



# Bedfordshire

## Fire & Rescue Authority

06 December 2022

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

Your attendance is requested at a meeting of the **Fire and Rescue Authority** to be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Wednesday, 14 December 2022** starting at **10.00 am**, for the transaction of the following business:

Graham Britten  
Monitoring Officer

Public Document Pack

### AGENDA

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Democratic and Regulatory Services Supervisor	

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 31 October 2022 (Pages 5 - 16)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Executive Committee meeting 15.11.22	Chair	To receive the minutes of the Executive Committee meeting held on 15 November 2022 (Pages 17 - 22)
7.	2022/23 Revenue Budget and Capital Programme Monitoring	ACO	To consider a report (Pages 23 - 32)
8.	Q2 2022/23 Performance Report (July to September)	ACO	To consider a report (Pages 33 - 60)
9.	Public Sector Equality Duty Report	ACFO	To consider a report (Pages 61 - 94)
10.	CRMP Update	CFO	To consider a report (Pages 95 - 108)
11.	Agree New Member Development Programme	ACO	To consider a report (Pages 109 - 114)
12.	Briefing on the Independent Culture Review of London Fire Brigade	CFO	To consider a report (Pages 115 - 128)
13.	Work Programme	CFO	To consider a report (Pages 129 - 140)

Item	Subject	Lead	Purpose of Discussion
Next Meeting		10.00 am on 2 February 2023 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.

This page is intentionally left blank

**MINUTES OF FIRE AND RESCUE AUTHORITY  
MEETING HELD ON 31 OCTOBER 2022 AT 10.00 AM**

Present: Councillors P Duckett (Chair) (part), R Berry, J Chatterley, K Choudhury, M Headley, D McVicar (part) and Y Waheed

Chief Fire Officer A Hopkinson, Assistant Chief Fire Officer A Kibblewhite, Mr G Britten and Ms L Fair were also present

Councillors C Atkins and I Shingler and Deputy Chief Fire Officer C Bigland logged in remotely to the meeting via Teams

(Councillor Waheed in the chair)

**22-23/FRA/47 Apologies**

Apologies for absence were received from Councillors J Burnett, D Franks and J Gambold.

An apology for lateness was received from the Chair and the Vice-Chair, Councillor Y Waheed, chaired the meeting until his arrival (at the end of the discussion of Minute 22-23/fa/052: Executive Committee Minutes).

Assistant Chief Officer G Chambers sent his apologies as on leave.

**22-23/FRA/48 Declarations of Disclosable Pecuniary and Other Interests**

There were no declarations of disclosable pecuniary and other interests.

**22-23/FRA/49 Minutes**

**RESOLVED:**

That the Minutes of the meeting of the Authority held on 8 September 2022 be confirmed as a true record.

## **22-23/FRA/50 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).

## **22-23/FRA/51 Audit and Standards Committee 29 September 2022**

Members received the Minutes of the informal meeting of the Audit and Standards Committee held on 29 September 2022 for information. As the Committee continued to meet remotely, the Authority was required to ratify all decisions made by the Committee as set out in the Minutes.

Councillor Atkins introduced the Minutes, and in doing so, highlighted the following:

- The external audit of the Statement of Accounts had been further delayed due to EY's ongoing resourcing issues. It was now anticipated that the audit would be undertaken in March 2023, and Members of the Committee had expressed concern about the impact this may have on the Service.
- Additional information about outstanding actions arising from internal audits had been requested for the next Committee meeting.
- Two extension requests had been received; however, during the course of discussions it transpired that one of the actions had already been completed. The Committee agreed to the extension request relating to the Human Resources - Grey Book recruitment action to update the On-Call Recruitment Policy to December 2022 and this would have to be ratified by the full Authority.
- The Committee had approved the updated Abatement and Re-engagement Policy, subject to the inclusion of a paragraph from the Local Government Association guidance that clarified which pay figure should be used in the calculations.

### **RESOLVED:**

1. That the Minutes of the meeting of the Audit and Standards Committee held on 29 September 2022 be received, subject to the inclusion of Councillor R Berry's apology for absence.
2. That the decisions made by the Committee to approve the extension request for the internal audit action to update the On-Call Recruitment Policy and the updated Abatement and Re-engagement Policy, be ratified by the Fire Authority.

## **22-23/FRA/52 Executive Committee Minutes 11 October 2022**

The Authority received the draft Minutes of the meeting of the Executive Committee held on 11 October 2022.

In the absence of the Chair, the Chief Fire Officer reported on the following:

- He and the Chair had met with the Police and Crime Commissioner for Bedfordshire and the Chief Executive of the Office of the Police and Crime Commissioner regarding the use of Toddington Community Fire Station and the Police's involvement in the Blue Light Estates Strategy.
- The issue of a wider estates strategy across the public sector estate had been supported by the Chief Executives Forum and a collaboration working group was being constituted.
- The Service had come in seventh out of twenty-three Fire and Rescue Services at the recent Breathing Apparatus awards; this was a significant achievement for the team involved.
- A number of Open Days had been held since the Executive meeting and these had been well supported by the local community.
- The Executive Committee had received updates on the independent governance review, progress on the development of the new Community Risk Management Plan, the new approach being taken in relation to the setting of the 2023-2024 budget and immediate detriment.
- Options for progressing the performance call-in of the response targets had been considered and it was being proposed that a Task and Finish Group be constituted of non-Executive Members to undertake a deep-dive of performance in this area.
- The targeted use of abatement and re-engagement had been agreed for particular posts in recognition of the continued recruitment and retention challenges.
- An update on the legal challenge submitted by the Fire Brigades Union, and the Service's response, had been provided. It was noted that no further correspondence had been received.

**RESOLVED:**

That the submitted minutes of the meeting held on 11 October 2022 be received.

(Councillor Duckett joined the meeting)

(Councillor Duckett in the chair)

**22-23/FRA/53 Programme Board Update**

The Deputy Chief Fire Officer presented an update on the Service Corporate Programme, including the progress against and current status of all major projects as at the end of Quarter 2 (30 September 2022). The Appendix, which had not been included with the published report, would be circulated to Members following the meeting.

