates to 60 working days/shifts lost in that period. There were 7 workplace accidents in quarter 1 within this category. Only one of these accidents resulted in working days/shifts lost, a total of 4. The remaining 56 days are attributed to two workplace accidents that occurred in 2020/21 where sickness carried on into 2021/22. One resulted in 10 working days/shifts lost in this period (fall from vehicle) and the injured person has now returned to work. The remaining injury resulted in 46 days lost in this period and occurred whilst a firefighter was walking on the incident ground and felt a sudden pain in their left knee. The injured person has yet to return to work.

- **H3 Number of 24 hour cover periods lost to accidents per 1000 On Call (RDS) employees.**

The quarter 1 actual figure of 944.21 equates to 71.17 cover periods lost. There were 2 workplace accidents in quarter 1 within this category resulting in 15.69 cover periods lost. One of these accidents resulted in only 1 cover period lost, the remaining 14.69 were associated with the injury detailed in H1, where the injured person has yet to return to work. The remaining 55.48 cover periods are attributed to a single incident (burn injury sustained during hot fire training in October 2019). This injury has resulted in long term sickness since the event took place and the individual remains absent.



UTILISING - Fleet

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Grade A Defect Response Time (within 1 hour)	Up	97.78%	90%	+8.64%	90.91%	+7.56%	92.00%	+6.28%
Grade A Defect Response Time (within 2 hours)	Up	97.78%	95%	+2.92%	100.00%	-2.22%	98.67%	-0.90%
The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	2.23%	5%	-55.46%	1.30%	+71.86%	2.14%	+3.95%
The percentage of time when Aerial Appliances and SRU were unavailable for operational use due to an annual service defect or other works. (Turnaround Time)	Down	2.36%	5%	-52.76%	2.37%	-0.32%	2.81%	-15.84%
The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	0.42%	3%	-86.10%	0.22%	+91.01%	0.42%	0.00%
The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Down	1.23%	2%	-38.39%	0.97%	+27.44%	1.09%	+13.35%
The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period	Up	97.56%	93%	+4.90%	98.44%	-0.90%	97.65%	-0.09%
Annual Services undertaken	Up	100.00%	97%	+3.09%	100.00%	0.00%	100.00%	0.00%

Utilising – Fleet Commentary:

- Grade A Response Time (within 2 hours)

Actual v Target has been achieved, with a variance on the previous year of 2.22 %, and Actual v Target 5 -year average variance of 0.9%. The missed % is due to attendance response to an appliance on the 4th May 2021 which was delayed due to defects at other stations which were being attended to prior to the grade A being identified at Harrold.

- Rescue Pumping Appliances Unavailable for Operational Use

The Actual v Target has been achieved with a 97.78% result against a target of 95%. This however is 0.93% down on the previous year which result in a 71.77% variance to the previous year Q1. This slight drop in performance of 0.93% was a result of Covid – 19 and staff self-isolating, creating staff shortages and increased turnaround times.

- The % of time when Operational Appliances were unavailable for use.

The Actual vs Target has been achieved with a result of 0.42% against a target of 3%. The 5-year average has also improved. The actual performance of 0.42% is slightly down on the previous year's score of 0.22%, which gives a variance to the previous year Q1 of 91.01%, an actual drop of 0.2% again this was due to extended work times due to staffing impacts from Covid-19.

- The number of hours as a % the appliance is unavailable for Operational Response

The Actual vs Target has been achieved with a 1.23% against a target of 2%. This is a variance of 0.26% on the previous year Q1. This gives a variance in % of 27.13% on the previous year's Q1 performance. Slight drop due to staff self –isolating during Covid-19

- The total time expressed as a % when all appliances were available for operational use.

The Actual vs Target has been achieved with an achievement of 97.59% against a target of 93%, 4.93% better than target. This result was marginally below the previous year's Q1 result by 0.87% and 0.06% below the 5-year average, but with the current Covid-19 pandemic situation causing staff shortages an acceptable result.



MAXIMIZING - Finance

Performance Indicator	Objective	2021/22 Q1 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
Percentage of routine financial reports distributed within 6 working days of period-end closure	Up	100.00%	90%	+11.11%	100.00%	0.00%	100.00%	0.00%
Percentage of uncontested invoices paid within 30 days	Up	91.64%	96%	-4.54%	91.02%	+0.68%	94.54%	-3.06%
Percentage of outstanding debt over 90 days old	Down	0.00%	1.5%	-100.00%	7.78%	-100.00%	7.35%	-100.00%

Maximising – Finance Commentary:

- **Percentage of uncontested invoices paid within 30 days** Measure is amber due to the many invoices still being received without a valid purchase order in place, and delays in managers authorizing invoices for payments



MAXIMIZING - Information and Communication Technology

Performance Indicator	Objective	2021/22 Q2 Actual	2021/22 Q1 Target	Actual v Target	2020/21 Q1 Actual	Actual vs Previous Year	5 year average	Actual v 5 year Average
The Number of Incidents on Mission Critical services resolved within 1 Hour	Up	100.00%	95%	+5.26%	100.00%	0.00%	100.00%	0.00%
The Number of Incidents on Business Critical services resolved within 2 Hours	Up	100.00%	97%	+3.09%	100.00%	0.00%	100.00%	0.00%
The Number of Incidents on Business Operational services resolved within 4 Hours	Up	100.00%	95%	+5.26%	100.00%	0.00%	98.00%	+2.04%
The Number of Incidents on Administration Services resolved within 8 Hour	Up	94.39%	93%	+1.49%	82.66%	+14.19%	91.73%	+2.90%
Core ICT services availability	Up	99.87%	98%	+1.91%	100.00%	-0.13%	100.00%	-0.13%
Business Applications Availability	Up	100.00%	98%	+2.04%	100.00%	0.00%	100.00%	0.00%

Maximising ICT Commentary:

- Core ICT services availability All metrics on target

ANDREW HOPKINSON
CHIEF FIRE OFFICER

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REPORT AUTHOR: ANDREW HOPKINSON, CHIEF FIRE OFFICER**SUBJECT:** RETURN ON INVESTMENT ANALYSIS OF BEDFORDSHIRE FIRE AND RESCUE SERVICE'S SUPPORT TO EAST OF ENGLAND AMBULANCE SERVICE (EEAST) IN 2020-21For further information on this report contact: Steve Frank MBA BSc (Hons) FRSA FRICS AIFireE
Strategic Advisor
Tel No: 01234 845000 / 07876 144846

Background Papers: Please see full report included with this report bundle

Implications (tick ✓):

LEGAL			FINANCIAL	✓
HUMAN RESOURCES		✓	EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	✓
CORPORATE RISK	Known	✓	OTHER (national noteworthy practice)	✓
	New			

PURPOSE:

To highlight more innovative evaluation activity that demonstrates Bedfordshire Fire and Rescue Service is delivering its continued commitment to making Bedfordshire a safer place.