85% of projects were RAG rated as Green, with only 4% currently identified as Red, or outside of agreed targets. The Deputy Chief Fire Officer highlighted areas of Amber or Red performance as follows:

- Safe and Well – the project had been delayed due to a reduction in Officer time being available to progress the digitisation of the process. The development of an application to enable fully mobile form implementation was progressing so that Safe and Well visits could be recorded remotely and there would be no need for firefighters to complete hard copies of the forms that would then require inputting into the system.
- Data Warehousing – this project had also been impacted by Officer resourcing.
- Replacement Mobilising System – some residual items had not yet been completed.
- National Operational Guidance – the implementation of this had been delayed as resources had to be re-directed elsewhere for operational purposes.
- Projects RAG rated as Amber and Red were called in to Corporate Management Team to review performance.

The Deputy Chief Fire Officer also reported on the following areas of high performance and new projects:

- PDRPro- a successful upgrade of the training platform for Grey Book staff from Version 3 to Version 5 had improved the effectiveness of the delivery of competency training throughout the organisation.
- Stations Productivity Assessment – in line with the Community Risk Management Plan, a study of productivity and utilisation of assets and resources had been completed.
- Luton Pump Relocation Project – the trial had formally commenced on 3 October 2022.
- Prevention Road Safety Vehicle Virtual Reality – the procurement of a vehicle had been faced with challenges arising from the cost and the Service was working with the Office of the Police and Crime Commissioner to increase funding contributions. The costs associated with the project were split equally between the Service and the OPCC, with the funding from the Service being met within existing budgets.

In response to a question from the Chair, the Deputy Chief Fire Officer advised that the Programme Office was led by a small team comprising a Programme Manager and three Programme Officers and a Digital Transformation Officer, with much of the work to drive forward progress being undertaken by existing staff in addition to their other duties.

The Chair, acknowledging that much of the project management work was being undertaken by operational staff, asked that the thanks of Members for the high level of performance be passed on to all those involved.

**RESOLVED:**

That the progress made against the Corporate Programme be noted.



## **22-23/FRA/54 Collaboration Update**

The Deputy Chief Fire Officer provided a verbal update on the Service's collaboration projects. As Members were aware, the Service was in the process of developing a "Haynes Manual", or best practice toolkits, for areas of collaboration with the East of England Ambulance Service (EEAST), in areas such as falls prevention and bariatric rescue. Discussions continued to encourage EEAST to increase the funding provided to collaboration activity led by the Fire and Rescue Service.

The Deputy Chief Fire Officer reported on increased interest in the collaboration activity with EEAST. In his role as Chair of the regional Fire and Ambulance Collaboration Board, he had been approached by both the London Fire Brigade and Hampshire and Isle of Wight Fire and Rescue Service requesting involvement.

The Deputy Chief Fire Officer reported that the falls team continued to work with and support the most complex patients/vulnerable cases and the bariatric rescue team based at Dunstable Community Fire Station was the UK lead in this area.

It was noted that, as well as improving outcomes, this diversification of activity provided an additional income stream.

The Chief Fire Officer advised that he was one of three individuals working within the Fire and Rescue sector who had been asked to give evidence about blue light collaboration to the House of Lords' Public Services Committee. This would be an ideal opportunity to raise awareness of the work being undertaken in Bedfordshire.

### **RESOLVED:**

That the update be received.

## **22-23/FRA/55 Fire and Rescue Authority's Action Plan following LGA Governance Review**

The Chief Fire Officer introduced an action plan to update the Members' Handbook following the review of governance undertaken by the Local Government Association (LGA). The objectives of the review had been: to future proof governance arrangements; reform the governance arrangements to support a long-term professional partnership between Officers and Members; to make the Authority more accountable to the public; and to raise the visibility of the Authority and inform the public about what it does and why.

Areas for improvement as well as areas of good practice had been identified during the review. In this respect, Mr S Frank, the Service's Head of Strategic Support and Assurance, was attending an HMICFRS Chief and Chairs event to speak about this Service's engagement with the local community.

A draft action plan had been developed following the conclusion of the review, including actions such as the provision of a new Member Development Programme and updating the constitutional aspects of the Members' Handbook. Members would be kept apprised of any progress.

The Chair commented that some of the actions identified called for high levels of Member engagement and involvement, and suggested that a Task and Finish Group be constituted to undertake some of this work.

In relation to the recommendation to consider extending the tenure of the Chair, Councillor Headley commented that this may require a change to the Combination Scheme.

Mr G Britten, the Monitoring Officer, confirmed that this was the case, as the election of a Chair on an annual basis was set out in the Scheme. He added that, although it was unlikely that the Scheme would be amended by Government, Members could consider coming to an arrangement whereby the Chair could stand down and then be re-elected without opposition.

The recommendation that the Authority consider extending the tenure of the Chair had originally been mooted by the LGA (but not included in the action plan) as the White Paper had expressed a preference for a single point of contact.

It was noted that further clarification would be required in relation to the action on member appointments, as this could apply to the appointments of Members to the Authority or to the appointments made by Members for certain Principal Officer roles. Currently, the Members of Bedford Borough and Central Bedfordshire Council were appointed for four-year terms, with Luton re-appointing on an annual basis, leading to less continuity in the membership from that authority. The Leader of Luton Borough Council had been requested to make the appointments on the same basis as the other constituent authorities, but this had not yet been formally agreed in writing.

Councillor Headley also requested clarification in relation to the actions relating to the website and expressed the view that the date included in the report may need to be reviewed. Actions should also be worded in a way that reflected that Members were being asked to consider whether to approve or adopt any changes to the Members' Handbook rather than 'agree' as stated in the draft action plan.

Arising from discussions, it was acknowledged that the Chair of the Executive and the Chair of the full Authority did not necessarily need to be held by the same individual, although from conversations with LGA representatives and in light of the White Paper, it may be beneficial for this to be the case.

The Chair asked the Chief Fire Officer to identify actions which would benefit from Member involvement and then consideration could be given to delegating responsibility for this to a Task and Finish Group.

The Chief Fire Officer replied that he would prepare a report for submission to the Executive Committee.

The Chair requested that the LGA Equality and Diversity Charter and the Fire Standard Code of Ethics be circulated to all Members of the Authority for information.

**RESOLVED:**

That the action plan be approved subject to the requested amendments being made.

**22-23/FRA/56 Mid- Year Treasury Management Report**

In the absence of the Assistant Chief Officer and Treasurer, the Chief Fire Officer presented the mid-year Treasury Management report.

Treasury Management training could be provided if Members expressed the wish to receive it. The capital expenditure forecast for the year had reduced from £1.357 million to £876,000.

The report set out changes to the prudential indicators, the borrowing/investment strategy for 2022/23, including consideration of the use of money market funds for short-term investments, and the general economic conditions, such as the increase in the Base of England base rate and in inflation measures.

Due to the interest rate changes, the Assistant Chief Officer and Treasurer had indicated that a review of the policy to not repay the loans taken out from the Public Works Loan Board would be undertaken. In the past, the substantial penalty changes had not made this option viable. Any future borrowing needs would need to form part of this consideration.

The Chief Fire Officer reported that the budgeted investment return for 2022/23 had been set at £65,400. However, due to the unexpected increase in Bank of England base rate this had been revised to an expected return of approximately £250,000 by 31 March 2023.

The Chair requested that the Authority's policy of borrowing and lending, including how credit ratings were taken into consideration, be reviewed by the Executive Committee and recommendations in light of such a review be made to the full Authority

**RESOLVED:**

That the report be received.

**22-23/FRA/57 Portfolio Leads Update: Workforce & Organisational Development**

Councillor Choudhry gave a presentation on his Portfolio area, workforce and organisational development.

As part of his presentation, he advised Members that:

- 30 wholetime plus 6 transferees, 2 Control and 22 on call firefighters had been recruited by the Service during the previous year, along with 25 Green Book staff, including some hard to fill roles such as the Occupational Health Manager and Equality, Diversity and Inclusion Manager.
- Hybrid working arrangements had been implemented for appropriate roles.
- The Service had undertaken a benefit and recognition staff survey.
- The Mental Health and Wellbeing Policy had been revised, including Reasonable Adjustments Guidance and the launch of an individual “reasonable adjustment passport” for qualifying staff.
- A neurodiversity steering group and staff working group had been developed.
- An extensive health and wellbeing events and services programme had been developed for staff, including the launch of the cycle to work scheme.
- Significant pensions work had been undertaken during the year.
- A new People Strategy and new People priorities for the Community Risk Management Plan had been developed.
- Strategic and operational plans to deliver statutory services during potential industrial action had been drafted.
- A review of Occupational Health had been undertaken, including contract re-procurement and addressing the COVID backlog of health surveillance and medicals.
- A whole-time recruitment plan for 2023/24 had been developed as part of the Service’s succession planning procedures.
- Management training in core people management practices had been developed with Learning and Development Officers.
- The Service had taken part in a range of engagement activities with underrepresented groups, such as “Have a Go” days, schools and college events, Eid in Luton, Bedford River Festival, social media and mailshots to community centres and local businesses.
- There was strengthened partnership working, particularly with Bedfordshire Police, on recruitment and community events
- A “Women in the Fire Service” group had been constituted and was particularly active, with a local employee group and representatives in every Service in the Eastern region. A menopause awareness day had been held on 18 October 2022.
- The new EDI Manager would start in post in January 2023. This post would be responsible for a number of actions including supporting the Service in engaging with underrepresented community groups, working with regional colleagues to share knowledge and resources, establishing a Bedfordshire EDI forum with partners and developing relevant training and reviewing and refreshing EDI policies.
- The Service had led on a Black History Month national conference, with the assistance of the Asian Fire Service(?) Association. This was recognised as a very successful event and Members in attendance commented favourably on their experiences taking part.

(Councillor McVicar left the meeting)

The Assistant Chief Fire Officer gave a presentation on Organisational Development, training, learning and development and apprenticeships as follows:

- Over 900 training courses were delivered in 2021/22 to address the backlog created by COVID.
- A Tactical Firefighting course had been developed.
- A Marauding Terrorist Attack live play exercise had taken place at RAF Henlow, to which Members had been invited.
- Paramedics now took part in Road Traffic Collision refresher training.
- Three established Training Centre instructors would return to stations soon, with three new instructors recruited to replace them.
- Some safety critical training has been delayed as the Service planned for possible industrial action.
- The Service was working with Northamptonshire and Buckinghamshire Fire and Rescue Services on the provision of a joint training facility as the training centre was running at full capacity and was limited by the size of the estate. This restricted the type of training that could be delivered.
- The Service had delivered two wholetime recruit cohorts in house, following one in partnership with Hertfordshire Fire and Rescue Service.
- Three on call recruit modular courses had been run, leading to the recruitment of 22 new on call firefighters.
- Industrial action may delay the latest recruits course from being completed.
- A Behaviours & Values poster had been designed which aligned to NFCC behaviours and the Core Code of Ethics.
- An incident command refresher course had been introduced to align command training to National Operational Guidance.
- Neurodiversity training was now included in gateways and the delivery of training.
- A large number of promotional gateways had been run, including at least one at every level.
- The application as a supportive provider for Hertfordshire had been successfully approved and Hertfordshire had been invoiced for £27,000 for the first cohort through training.
- The number of green book apprentices had increased, with apprentices in fleet, finance and administration.
- The Service was exploring how it could become an apprenticeship provider, as this was a recognised income generation opportunity.
- The Service had appointed a new Green Book Driver Training Manager and Driving Instructor. The London Fire Brigade had expressed an interest in the driver training course and this was recognised as another income generation activity.
- The Service was one of only two services that could provide an Emergency Response Driver Instructor Course.
- A new BMW training vehicle had been purchased.
- All Officers, even Green Book staff, had to complete driver training before they could use Service vehicles, even pool cars.

Members commented that driver training would be a good topic for a future Member Development Day.

**RESOLVED:**

That the presentation be received.

**22-23/FRA/58 Work Programme**

Members received the proposed work programme for 2022/23.

The Chief Fire Officer advised that he review the draft report on immediate detriment that was due to be submitted to the next meeting of the Executive Committee on 15 November 2022. If there was not sufficient additional information to pass on, the report may be deferred to a future meeting.

**RESOLVED:**

That the work programme for 2022/23 be received and the 'cyclical' agenda Items for each meeting in 2022/23 be noted.

**22-23/FRA/59 Communications**

The Chair commented favourably on the multi-agency anti-terrorism exercise held on RAF Henlow that had been mentioned earlier in the meeting.

**Pay Negotiations**

The Chief Fire Officer reported that the Fire Brigades Union was currently ballot of undertaking a consultative its Members on the improved pay offer of 5%. This was currently unfunded despite intensive lobbying of the Home Office. If the pay offer was rejected, it may lead to a further ballot on industrial action.

**Hockwell Ring Community Engagement**

This event would be taking place on Friday, 4 November 2022.

**HMICFRS Chief and Chairs Event**

Members would be provided with an update on the event which was taking place that day.