RECOMMENDATION:

That Members acknowledge the report and consider how this type of activity can positively raise the profile of Bedfordshire Fire and Rescue Service nationally.

1. Background

1.1. Evaluation of our activity is important for a number of reasons including:

- demonstrating we are making a positive difference in our communities and keeping them safer;
- showing our staff and stakeholders we are working in line with our service value We Are Accountable;
- motivating our staff by showing them the impact of the good work they do;
- proving we are meeting our strategic aims; and
- giving the public reassurance we are doing the right thing and delivering value for money.

1.2. No fire and rescue services in the UK have calculated their return on investment from collaboration using social value metrics. This work is nationally noteworthy and places the Service in a strong position to evaluate other activity. For example, the unit costs and social value proxy measures contained in Appendix 2 can be used in a variety of future evaluation work.

1.3. Please see the attached PDF report for full details of the analysis.

2.1 Research Objectives

- Calculate the return on investment from collaboration with EEAST including monetary, social, and organisational benefits;
- Develop a practical set of metrics and criteria to help consider future resourcing decisions in line with the FRS Community Risk Management Plan;
- Consider the best ways to evaluate the impact of community safety initiatives based on Bedfordshire Fire and Rescue Service experiences; and
- Promote and share good practice.

3. Report Summary

3.1 People in Bedfordshire receive significant social value including health and economic benefits from the collaboration between Bedfordshire Fire and Rescue Service (the Service) and the East of England Ambulance Service Trust (EEAST). A significant part of any social value calculation is based on savings to other public services.

- 3.2 With reference to pages 5 to 8 of the report entitled BFRS and East Collaboration Evaluation 2021, Bedfordshire received the following benefits in 2020-21:
- the return on investment and social value of the Service's support during the pandemic from firefighter secondments into EEAST is £0.448m;
 - the social value of the Service's Falls team in 2020-21 was £1.053 million;
 - bariatric complex patient rescue service has added social value to Bedfordshire of £0.384m;
 - co-responding has added social value to Bedfordshire of £2.244m; and
 - effecting entry has added social value to Bedfordshire of £0.960m.
- 3.3 This adds up to a return on investment of **£5.09 million** in social value, or **£7 for every £1 invested**.
- 3.4 Gross cost to the Service in supporting EEAST is £724,766.55. This was funded through the 2020-21 UK Government C-19 Covid grant.
- 3.5 Appendix 1 of the report contains our methodology. See page 16-17 of the attached report.
- 3.6 Appendix 2 contains unit costs and social value proxy measures used to make our calculations contained in this report and answers our second objective. See page 18-23 of the enclosed PDF report.
- 3.7 Appendix 3 answers our third study objective and contains suggestions for a future policy on evaluation. This is important because Her Majesty's Inspectorate of Constabulary and the Fire and Rescue Services (HMICFRS) recently highlighted evaluation of our community safety work as a weaker area. See page 24-27 of the enclosed PDF report.

ANDREW HOPKINSON
CHIEF FIRE OFFICER

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Bedfordshire
Fire and Rescue Service

BFRS AND EAST COLLABORATION EVALUATION 2021

EVALUATION OF RETURN ON INVESTMENT FROM COLLABORATION
WITH THE EAST OF ENGLAND AMBULANCE SERVICE TRUST



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING



Find us on social media @bedsfire

FOREWORD



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

This report demonstrates Bedfordshire Fire and Rescue Service is delivering its continued commitment to making Bedfordshire a safer place.

Working in collaboration is part of our DNA. We are proud to work with the East of England Ambulance Service Trust; our staff enjoy the experience. Our public expect to see collaboration between blue light services as routine and part of the 'new normal' as we emerge from the worst effects of the Covid-19 pandemic.

The collaboration landscape changed significantly for emergency services in England with the introduction of the Policing and Crime Act in 2017. This placed a statutory duty on fire and rescue authorities, police forces, and ambulance trusts to:

- Keep collaboration opportunities under review;
- Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and
- Give effect to a proposed collaboration, where the proposed parties agree that it would be in the interests of their efficiency.

We have embraced these principles with energy and vigor and aim to do more to explore the impact on all our communities in line with our Community Risk Management Plan 2019–2023.

I am very grateful to Dr Rowena Hill, Tom Barker and Simon King of EEAST, Jack Pickering of the Home Office, and Deputy Chief Fire Officer, Mid and West Wales Fire and Rescue Service, Roger Thomas for their generous time, comments and good counsel in developing the content of this report.



All of these initiatives facilitate greater access for us, to members of our community who may be at an enhance risk, whether that be safeguarding, home fire safety or collaborative information sharing (closing the loop on public safety). This in my opinion adds huge further social value to the Bedfordshire taxpayer.

Andrew Hopkinson
Chief Fire Officer

BFRS AND E EAST COLLABORATION EVALUATION



Page 6

SUMMARY

- People in Bedfordshire receive significant social value including health and economic benefits from the collaboration between Bedfordshire Fire and Rescue Service (the Service) and the East of England Ambulance Service Trust (EEAST).
- Bedfordshire received the following benefits in 2020-21:
 - the return on investment and social value of the Service’s support during the pandemic from firefighter secondments into EEAST is £0.448m.
 - the social value of the Service’s Falls team in 2020-21 was £1.053 million.
 - bariatric complex patient rescue service has added social value to Bedfordshire of £0.384m.
 - co-responding has added social value to Bedfordshire of £2.244m.
 - effecting entry has added social value to Bedfordshire of £0.960m.
- This adds up to a return on investment of £5.09 million in social value, or £7 for every £1 invested. Gross cost to the Service in supporting EEAST is £724,766.55.
- Appendix 1 of this report contains our methodology.
- Appendix 2 contains unit costs and social value proxy measures used to make our calculations contained in this report and answers our second objective.
- Appendix 3 answers our third objective.

RESEARCH OBJECTIVES

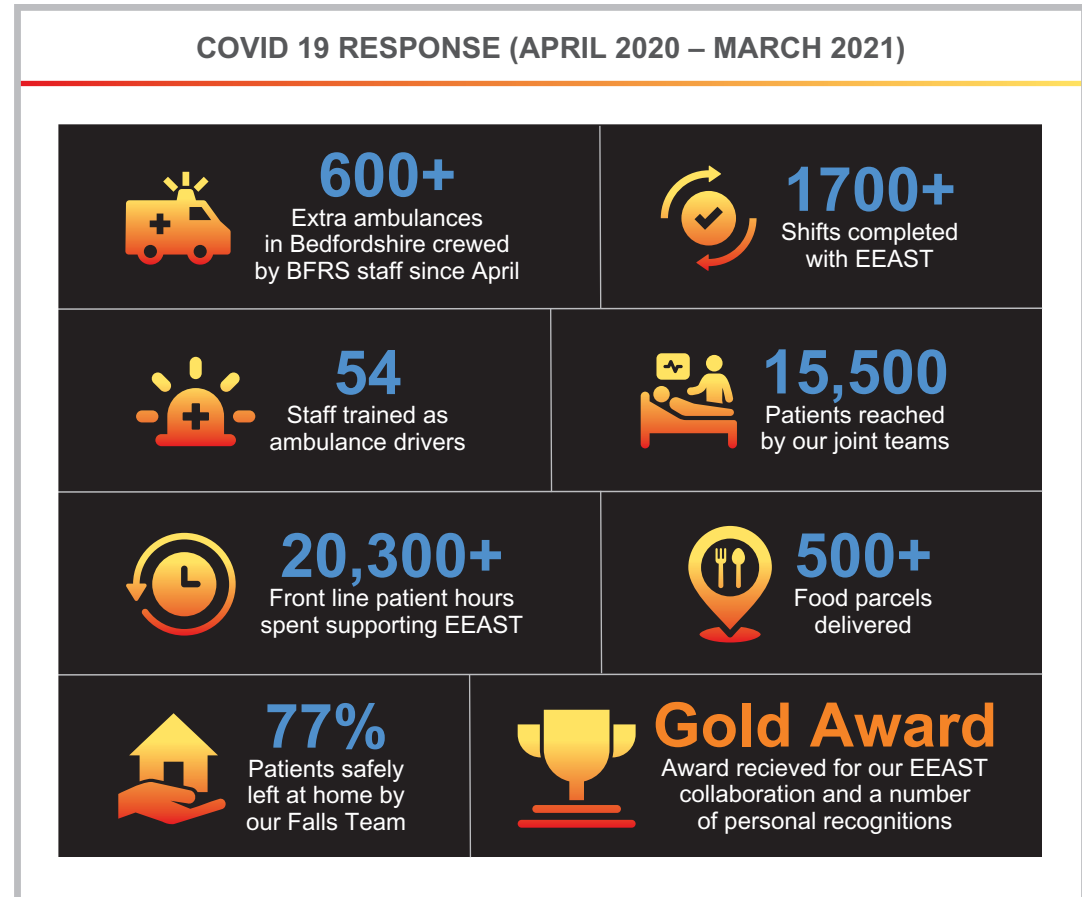
- Calculate the return on investment from collaboration with EEAST including monetary, social, and organisational benefits;
- Develop a practical set of metrics and criteria to help consider future resourcing decisions in line with the FRS Community Risk Management Plan;
- Consider the best ways to evaluate the impact of community safety initiatives based on Bedfordshire FRA experiences; and
- Promote and share good practice.

BACKGROUND

- According to the University of Hertfordshire in 2017, Emergency Medical Response, when modelled at scale, has the potential to create considerable financial benefits over a ten-year time period. These benefits are estimated to outstrip the estimated costs. They calculate the overall financial return on investment (ROI) for the wider public purse is 1:4.41. This means that for every £1 invested over a ten-year period, approximately £4.41 of gross fiscal savings are generated, a proportion of which is likely to be cashable.
- However, these calculations do not take into consideration new social value calculation methodologies, or the reputational and qualitative benefits of collaboration. This report aims to address these gaps.
- On 24 March 2020 the National Fire Chiefs Council (NFCC), Fire Brigades' Union and the National Joint Council for Local Authority Fire and Rescue Services ('the National Employers') formally acknowledged that the fire and rescue service is a vital 'blue light' service that had the capabilities to support our communities through the national emergency caused by the COVID-19 pandemic.
- Their formal agreement included:
 - Providing support to the ambulance service including driving ambulances to provide extra capacity and resilience;
 - Delivery of essential items such as food and prescriptions to vulnerable members of the community, including those shielding due to pre-existing health conditions which makes them especially susceptible to coronavirus;
 - Providing assistance to HM Coroners and local authorities in the movement of dead bodies during the pandemic.
 - Providing face-fit tests for the protective masks used by frontline NHS and clinical care staff working with COVID-19 patients;
 - The delivery of personal protective equipment (PPE) and other medical supplies to NHS and care facilities;
 - Assisting in taking samples for COVID-19 antigen testing known as swab tests; and
 - The assembly of single-use face shields for the NHS and social care staff.
- In response, Bedfordshire Fire and Rescue Service:
 - Trained 54 staff in total to support EEAST. This includes seconding 19 staff to EEAST in April 2020, and trained 35 more over the summer;
 - Maintained support to EEAST throughout the pandemic which is the only FRS in the eastern region to do so since introducing the secondments in April 2020; and

- introduced emergency medical response (EMR) at three fire stations, building on the learning and new skills gained from the secondments. The three stations volunteering to undertake EMR have all attended additional training delivered by EEAST and received a formal qualification.
- Exhibit 1 shows some of things delivered in 2020-21.
- The Service engaged with regional FRs on a weekly basis at Principal Officer level to discuss support to EEAST. The Service also engaged with EEAST managers at both the strategic and local levels up to three times a week to manage things and ensure a shared assessment of risk. This has proved valuable when considering the range of support required and being able to quickly respond to collaborative opportunities.
- At time of writing, in 2020-21 the Service had responded to 119 incidents involving people suspected of being infected with Covid-19.

Exhibit 1 – Summary of support to EEAST infographic



- As a result, the impact of Covid-19 has been less impactful on EEAST and since April 2020 the support of BFRS has enabled an extra 600 emergency Ambulances to be available and more than **22,332** patient-facing hours have been provided. Therefore, in 2020-21 EEAST have been able to meet all their category 1 life threatening incident response standards in the Bedfordshire area for the first time since 2010. EEAST have reported the third best performance in England within their 7-minute target during 2020-21. Other factors contributed, but we can say there is a causal link.
- Other collaborative activity is underway. The Service now services EEAST ambulances and has developed its ambulance servicing, workshop and maintenance capabilities. And the Service is currently in negotiation with various suppliers for additional accredited medical training and development.
- EEAST were previously co-located at Sandy, Shefford and Luton fire stations. During covid-19 the Service developed Dunstable to host two Ambulances and their staff to mobilise into the surrounding area, which was operational from August 2020. The Service is piloting a similar solution at Bedford fire station.
- These co-locating at Bedford fire station creates a tri-service community safety facility with Bedfordshire Police. An agreed rate is in place for cost recovery for these facilities.
- Over 170 bodies have been transported from care homes to morgues and final resting places.
- Most significantly the Service manages the six 12-hour vaccine centres adding a capacity of over 700 vaccines per centre per day. A Safe and Well helpdesk is being provided at each centre and this is likely to significantly increase the number of referrals for a home visit.