**Participation in events with Partners**

The Chief Fire Officer had been invited to take part in an All Party Parliamentary Committee on Carbon Monoxide as one of the Bedfordshire MPs, Andrew Selous is a member and would be part of the recruitment panel to replace the current Chief Constable, Garry Forsyth.

The Service would be working with the Office of the Police and Crime Commissioner on demand management around individuals requiring mental health services.

A one-day workshop would be taking place on how the public sector could better work with local volunteer networks.

The Deputy Chief Fire Officer would be speaking at a National Fire Chiefs Council prevention conference on 10 November 2022. He was not aware if this meeting was open to Members of the Authority but would investigate.

The meeting ended at 12.11 pm.

This page is intentionally left blank



**REPORT AUTHOR: COUNCILLOR P DUCKETT**

**SUBJECT: EXECUTIVE COMMITTEE**

---

For further information on this Report contact: Nicky Upton  
Democratic and Regulatory Services Supervisor

---

Background Papers: None

---

**PURPOSE:**

To receive the Minutes of the Executive Committee held on 15 November 2022.

**RECOMMENDATIONS:**

That the submitted minutes of the meeting held on 15 November 2022 be received.

---

1. Introduction

1.1 The draft minutes of the Executive Committee held on 15 November 2022 are appended for Members' information.

**COUNCILLOR P DUCKETT  
CHAIR OF EXECUTIVE COMMITTEE**

This page is intentionally left blank

**MINUTES OF A MEETING OF THE EXECUTIVE COMMITTEE OF BEDFORDSHIRE FIRE AND RESCUE AUTHORITY  
HELD AT FIRE AND RESCUE HEADQUARTERS ON 15 NOVEMBER 2022 AT 10.00 AM**

Present: Councillors P Duckett (Chair), J Chatterley, K Choudhury, M Headley and Y Waheed  
CFO A Hopkinson, ACO G Chambers, Mr G Britten and Mr S Frank  
Councillor C Atkins joined as an observer at 10:05am

25. Apologies

25.1 The Deputy Chief Fire Officer and Assistant Chief Fire Officer were unable to attend the meeting.

26. Declaration of Disclosable Pecuniary and Other Interests

26.1 There were no declarations of interests.

27. Communications

27.1 The Chief Fire Officer provided Members with an update regarding the ongoing national pay negotiations for Grey Book staff. The Fire Brigades Union had recently balloted its Members on whether or not to accept the improved pay award of a 5% increase and an overwhelming majority had voted not to accept the pay award. There had not yet been a ballot on strike action; however, the Service was preparing for all eventualities.

27.2 In relation to Green Book Staff, the pay offer of £1925 plus an additional day of annual leave had been agreed by two of the three trade unions and this was currently in the process of being applied to staff salaries.

27.3 The Chair reported on a very positive meeting with Mr Andrew Selous, MP, on the White Paper and the collaborative work undertaken by the Service with its blue light partners, culminating in an invitation for him to visit Dunstable Community Fire Station to witness some of these activities first-hand.

28. Minutes

**RESOLVED:**

That the Minutes of the meeting held on 11 October 2022 be confirmed as a true record.

29. Public Participation

29.1 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).

30. Revised Governance Action Plan and Timetable

30.1 The Chief Fire Officer introduced his report which included a revised action plan to update the Fire and Rescue Authority's constitutional aspects of the Member's Handbook. Changes had been made as a result of Member feedback at the workshop held on 6 October 2022 and the Authority meeting on 31 October 2022.

30.2 The Chair highlighted three key areas: the remit of the Executive Committee, the scrutiny process and promoting the Service to external partners and the public, particularly in light of the various collaboration projects that the Service was involved in.

30.3 The Chief Fire Officer advised that consideration was already being given to public affairs and how the Service could better engage and communicate to the wider public and raise its profile locally.

30.4 In response to a question, Mr G Britten, the Authority's Monitoring Officer, referred to the timetable set out in the action plan proposing that any changes be submitted to the Authority meeting in February 2023 so that these were agreed prior to the appointment of Members to the Authority in May 2023. He confirmed that it was within the remit of the full Authority to agree changes to its Constitution.

30.5 In regards to the scrutiny function, it had previously been noted that scrutiny of decisions made by the Executive Committee must be undertaken by members of the Audit and Standards Committee, either as that Committee or as a separately appointed Task and Finish Group.

- 30.6 Quotes for suppliers for training to be included as part of the Member Development Programme would be sought to compare those to the costs already provided by the Local Government Association. Members agreed the list of items proposed for the Member Development Programme within the report.
- 30.7 As part of the review of the terms of reference of the Audit and Standards Committee, the Assistant Chief Officer and Treasurer would liaise with the Chair of the Committee and the Monitoring Officer regarding the appointment of an independent member, in accordance with recent Guidance.

**RESOLVED:**

1. That the contents of the report be received and the revised action plan and timetable be agreed.
  2. That additional work be undertaken to define the roles of the Executive Committee and the scrutiny function within the Authority, with Councillors Duckett and Waheed leading on the Executive Committee and Councillor Atkins leading on the scrutiny function.
  3. That Councillor Choudhry, in his role as Lead Member for Workforce & Organisational Development, work with Officers to further develop the Member Development Programme.
31. Community Risk Management Plan (CRMP) 2023-27 Action Plan and Budget Consultation 2023-24
- 31.1 The Committee received a report setting out proposals for formal consultation on the Budget for 2022-23 and Community Risk Management Plan 2023-27. Mr S Frank, the Head of Strategic Support and Assurance sought Member approval of the proposed survey questions set out in the report, as the survey was due to go live the following week in accordance with the budget preparation timetable.
- 31.2 It was acknowledged that at present, there was a large degree of uncertainty relating to both the Autumn Statement on 17 November 2022 and potential strike action.
- 31.3 The view was expressed that the first half of the questions seemed more like statements than actual questions. It was also suggested that Plain English terms should be used wherever possible, as some members of the public may not understand the meanings of phrases such as “strategic approach to collaboration” or “blue light partners”. It was important that the questions and their content were as accessible as possible. The wording of the question identifying support for ethical investment should also be revised.

- 31.4 In relation to the current financial uncertainty around the Autumn Statement and any capping or related announcements to Council Tax levels, it was also mooted that it may be prudent to wait until an announcement was made before including any questions gauging support for percentage or set increase in the Service's Council Tax precept.
- 31.5 In order for the survey questions to be finalised by the following week, it was suggested that amendments be made in line with comments made at the meeting, with the Head of Strategic Support & Assurance being delegated authority to revise the questions in consultation with the Chair on behalf of the Executive Committee.

**RESOLVED:**

1. That the contents of the report be acknowledged.
  2. That the Head of Strategic Support & Assurance be delegated to review and revise the survey questions in consultation with the Chair prior to the consultation commencing.
32. Work Programme
- 32.1 Members received the updated work programme.
- 32.2 The Chair requested that an update on discussions to redefine the role of the Executive Committee, and of the scrutiny function, be provided to the next meeting of the Executive Committee.

**RESOLVED:**

1. That the Work Programme be received and the cyclical agenda items be noted.
2. That the Committee receive an update on the proposed roles of the Executive Committee and the scrutiny function at its next meeting.

The meeting closed at 10.44 am

---

**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER / FRA TREASURER

**SUBJECT:** 2022/23 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING as at 31st October 2022

---

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

---

Background Papers: 2022/23 FRA Budget Setting Papers February 2022

---

**PURPOSE:**

To inform the Fire and Rescue Authority of the forecast year-end budget monitoring position as at 31<sup>st</sup> October 2022.

**Recommendations:**

1. That the FRA consider and comment on the updates provided within this report.
2. That the FRA note the request to bring forward of £300k capital spend on Thermal Imaging Cameras from 2023/24 into 2022/23 (see para 3.4.3).
3. That the FRA note the potential unbudgeted increase for both Grey and Green Book pay awards built into the salaries forecast in table 2 and use of an Earmarked Reserve to fund these. (also para 2.3.76)
4. That members note the updated inflationary pressure on contracts inflation & Derv costs which has increased from a forecast above the estimated budgeted costs of £43k from the last monitoring report. (para 2.3.4)
5. That members note the increase in forecast income from investments from (£135k) above budget reported at the end of July 2022 to (£215k) as at the end of October due to greatly improved rates available on investments. (para 2.3.4)
6. That members note the expected saving against budgeted costs on National Insurance (NI) of (£50k) as a result of the recent announcement to cancel the employers NI rate from 15.05% back to 13.80% as of beginning of November.

**Executive Highlights Summary**

- The 3 year **CSR** review was announced in December 2021 however the Authority only received a 1 year settlement for 2022/23.

- The service has received a further £392k relating to Section 31 Business Rates relief above the amount which was included in the budget in February 2022, it was agreed that this be used to offset the forecast inflationary pressures (see para 2.3.4)
- Pay awards for both Grey Book and Green Book have been built into the 2022/23 base budget @ 4%. The Green book pay award has recently been agreed at £1,925 on each pay grade rather than a flat 4% increase leading to an increase of £129k above the budgeted annual amount. The Fire Brigades Union (FBU) members recently voted to reject this offer and the FBU will now ballot their members on potential industrial action with the ballot closing on January 23<sup>rd</sup> 2023. (see para 2.3.6) The forecast pay for operational areas (Whole Time, Retained & Control) in table 2 below has been assumed at a flat rate of £1,900 for each grade which is in line with other blue light services. It has been agreed by FRA to use of the existing Pay/Pension Earmarked reserve to fund the unbudgeted pay awards.
- The service has been notified that the Firelink Grant (which offsets the cost of the response radio contract costs) will be £50k less than budgeted. It will also reduce by 20% each year, but should be reflected by an increase in grant income.
- The Home Office has informed the service that we will receive an unbudgeted Protection grant of £153k in 2022/23. Further to this our local authority partners have agreed a further £82k in funding, towards the Dementia pilot.
- As a result of recent UK wide high inflation rate announcement and forecasted ongoing inflationary pressures there is a potential unbudgeted cost from an increase in the price of Derv, gas, electric and other service contracts of £368k. (see para 2.3.4)

## 1. Introduction

- 1.1 On 10 February 2022, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2022/23 of £33.393m and a Capital Programme of £1.357m.

## 2. Revenue Budget Monitoring

- 2.1 The Revenue Budget efficiency savings for 2022/23 can be found in Appendix 1. The budgets have been reduced for these areas and will be monitored during the year.
- 2.2 The funding of the 2022/23 Revenue Budget is by way of Government Funding £6.858m, local Business Rates redistribution £2.300m, a one off revenue grant for 2022/23 of £0.410m and Council Tax of £23.401m, Collection Fund surplus of £0.378m which have been reported by our Local Authority partners and the use of the collection fund reserve of £46k.

## 2.3 **Forecasting Outturn:**



2.3.1 Tables 1 and 2 below are populated during the year in line with the spreadsheet returns that Corporate Management Team (CMT) members submit to the Finance Team and through the meetings that Finance Officers have with CMT members. The forecast outturn positions are as accurate as the information received from each CMT member.

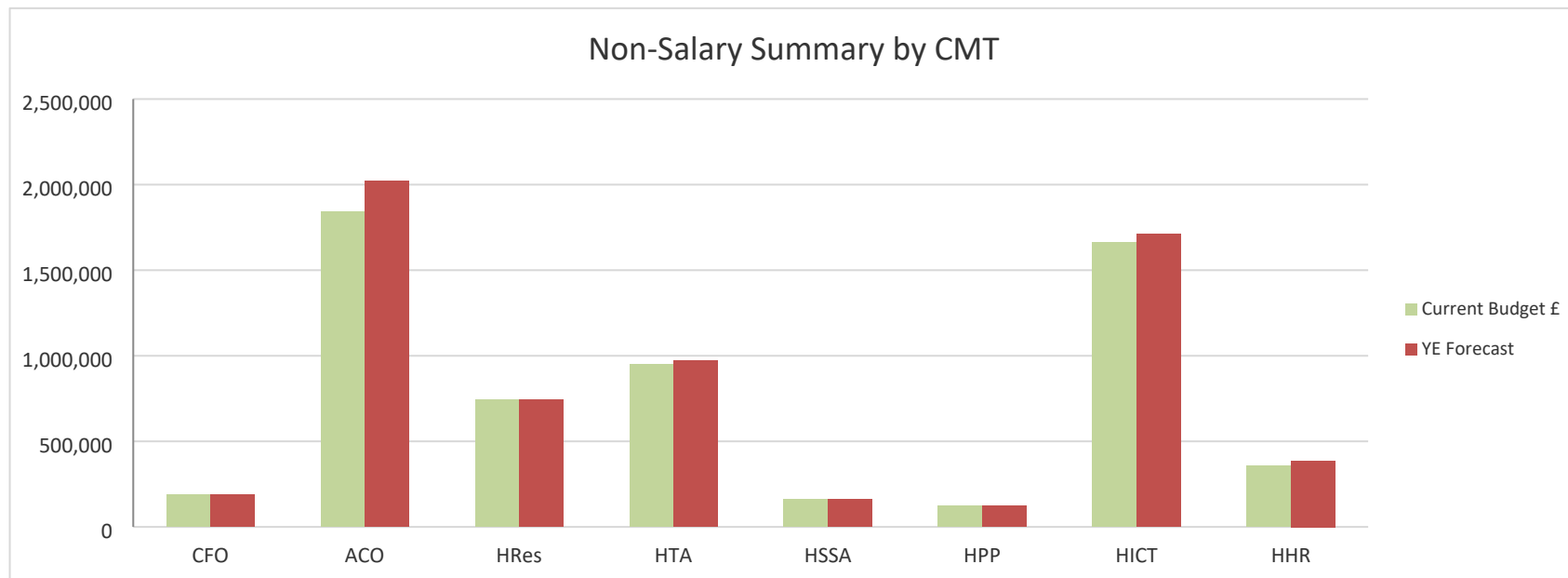
2.3.2 Table 1 below details the current budget excluding salary budgets, for each CMT service area. The forecast year-end outturn is shown in column three.