DATA ANALYSIS

QUANTITATIVE DATA

- Between 6th April to 18th May 2020, the Service's seconded firefighters provided 5,479 hours of operational cover for EEAST. This is divided as 1,786.5 hours in North Bedfordshire and 3,692.5 hours in South Bedfordshire. To date our data shows over 22,332 hours have been provided.
- This has contributed to a regional level of support to EEAST which currently equates to 160 seconded firefighters and in excess of 22,332 hours of patient facing care. By 1st February 2021, the Service increased its contribution to 10,102 hours which is the highest contribution of any FRS in the Eastern region.
- A Home Office request for data on the number of responses made by firefighters supporting their respective Ambulance Trusts was sent on 11th May 2020 and reported an estimated 750 patients directly assisted by seconded firefighters from Bedfordshire. As of 20th May 2020 to 1st April, this is estimated to have reached 117.
- Service data from 1st April 2020 to 1st February 2021 finds:
 - The Service's support to EEAST on collecting patients suffering a trip or fall has made a clear impact with 22% of all related non-emergency 999 calls responded to in 22 minutes. This is an improvement on the 120-minute EEAST a median response standard for Bedfordshire.
 - The Service's seconded ambulance drivers provided over 5,479 hours in a six-week period since 1st April 2020. This was one of the busiest periods of demand for EEAST since 2010. In 2020-21 we provided over 22,332 hours.
 - The Service's Falls team has increased its capacity from three in January 2020, to 6 staff by January 2021 giving a full weekly coverage.

QUALITATIVE DATA

- Bedfordshire Fire and Rescue Service also benefited from increased staff satisfaction, new skills, and positive attitudes towards further collaboration. A survey in November 2020 of those staff seconded to EEAST finds:
 - a 95% return rate with 100% competition;
 - 95% of staff feel they made the right decision to represent BFRS with a secondment to drive ambulances for EEAST;
 - 72% were able to maintain their service identity whilst undertaking this secondment, for example keeping in touch with colleagues and viewing communications;
 - 83% felt supported by EEAST colleagues whilst undertaking the secondment;
 - 95% would strongly consider another opportunity to work alongside EEAST in a similar arrangement in the future; and
- 95% feel they made a positive contribution to the communities of Bedfordshire during the current NHS major incident.
- Staff told us:
 - “The period of secondment has been both enjoyable and given me a valuable experience.”; and
 - “It has been a great experience working alongside our EEAST colleagues, I feel it has enhanced my skills which I will take back with me.”
- The survey also identified scope for better pre-secondment training. Secondment activities have been examined in detail and an action plan is in place to learn any lessons and improve things next time.
- Staff recently recruited into the Service referenced the ability to learn new skills and work across organisation’s as a key factor in applying for a job.
- Collaboration gets positive media coverage. Positive communications about collaboration between the Service and EEAST comprise of 15% of all positive news stories about emergency services in Bedfordshire. Over a third of all press releases issued by the Service from 1st April 2020 to 1st February 2021 related to collaboration with EEAST. The six press releases we evaluated¹ in detail generated 35 positive news stories in the local media in the current financial year.
- A number of the seconded firefighters have been recognised for the work they have done with EEAST. This includes:
 - Healthwatch Bedford – award presented to those who are playing a key role in the health service or going over and above their duties;
 - Internal awards from EEAST; and
 - #EveryDayHeroes – via IN2BEATS radio and social media recognition;
 - BBC 3 Counties Radio you make a difference award for the fire fighters volunteering with EEAST.

¹ See bedsfire.gov.uk/News and evaluated using the UK government OASIS Evaluation Framework 2.0

CALCULATIONS

SUPPORT TO EEAST DURING THE PANDEMIC FROM SECONDMENTS

- The social value of support to EEAST during the pandemic from secondments is **£0.448m**

EXHIBIT 2 – RETURN ON INVESTMENT AND SOCIAL VALUE FROM SECONDMENTS TO EEAST		
Assumptions	Calculation	Sub Total
The average UK ambulance driver hourly rate according to the Healthcare costing standards for England: Ambulance: Information ² is £11.38 an hour:	Therefore 22,332 hours x £11.38 is £254,138.16	+ £254,138.16
Costs of secondment include: <ul style="list-style-type: none"> Cost to the Service of seconded Firefighters used for driving ambulances – Wholetime = £177,874 Cost of seconded Firefighters used for driving ambulances – On Call = £98,861 Management time of 30 hours at £35 an hour = £10,500 	(£98,861 + £10,500) = £109,361 Note – net cost of wholetime firefighters is zero as they are employed anyway	-£109,361
Social value of hourly rates above, and added organisational value of training and development at £2 an hour using the UK Government social value toolkit	Equates to £10,958 + £62,351.02 = 73,309.02	+ 73,309.02
Organisational value to EEAST and avoidance of fines	Evidence from recently audited ambulance trusts including WAST, SWAS and SEAST	+ £87,000
Added value of 150 shifts covered and impact on response times	Data from the Association of Ambulance Chief Executives and WAST and SWAS ambulance trusts 150 x £419 per mobilisation and 910 patients assisted	+ £62,850
Reputational value to EEAST and Bedfordshire Fire and Rescue Service ³	A review of accounts from 3 ambulance trusts: £40,000 each ⁴	+ £80,000
Total		£447,936.18

² See [improvement.nhs.uk/costing standards](https://improvement.nhs.uk/costing-standards) ³ See [Value of Collaborative working.pdf \(instituteforgovernment.org.uk\)](https://www.instituteforgovernment.org.uk) ⁴ See [Quality-Report-Accounts-2019-20](https://www.bedsfire.gov.uk/quality-report-accounts-2019-20)

TRIPS AND FALLS

Members of the BFRS prevention team trained by EEAST to the level of Community First Responders, respond to vulnerable people who fall in their homes.

- The social value of the service's trips and falls team in 2020-21 is £1.05 million.
- The Trips and Falls Service was mobilised to 137 incidents, of which 82 had patients that needed serious medical attention, and this resulted in a 70% success rate. Success is measured as the intervention and support offered that prevents a need to be admitted to hospital. So, 70% of patients are able to remain in their home.
- Of those 82 patients that were treated, 11 had immediate life-threatening injuries.