**2.3.3 Table 1: 2022/23 Revenue Budget Forecast Outturn (excluding salary budgets)**

Title	Area	Current Budget £	F/cast Yr-End Outturn £	Variance £	RAG status (see note below**)
<b>Strategic Management</b>	Management	189,400	189,400	0	Green
<b>Assistant Chief Officer (ACO)</b>	Income, Capital & Year End	1,380,600	1,194,000	(186,600)	Green
	Corporate Support	459,700	827,700	368,000	Green
<b>Head of Response (HRes)</b>	Operational	741,700	741,700	0	Green
<b>Head of Training and Assets (HTA)</b>	Training	419,900	419,900	0	Green
	Technical/Workshops	211,600	231,600	20,000	Green
	Corporate Support	320,100	320,100	0	Green
<b>Head of Strategic Support and Assurance (HSSA)</b>	Media & Comms	34,650	34,650	0	Green
	Organisation Assurance	127,800	127,800	0	Green
<b>Head of Prevention and Protection (HPP)</b>	Partnership Working	(60,100)	(60,100)	0	Green
	Prevention	176,300	176,300	0	Green
	Protection	8,600	8,600	0	Green
<b>Head of Information Communications Technology (HICT)</b>	ICT	1,451,250	1,501,250	50,000	Green
	ICT Projects	211,000	211,000	0	Green

<b>Head of Human Resources (HHR)</b>	Human Resources	211,400	241,400	30,000	Green
	Occupational Health	145,500	145,500	0	Green
<b>Total</b>		<b>6,029,400</b>	<b>6,310,800</b>	<b>281,400</b>	
Use of Business Rates Income				(392,000)	
<b>Revised Outturn Variance</b>				<b>(110,600)</b>	

**\*\*RAG Status:** Red would identify where there is a large overspend equal to or greater than £100,000 and/or a key service aspect was not being delivered. Amber would identify where there is a possibility of an overspend and/or a key service aspect may not be delivered. It may be that there are action plans in place to address an issue, where until they are successful it is flagged as Amber. Green identifies where service delivery is being performed and as above, where there are underspends. Underspends are not necessarily always green, if for example, there was a key service aspect not being delivered causing the underspend, it would be shown as Red.



2.3.4 The variances shown in Table 1 and graph above as at 31<sup>st</sup> October 2022 are;

The forecast underspend (£187k) within the ACO area (Income, Capital & Year End) above is a result of;

A forecast increase for investment income to (£280k), this is (£215k) above the budgeted income of (£65k). The finance team are constantly monitoring the rate of returns available and also the opportunities to invest in more “ethical / green” investments and as

a result of this we have recently placed further investments with a counterparty in one of their Environmental, Social and Governance (ESG) investment areas, the rate of return on this investment was comparable with the rates available on our other available investments.

This extra income has been partially offset by a budgeted rebate from FRIC (£40k) due to an apportioning of releasable reserves built up over a number of years, FRIC Directors however decided to take a more prudent approach and spread the rebates over a number of years and so the service has received only (£12k) in 2022 with the remaining £28k income expected over the next 2 years.

The (£392k) unbudgeted income relating to Section 31 Business Rates relief is also contained within this area.

The forecast overspend £368k within the ACO area (Corporate Support) above is a result of a number of inflationary pressures were built into the 2022/23 budget which was agreed by the FRA in February, general inflation for utilities, contracts, supplies and services was included at a rate of 4%, Derv was budgeted at a cost of £1.45 / ltr. Since then due to worldwide economic pressures and the war in Ukraine the UK CPI inflation in October is at 11.1% and it is expected to remain high for the remainder of the financial year. The total amount of inflation contained within the budget for 2022/23 was £159k, it is currently forecast that there will be an extra pressure of £343k above the budgeted figure as a result of inflation for utilities £110k, contracts, supplies and services £198k with inflation based on an average of 9.5% for the remainder of the financial year and Derv £60k based upon a price of £1.70 / ltr. All of these overspends £368k are currently captured within the ACO (Corporate Support) area, work is ongoing to identify which CMT area these pressures.

The predicted £20k overspend within the HTA area above is as a result of an under achievement of income from expected in year vehicle sales of £40k where the vehicles have temporarily been repurposed across the service, it is expected that these sales will now be achieved in 2023/24. This has been offset by an expected overachievement against budgeted income (£20k) relating to the servicing of vehicles for our blue light partners.

The £50k overspend forecast within the HICT is as a result of the reduction in Firelink grant allocation which the authority has been notified will be £50k less than budgeted.