EXHIBIT 3 – SOCIAL VALUE OF THE SERVICE'S TRIPS AND FALLS TEAM

Assumptions	Calculation	Sub Total
<p>Research⁵ shows that within every 75-patient cohort, 2 patients (one man and one woman) would have died without swift medical intervention. This is confirmed by Service Incident Recording System data. In addition, the average age of a patient falling over and dying is 75.</p> <p>The average life expectancy in Bedfordshire is 81 for men and 84 for women, then 14 years have been saved.</p> <p>The National Institute for Clinical Excellence (NICE) Quality Adjusted Life Years (QALY) threshold is £20,000⁶ for someone aged over 75.</p>	<p>14 years at £20,000 is £280k plus any loss to society and family.</p>	£280,000
<p>Costs per overnight stay in hospital and follow up treatment is £913 per inpatient overnight stay and £743 per outpatient stay.</p> <p>According to EEAST, 70% of all trips and falls interventions meant patients could stay in their home, avoiding overnight inpatient and outpatient stays.</p> <p>Research by Kings College London on trips and falls in 2012 finds that nearly all transportation to hospital result in an overnight stay.</p> <p>They also find that the average stay in hospital as a result of a trip or fall leads to 2 days overnight stay plus two days of outpatient stays. This equates to £3,312.</p>	<p>71 incidents attended/70% = 50 occasions where patients is taken to hospital.</p> <p>Therefore if 100% of patients needed to be taken to hospital then an additional cost to the NHS is:</p> <p>50 x £3,312 is £165,600</p>	£165,600
<p>Research by the NHS Personal Social Services Research Unit⁷ shows costs of £101,258 per year per patient in a local authority run care home with mental health and high medication support.</p> <p>Research by Kings College London on trips and falls in 2012 finds half of all serious injuries from trips and falls results in a decision to move the patient to a care home. Often the trip and fall is a catalyst for the patient and their carers to move their family member to a safe place. Therefore, immediate and effective intervention can keep half those patents out of care homes.</p>	<p>11 serious injuries / 2 is 6</p> <p>Therefore 6 x £101,258 = £607,548</p>	£607,548
Total		£1.053 million

⁵ See bmchealthservres/Cost of Trips and Falls ⁶ Quality of Life Years are costed at £20k for someone aged over 75 years, and £30k for someone under 75 ⁷ See Unit Costs of Health and Social Care 2020 | PSSRU

CO-RESPONDING

BFRS crews with enhanced trauma care skills assist EEAST to provide timely assistance to members of the community requiring urgent medical assistance.

- In 2020-21 the Service responded to 147 incidents which is twice as many as 2019-20. Of these, 26 were for serious injuries and in addition, 5 were fatalities. With reference to incident data the average age of those patients with serious injuries was 65.
- Based on experience and evidence from those firefighters carrying out co-responding and cross checking with EEAST data, we can assume that three quarters of those seriously injured would have survived anyway, this leaves 7 patients with life threatening conditions.
- Survival from out-of-hospital cardiac arrest in the UK is poor. Only 14% of such patients have a pulse on arrival at hospital, defined as return of spontaneous circulation (ROSC)⁸. This remains largely unchanged in the last 12 years⁹.
- Using the NICE QALY index of £20,000 per year, the Service added social value of $81-65 = 16 \times 7 \times £20,000 = £2.24m$. Costs of training and staff time when responding for 138 hours is estimated as £3,450.
- Therefore, co-responding has added social value to Bedfordshire of **£2.244m**.

BARIATRIC COMPLEX PATIENT RESCUE

Specially trained BFRS crews from Dunstable working in partnership with EEAST to provide an enhanced response to bariatric and complex patients, bringing specialist knowledge and equipment to scene.

- In 2020-21 the Bariatric Service responded to 104 incidents which is four times more than 2019-20. Of these, 9 were for serious life-threatening injuries and in addition there was one fatality. With reference to incident data the average age of those patients with serious injuries was 66.
- Based on experience and evidence from those firefighters carrying out bariatric rescue and cross checking with EEAST data, we can assume that three quarters of those seriously injured would have survived anyway, this leaves 2 patients with life threatening conditions.
- Using the NICE QALY index of £20,000 per year, the Service added social value of $81-66 = 15 \times 2 \times £20,000 = £0.60million$. Costs of training and staff time when responding for 43 hours is estimated as £2,295.
- Costs of equipping the service was £215,500 in 2020-21.
- Therefore, bariatric rescue service has added social value to Bedfordshire of **£0.383m**.

⁸ See Current Practice and Prospects for FRS Co-responding Fire Research Series 14/2008 ⁹ See NHS England survival stats

EFFECTING ENTRY

BRFS crews across the county are trained to effect entry using specialist equipment to tackle a variety of scenarios. Under the legislative powers of entry within the Fire Service act, crews work alongside EEAST to enable swift medical assistance.

- Joining up response with blue light partners can help to ensure that there are fewer obstacles or delays preventing someone receiving the care they desperately need.
- The main benefits of this initiative are that it reduces the delay delivering medical care to patients, minimises the time ambulance crews are delayed at incidents of this nature and reduce overall cost to the public.
- The Police have traditionally provided a forced entry function for the ambulance service. However, due to breaking in equipment not being routinely carried,

demands on resources and the methods used to gain entry, ambulance services can benefit from fire and rescue services assisting. Fire crews carry the right equipment and can make specialist access, for example, entry at height.

- Whilst it is difficult to put a monetary value on effective entry on behalf of EEAST and police, we can say it increases survival rates of patients by getting to them quickly and reducing the demand for the police who may get greater value from deploying specialist resources elsewhere. The opportunity costs of doing things for others and avoiding them paying for it is not calculated here.
- In 2020-21 the Service effected entry at 226 incidents. Of these, 11 incidents included people who had serious

injuries. The records of the age of those rescued is not recorded but we can assume the average age is 64, as this fits with other incident data and the age profile of those most often injured from fire and other emergencies.

- Based on experience and evidence from those firefighters carrying out affected entry we assume that three quarters of the most seriously injured would have survived anyway, this leaves us with 2 patients.
- Using the NICE QALY index of £30,000 per year, the Service added social value of $81-65 = 16 \times 2 \times £30,000 = £960,000$. Costs of training and staff time when responding for 43 hours is estimated as £2,295.
- Therefore, affecting entry has added social value to Bedfordshire of £0.96m.

COSTS TO THE SERVICE

Gross cost to the service in support EEAST is **£724,766.55** comprising:

- Cost to the Service of seconded Firefighters used for driving ambulances of **£289,235**
- Costs of equipping the bariatric service was **£215,500** in 2020-21.
- Falls team **£92,300** (estimated from budget)
- Workshop parts (£17,971.15) and labour (£22,530.24) = **£40,501.55**
- Training **£87,230**



APPENDIX 1



METHODOLOGY

- We set out our methodology in our presentation to Corporate Management Team on 10th November 2020. We shared this presentation with members of the reference group in December 2020.
- Our methodology included:
 - Agreeing review methods and approach (December 2020)
 - Collating and evaluating current social value, return on investment and impact metrics available nationally
 - Call for evidence internally and with partners (Jan 2021)
 - Structured interviews with key partners including EEAST
 - List and Evaluate all relevant performance data including FRS, EEAST, NICE, prevention, and performance data
- Evaluation of all cost data including budget, spend, capital, staff and training costs, and maintenance data
- Calculate return on investment and social value (February 2021)
- Share finding with partners and trusted subject experts
- Write report
- Peer review (March 2021)
- Report to Members and take scrutiny
- Publish headlines (May 2021)
- Host good practice activity (August 2021).

RISKS

- General Data Protection Regulation (GDPR) and confidentially seen as a barrier to share information
- Competitive rather than collaborative approach internally, between partners and with others
- Potentially aggravates Fire and Rescue Services' relationship with staff rep bodies
- Timing and ensuring the messages land right
- Mitigation is the review approach as set out earlier, peer review by the Reference Group, support from Members and key partners, good doses of political acumen.

APPENDIX 2



UNIT COSTS AND SOCIAL VALUE PROXY MEASURES

UNIT COSTS

- Data calculated by Dorset and Wiltshire FRS as part of its business case for combination finds £523 per mobilisation of a whole-time appliance traveling over 5 miles in Dorset or Wiltshire.
- Cost per mobilisation are £492 for Devon and Somerset, and £538 for Greater Manchester FRS.
- Cost per mobilisation of an ambulance vary between trusts:
- East of England Ambulance Service Trust mobilisation costs:
 - £252 per rapid response vehicle (car) with two crew,
 - £419 ambulance with paramedic; and
 - £512 bariatric ambulance.
- Wales Ambulance Service Trust mobilisation costs:
 - £272 per rapid response vehicle (car) with two crew;
 - £375 ambulance with paramedic; and
 - £482 bariatric ambulance.
- Costs per overnight stay in hospital¹⁰ and follow up treatment:
 - £913 per inpatient overnight stay and £743 per outpatient stay.
 - Research by Kings College London¹¹ on trips and falls in 2012 finds one in four interventions by the ambulance service results in an overnight stay. This overnight stay – on average - leads to 2 days plus two days of outpatients stays. This equates to £2,726.

- UK government Department of Transport values for serious injury and fatality were used in previous research on the cost of fire deaths and injuries (DCLG 2008). A fatality is currently valued at £1,958,303, a serious injury at £220,058 and a slight injury at £16,964 (2018 values) (HM government 2018).

COST OF FIRE STATIONS

- Data from the chief fire officer's association in 2012, and detailed evaluation by the Chief Fire and Rescue Advisor Wales, Mid and West Wales FRS, Cambridgeshire FRS and Devon and Somerset FRS finds:
 - the cost of a volunteer fire station of £61k per year
 - average cost of a retained station is £120k per year in 2019-20.
 - average cost of a wholetime 24-hour shift station is £1,112,345 in 2019-20. This has been confirmed by other fire and rescue services.

¹⁰ See Guidance on the application of the NHS Injury Cost Recovery scheme for 2020 to 2021, Updated 29 October 2020

¹¹ See Can Fire and Rescue Services and the NHS work together and identify vulnerable people? 2010

COST OF FIRES

- Unit cost data from the Greater Manchester Combined Authority shows the average cost per fire contained in room or origin across the UK in urban areas is £3,186, average public clean-up cost post fire per hour is £32, and average cost of a small fire in a commercial building is £75,881. See GMCA cost-benefit-analysis¹².
- Average large loss of business in commercial buildings in 2020 is £657,074.

PAY

- Staff hourly rates 2020¹³
- Whole time competent firefighter £22
- Watch manager £27
- Station manager £31
- Group manager £35
- Principal officer £45-48
- Competent on call RDS firefighter £15 using Devon and Somerset FRS and South Wales FRS retainer rates and 'pay as you go' elements
- RDS Crew manager £16
- RDS Watch manager £18
- Research by Audit Wales in 2020 of costs of collaboration and partnership working finds the average hourly rate of

a principle officer attending partnership meetings is £52 and includes administration and ICT service costs. This rate is calculated using video conferencing costs and not mileage and travel costs.

UPLIFTS

- Cost of sparsity¹⁴ to a semi-rural FRS at £4.80 per resident per year
- Cost of 25% LOAS Deprivation in semi-rural area is £13.10 per resident
- Inflation¹⁵ 1.21% in 2020-21
- London weighting for London Ambulance staff is for:
 - Inner London is 20% of basic salary, subject to a minimum payment of £4,473 and a maximum payment of £6,890;
 - Outer London is 15% of basic salary, subject to a minimum payment of £3,784 and a maximum payment of £4,822; and
 - The fringe of London is 5% of basic salary, subject to a minimum payment of £1,034 and a maximum payment of £1,792.

COLLABORATION EFFICIENCIES

- Back office harmonisation activities from Devon and Somerset FRS combination¹⁶ show efficiency savings of up to £1.7m per year and Dorset and Wiltshire FRS¹⁷ of £2.3 million per year.

¹² See Cost Benefit Analysis - Greater Manchester Combined Authority 2020

¹³ See Pay settlement hourly rates. Overtime rates are used as they include special circumstances payments and admin costs.

¹⁴ See Sparsity and rurality impact on fire_and_rescue services

¹⁵ See inflation-rate-in-the-united-kingdom up to 2025

¹⁶ See devon-and-somerset-fire-combination LGA evaluation

¹⁷ See D&WFRACombinationBusinessCase.pdf

- Shared control rooms in Mid and West Wales FRS, South Wales FRS and South Wales Police generate £0.5 million of efficiency savings per organisation per year. The Joint Emergency Services Centre has improved call handling rates by 20% with a knock in effect on average reduction in mobilisation and response times of 10 seconds for both FRS.

SOCIAL VALUE

- Real gains can be made from use of volunteers for prevention activity. Unit Costs of Health & Social Care 2020¹⁸ developed by the Personal Social Services Research Unit in the University of Kent finds added social value from Volunteering for young people safety interventions in Hampshire, is £396.40 per substantive intervention, including the co-ordinator, marketing and admin, volunteer expenses, and overheads at 20%. On the Isle of Wight, this is £304.65 per substantive intervention for the Volunteer Co-ordinator.
- The Family Savings Calculator (FSC) tool¹⁹ was developed by the Education and Public Services Group within the Welsh Government, and this is a useful source of information on the cost of delivering different activities across health, education and social services in Wales.
- We see a strong link between trips and falls and strokes. According to the Stroke Association in 2019 the average societal cost of stroke per person is £45,409 in the first 12 months after stroke (cost of incident stroke), plus £24,778 in subsequent years (cost of prevalent stroke). The average cost of NHS and Personal Social Services (PSS) care in the first year after a severe stroke is almost double that for a minor stroke (£24,003 compared to £12,869) (Stroke Association 2019).
- For each stroke avoided there is a potential saving of £45,409 (Stroke Association 2019). Assuming the potential prevention of between 2.42 and 12.1 strokes the gross savings to the NHS and care providers between a lower estimate of £110,000 and an upper estimate of almost £550,000.
- According to the National Fire Chiefs Council (NFCC) Preventing trips and falls through additional Safe and Well checks saves 65 A&E attendances every 1,000 visits which equates to £27,235 based on a visit cost of £419 which is before any treatment being done.
- A 2016 report by Public Health England on an Evaluation of the impact of fire and rescue service interventions to reduce the risk of a variety of health issues including fires and winter related ill-health finds a clear causal link between targeted interventions and reduction in poor outcomes and need for intervention finds a mid to high risk fall averages £4,530 in direct costs to the public sector.
- A 2019 report by the RAC Effectiveness of UK Road Safety Interventions finds the average prevention of serious injury saves society £0.6m and prevention of death £0.9m.