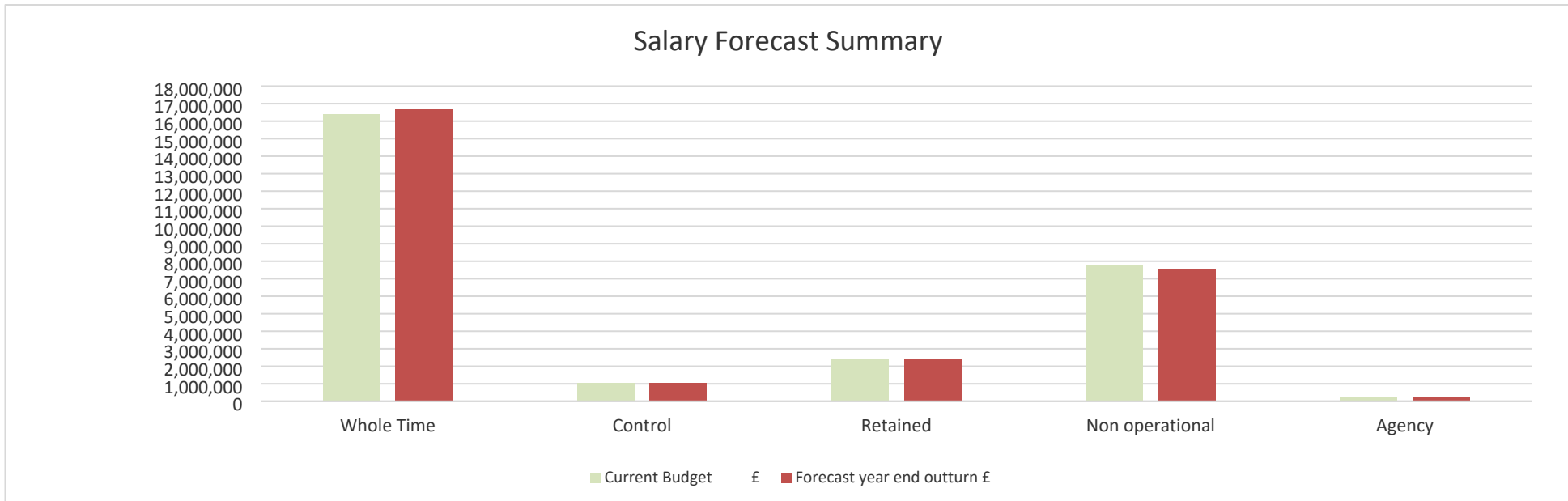
The £30k overspend noted in HHR area is as a result of legal advice within a number of work streams.

The unbudgeted Business Rates income of £392k will be allocated to offset both the in-year inflationary pressures and reduction in ICT Firelink grant as identified above.

2.3.5 With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified.

#### **Table 2: 2022/23 Salary Budget Forecast Outturn**

Category	Current Budget £	YTD Actuals £	Forecast year end outturn £	Variance £
Whole Time	16,378,000	9,206,212	16,643,000	265,000
Control	1,032,000	680,502	1,057,000	25,000
Retained	2,373,900	1,291,151	2,407,900	34,000
Non operational	7,771,000	4,086,779	7,567,500	(203,500)
Agency	197,700	157,207	197,700	0
<b>Grand Total</b>	<b>27,752,600</b>	<b>15,421,851</b>	<b>27,873,100</b>	<b>120,500</b>
<b>Proposed use of Earmarked Reserve</b>				<b>(120,500)</b>
Revised Outturn				(0)



2.3.6 The forecast overspend within the Operational areas (Whole Time, Retained & Control) in table 2 above are as a result of the potential unbudgeted pay awards above the 4% included within the current budgets of £371k. Firefighters have been offered a 5% pay award, however, the Fire Brigades Union (FBU) have recently announce the result of a ballot in which members voted to reject the offer. Unions are will now be balloting their members on potential industrial action, the ballot will open on 5 December

2022 and close on 23 January 2023. The forecast in table 2 above has assumed that employers will negotiate a new offer with a pay award being more in line with that offered to Police officers which is c.£1,900 for each grade of staff.

The recent announcement by the Chancellor of the Exchequer to reverse the increase in employers NI contributions from 15.05% to 13.80% in November will result in an estimated budgeted saving of (£47k) across the Operation areas (Whole Time, Retained & Control) in table 2 above and have been built into the forecast year end outturn figure.

The underspend figure (203.5k) in the Non Operational area in table 2 above is due the extra unbudgeted pay award as a result of an increase in each pay scale of £1,925 which will result in an estimated extra pressure of £129k above the budgeted pay award of 4%. This is offset by a number of current vacancies across the service (£307.5k) and an underspend as a result of the NI increase reversal of (£25k);

The vacancies within the Non Operational area include the Head of Human Resources (£25k), Facilities and Office Services (£24k), Project Management (£27k), ICT (£10k), Business Support Manager (£22k), Procurement officer vacancy (£21k), Vacancies within the Site team (£15k), an expected saving of (£25k) as a result of the difference between the Cleaning contract and employing these staff directly, vacancies within the Equality and Diversity area (£42k), vacancies within Occupational Health (£50k), (£10k) as a result of employees not being in the pension scheme plus other minor variances.

It has been agreed that the FRA approve the use of the existing Pay/Pension Earmarked reserve to fund the unbudgeted pay awards above.

## 2.4 Total Forecast Outturn, Salary and Non Salary:

2.4.1 The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be (£110.6k) underspent.

## 3. Capital Programme Monitoring

3.1 Table 3 below is the 2022/32 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme).

3.2 It should be noted that the Vehicles, ICT and HR System Projects and Property Capital Works Programmes need to be treated with fluidity as the costs and expected completion dates can vary considerably and span across financial years. However, in accordance with the financial regulations, any significant changes of expenditure over 10% of an approved capital scheme need to be reported back to the FRA.

## 3.3 Table 3: The 2022/23 Capital Programme

CMT Area	Bedfordshire Fire and Rescue Authority Capital Programme	Capital Budgets 2022/23 £'000	RAG Status
	<b>Fleet:</b>		
HTA	Vehicles	262	Green
HTA	Drone (Unmanned Aerial Vehicle capability and enhancements)	30	Green
HTA	Light Portable Pumps (LPP)	28	Green
	<b>ICT Projects:</b>		
HICT	Additional SAN storage	85	Green
HICT	Equipment refresh (tablets and phones)	116	Green
	<b>General: Property Works service wide</b>		
	Various: Lighting replacements, CCTV, fire protection, doors & windows, security gates, electric infrastructure, EV charging	86	Green
ACO	Major Roofing Replacements	323	Red
ACO	Drill yard resurfacing	32	Green
ACO	WC/Shower facility refurbishments	158	Amber
ACO	Heating - boiler replacements	66	Amber
ACO	Bay Floor replacements	65	Amber
ACO	Dormitory refurbishment	30	Green
ACO	Station Kitchen Refurbishments	21	Green
	<b>Other:</b>		
HHR	Fitness Equipment Expenditure	5	Green
HTAM	Electronic Fuel (Diesel) Monitoring system	50	Amber
	<b>TOTAL</b>	<b>1,357</b>	

### 3.4 Capital Programme Updates:

The Major roof repairs project above is currently rated as Red due to the availability of both construction materials and contractors to be able to complete the works by the 31 March 2023.