¹⁸ See Unit Costs of Health and Social Care | PSSRU ¹⁹ See Family Savings Calculator

- The National Institute of Clinical Health (NICE) has recently published its latest value for prevention of fatality data which is £1.8m per life, and £30,000 per quality adjusted life year or one year of good health²⁰ for under 65s and £20,000 for over 65s.

RETURN ON INVESTMENT

- Research by Oxford University in 2019 on impact of family interventions finds that for every £1 invested in young people and family intervention activity yielded a social benefit of £91 was accrued.
- Evaluation by Boston Council and East Riding Council shows that for every £1 spent on town centre safety, business continuity and business support activity yields between £2.60 and £7 in social value.
- Social value calculations by West Midlands FRA prevention case studies, and South Yorkshire FRA finds that every project it analysed is delivers positive social return on average, £7.80 per £1 investment, see their evaluation report
- Analysis by Hertfordshire University in November 2017 sets out a strong value-for money case for co-responding. The indicative benefits to both health and social care partners far outstrip the initial investment required, with an overall financial return on investment of £4.41 per £1 invested, taking a conservative view of the population served. Taken as a very broad average, this equates to a net financial saving of approximately £214 per callout; even accounting for the 79% of corresponding attendances in which it is determined that cardiac arrest has not occurred.
- For everyone with improved physical and psychological performance, it is broadly estimated that a benefit is created in the order of:
 - £24,000 for clinical commissioners as a result of reduced length of stay in intensive care and less costly treatment requirements; and
 - £44,500 for social care commissioners as a result of reduced demand for postcardiac arrest domiciliary care.
- An alternative way of presenting the financial case is to subtract the cumulative costs from the cumulative benefits. With discounting applied, this provides a figure called the 'Net Present Budget Impact' (effectively an expression of total financial benefits, less total costs). Weighing costs and benefits against one another, UK FRS co-responding's net immediate impact is £15.7m on public budgets, on average each year – based on an average cost draw of £4.6m and an average cost saving of £20.3m each year. After ten years, it is estimated that it will have had a Net Present Budget Impact of -£157.3m. Taken as a very broad average, this equates to a net financial saving of approximately £214 per callout. The payback period for return on investment is 1 year (first year).

²⁰ See NICE/standards-and-indicators 2021

VULNERABILITY MEASURES

- Data analysis by London Fire Brigade, ORH Ltd and the London based GLA Economic Insight Team shows the following are strongly related to the risk of an incident occurring. In order of priority/vulnerability:
 - Recent visits to hospital by Ambulance
 - The Index of Multiple Deprivation (IMD) score by LSOA
 - Council missed bins
 - Royal Mail occupant risk/health and safety data
 - Non-payment of council tax
 - % of households which are Council Tax Band A
 - The percentage of the population that is aged 65+
 - The population density
 - Social media presence.



APPENDIX 3



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EVALUATING THE IMPACT OF COMMUNITY SAFETY INITIATIVES

- Learning, benefits realisation, and evaluation forms an important part of the BFRS Project Management Office's project management methodology including the Project Initiation Document.
- Evaluation is about considering:
 - **Value** – establishing the utility, need for specific types of community activities;
 - **Processes** – being clear about what exactly we are trying to achieve, our expectations and those of our stakeholders, and whether this is consistent with our strategic aims included in our CRMP 2019-23 refreshed for 2021;
 - **Efficiency** – the relationship between resources, outputs and outcomes;
 - **Impact on equality, diversity and inclusion** – including those living in circumstances that make them vulnerable. Thinking about the avatars in Family Bedfordshire is helpful.²¹ See below.
 - **Return on investment** – if we have achieved some quantifiable social value; and
 - **Effectiveness** – the extent to which outputs achieve the desired objectives.

HOW WE EVALUATE OUR IMPACT FROM PREVENTION ACTIVITY?

Quantitative analysis:

- Numerical outputs including how many units delivered.
- Costs and time taken.
- Risk and timescales:

EXHIBIT 4 – HOW WE ASSESS RISK OF SAFE AND WELL REFERRALS

LOW RISK Online support (0-5 points)	< 2 risk factors ticked
MEDIUM RISK Visit usually within 2 weeks (6-10 points)	No working smoke detector < 2 other risk factors ticked
HIGH RISK Visit usually within 3-5 days (11-15 points)	No working smoke detector > 2 other risk factors ticked
VERY HIGH RISK Visit within 24-48 hours (16-20 points)	Immediate Concern: No working smoke detector > 2 other red risk factors ticked

²¹ See Family Savings Calculator

- In August 2020 BFRS launched a new Safe and Well online referral portal. This can be used to make a self-referral, to refer a relative, friend or neighbour and by partner agencies to make a referral. A number of questions are asked about risk, behaviour and safety equipment in the home. This is combined with scores based on Mosaic Group risk and Response time to give an overall Risk score.

Qualitative analysis:

- Customer Satisfaction Surveys²²
- Station Productivity Analysis
- Debrief, staff, and partner feedback
- Family Savings Calculator.

AN EVALUATION CHECKLIST

- Evaluation is a 'can opener' to see what has worked well and why. We must answer the So What? Question our stakeholders may have.
- In broad terms we need to think about:
 - Is the evaluation needed or relevant?
 - Do we have the skills and capacity to do this properly?
 - Do we want to assess how the project's impact on the wider community?
 - Have we adequately considered Equality, Diversity, and Inclusion?
 - Are we clear who wants to see evaluation?
 - Who is going to make the key decisions about the success of the project?
 - What resources are available or needed to undertake the evaluation?
 - Is the focus on processes, impacts, and outcomes?
 - Do we have enough qualitative and quantitative data?
 - Is this data up to date?
 - Are we seeing trends and patterns in the information?
 - Have we met our objectives?
 - How can we convey the findings to different audiences?
 - What implications does the evaluation have for future practice?

²² See Customer Satisfaction Source: bedsfire.gov.uk

WHAT DOES THIS MEAN FOR FAMILY BEDFORDSHIRE?



Grandad Bedfordshire

Still living on his own. He had a fall earlier in the year and was rescued by our Falls Team.



Amrik Bedfordshire

He has converted the 1st floor of his restaurant in to an HMO and has engaged with a HMO Officer to produce his risk assessment.



Susan Bedfordshire

She has applied for the role of Fire Safety Adviser with the Service.



Yasmin Bedfordshire

Has had a virtual Fire Service visit at school supported by the staywise website.



Poppy Smith

Now living in an HMO in Luton. Struggling with lockdown Poppy has started to hoard combustible materials in her room. BFRS crews visited and have made a Safeguarding referral and completed a CFS Ops which updates our MDT's with additional risk information.

- Grandad Bedfordshire benefits from prevention activity as a direct recipient of support from our Falls Team. Other benefits to Family Bedfordshire include:
 - Becoming community opinion forms and spreading good news about their safety and BFRS;
 - Increasing levels of trust in authority in some of our harder to reach communities, this is particularly important for things like Covid-19 vaccine programmes;
 - Lowering the risk of fire;
 - Prevention of economic loss in Amrik's business; and
 - Working with our partners to keep Poppy safe at home. If our prevention activity didn't work, we couldn't convince our partners to work with us.
- Linking data sets is one aspect of our Digital Strategy and is giving us a rich picture of individual incidents and prevention interventions. Behaviour change from prevention activity is regularly monitored. For example, in Yasmin's school where they see the StayWise programme.
- To ensure we make Every Contact Count we are developing our approach to our annual programme of Station Productivity Assessments and:
 - Recording equality, diversity and inclusion data more consistently;
 - Developing a 'model' impact evaluation for each of our 14 fire stations station using the Family Savings Calculator. The Family Savings Calculator has been developed by the Effective Services for Vulnerable Groups Programme by Welsh Government as a way of helping measure the cost impact of safety interventions.

“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: ALISON KIBBLEWHITE, ASSISTANT CHIEF FIRE OFFICER

SUBJECT: MEMBER DEVELOPMENT WORKSHOPS 2021/22

For further information on this report contact: Alison Kibblewhite
Assistant Chief Fire Officer

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To consider arrangements for Fire and Rescue Authority Member development in 2021/22.

RECOMMENDATION:

That Members:

1. Consider arrangements for member development in 2021/22.
2. Consider representation to the Combined Fire Authorities Conference.

1. Background

- 1.1 The following sets out the schedule of Member development for the year 2021/22.
- 1.2 Two dedicated Member Development Days were included in the Fire and Rescue Authority's calendar for 2021/22: 6 July 2021 (Horizon Scanning event) and 11 November 2021.
- 1.3 In addition, Members are to attend two Budget workshops on 23 November 2021 and 25th January 2022 to review and consider the budget for 2022/23.
- 1.4 An additional two dates for Member Development have also been programmed on the 17 September and 29 October 2021.
- 1.5 To complement these arrangements, and to provide an informal means of holding discussions with Station personnel, there will also be a programme of regular Members' visits to Fire Stations which will be arranged soon.
- 1.6 A Combined Fire Authorities conference is normally held annually in October which is yet to be confirmed.
- 1.7 The LGA hosts a Fire Conference in March which is yet to be confirmed.

2. Member Development Days

- 2.1 **17 September 2021:** Members are invited to a development day which will cover Building Safety which include information on high rise living, the Fire Safety Bill and changes to buildings consultations.
- 2.2 **29 October 2021:** Members are invited to a development day covering the Code of Conduct and Fire Standards Board Core Codes.
- 2.3 **11 November 2021:** Members are invited to a development day covering The Emergency Response Cover Review and Treasury Management.

3. Combined Fire Authorities Conference – to be confirmed

3.1 At present there is no date for the Combined Fire Authorities Conference (usually held in October) with further details awaited with regards scheduling of future events.

4. Station Visits

4.1 A programme of visits to fire stations is being developed to familiarise Members with different types of appliances and equipment and an opportunity to engage with personnel from operations, protection and prevention. It also provides and opportunity to understand the different duty systems operating across BFRS.

4.2 A programme of Member visits to stations has been in place since 2006 to provide Members with:

- A greater awareness of the changing role of the Fire and Rescue Service from a local perspective;
- An understanding and appreciation of the impact of future planning and budget decisions; and
- An understanding, both strategically and locally, of the rationale behind integrated risk management.

4.3 Members will be able to invite local Councillors and the Members of Parliament for the area to attend these station visits. Members will be informed of the dates and locations once they have been confirmed.

ALISON KIBBLEWHITE
ASSISTANT CHIEF FIRE OFFICER

Appendix 1

Date	Subject	Contents	Comment
17 September 2021	Member Development Day No.2	Building Safety	High rise living Building Fire Safety Bill & Impact on Protection activities
29 October 2021	Member Development Day No.3	<ul style="list-style-type: none"> • Code of Conduct • Fire Standards Board Core Codes 	Fire Standards Boards publications
11 November 2021	Member Development Day No.4	<ul style="list-style-type: none"> • Emergency Cover Response Review • Treasury Management 	Treasury Management training will be delivered by Link Treasury Services.
23 November 2021	Budget Workshop No.1		<p>To review the budget position and work towards the February 2022 FRA meeting which sets the Budget and Council Tax for the coming year.</p> <p>Review of CRMP</p>
25 January 2022	Budget Workshop No.2		<p>To review the budget position and work towards the February 2022 FRA meeting which sets the Budget and Council Tax for the coming year.</p> <p>Review of CRMP</p>

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2021/22

For further information on this report contact: Nicky Upton
Service Assurance Manager

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To 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.

**ANDREW HOPKINSON
CHIEF FIRE OFFICER**

FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2021/22

Meeting Date	‘Cyclical’ Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
7 October 2021	Portfolio Lead Updates		Scheme of Delegation review	Requested at FRA mtg 15.07.21
	Work Programme		Home Office Immediate Detriment Guidance Update	Requested at the last Executive Meeting on 15.07.21

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
2 November 2021	Communications		Fire Response Statistics – National Benchmarking Comparison	
	Executive Committee Minutes from 07.10.21 (provisional mtg)			
	ASC Minutes from 21.09.21			
	2021/22 Budget Monitoring			
	Mid-Year Treasury Update			
	Q2 2021/22 Performance Report			
	Programme Board Update			
	Procurement Policy and Contract Procedures (Reviewed every 2 years, due 2021)			
	Business Continuity Annual Review	Restricted Report		
Work Programme				

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
30 November 2021	Portfolio Lead Updates			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 December 2021	Communications			
	Executive Committee Minutes from 30.11.21			
	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			
	Collaboration Update			
	Information Bulletin (Q2 July – Sept)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
20 January 2022	Portfolio Lead Updates			
	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			
	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	
EXECUTIVE	Item	Notes	Item	Notes
15 March 2022	Portfolio Lead Updates			
	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			
	Collaboration Update			
	Q3 2021/22 Performance Report Update			
	CRMP pre-publication report			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
26 April 2022	Portfolio Lead Updates			
	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 2021/22 Performance Report update			
	Programme Board Update			
	Fire Prevention Statistics - National Benchmarking Analysis (Annual)	Recurring item requested by Chair, Cllr Chatterley		
	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	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
May/June 2022 AGM	Membership			
	Election of Chair 2022/23			
	Election of Vice Chair 2022/23			
	Communications			
	Executive Committee Minutes from xx.xx.xx			
	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	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
xx July 2022	Communications			
	Annual Overarching 2021/22 Performance Report			
	Revenue Budget and Capital Programme Monitoring Report			
	Treasury Management Annual Report			
	Work Programme			