The WC/Shower refurbishment is currently rated as Amber awaiting the outcome of the Training Centre and contaminates work review, it is unlikely these refurbishments will be complete prior to 31 March 2023.

The Bay Floor replacements has been rated as Amber due to the availability of Contractors availability to complete this work by year end.

Following the withdrawal from the Public Sector Decarbonisation Scheme phase 3 (PSDS3), the heating – boiler replacements project has been rated as Amber, some urgent boiler replacements will be completed by year end however with further replacements completed in the new financial year.

The Electronic Diesel monitoring system has been rated as Amber due to options currently being explored, it is expected that this project will be complete early in 2023/24.

**Capital Programme – Withdrawals, Slippage, Additions or Variations:**

3.4.1 **Slippage:** None to Report.

3.4.2 **Additions:** None to Report.

3.4.3 **Variations:** The Head of Training and Asset Management would like FRA approval to bring forward spend on Thermal Imaging Cameras which is currently in the capital programme for 2023/24 (£300k) into 2022/23. The procurement process for these has been brought forward due to a number of existing Cameras getting to their end of useful life and replacement parts being both expensive to replace and difficult to source. At this stage it is unclear whether once the procurement is complete (currently estimated to be end of January / early February) the winning bidder would be able to deliver the new Cameras prior to the year-end of 31<sup>st</sup> March 2023 and there may be a short delay to the delivery timescale.

Savings and Efficiencies 2022/23

CMT Area	Savings/Efficiencies	Budgeted £'000s 2022/23	Forecast £'000's 2022/23	RAG Status
ACO	Energy Management Savings (Insulation & works following bid for grant)	5	5	Green
ACO	Collaboration Income - Partner at Bedford station	4	4	Amber
ACO	Team Structure and Staffing review	5	5	Green
ACO	Surplus redistribution from the Fire & Rescue Indemnity Company (FRIC) (estimate for 2022/23 only)	40	12	Amber
HHR	Occupation Health system review	2	2	Green
HICT	Cessation Whole-time Recruitment system	4	4	Green
HRes	Drone Income	2	2	Green
HRes	Business Rates Reductions	66	66	Green
HTA	Income from Workshops Non business Activity	5	5	Green
HTA	Combine 3 existing BA courses (CFBT, BAR and TVT) into a new Tactical Firefighting Course negating the use of outside venue and instruction.	20	20	Green
HTA	Collaboration - vehicle servicing income	50	50	Green
		<b>203</b>	<b>175</b>	

\* NB - All Savings have been removed from 2022-23 Base Budget



For Publication

Bedfordshire Fire and Rescue Authority  
14 December 2022

**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** PERFORMANCE REPORT FOR END OF QUARTER TWO (2022-23)

---

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

---

Background Papers: None

---

**PURPOSE:**

To present a summary of organisational performance at the end of the second 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 the second quarter 2022-23 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 2022/23 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 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.
- 1.5. The FRA meeting in July 2022 received an update report on the 2022/23 PI's, including rationalisation of certain PI's which are reported to the Authority. In the main these updates including re-wording some PI's for clarity, and some current PI's reported to the FRA that will instead be scrutinised at CMT, will be incorporated during the year.
- 1.6. Performance data is collected from the Incident Recording System (IRS) and internal databases such as iTrent, Protection and Safe and Well databases. For a variety of reasons some records take longer than others to upload to the IRS and other databases and therefore totals are constantly being amended (by relatively small numbers). The performance report therefore represents a 'snapshot' based upon the best information available at the point in time this report was prepared.

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.

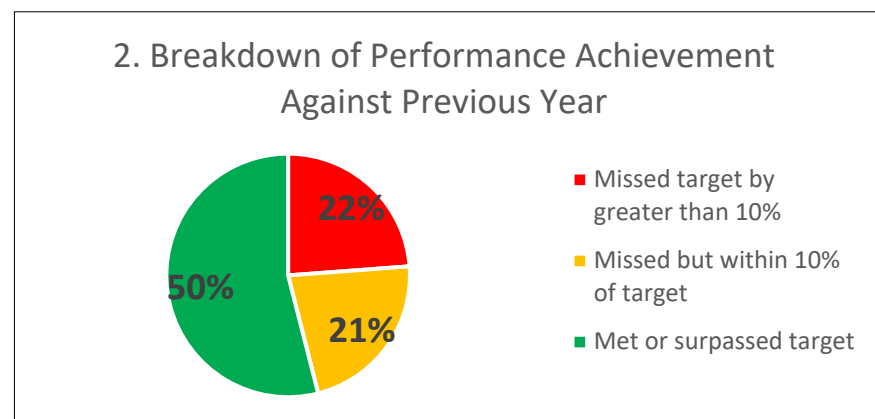
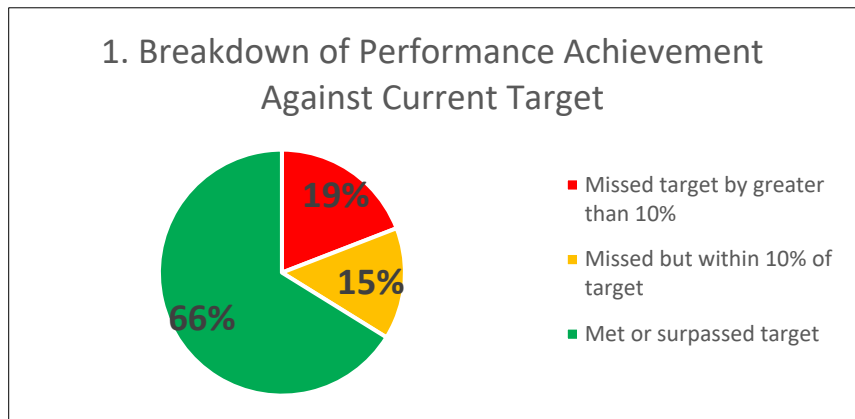
2.2. Service Delivery performance is presented from 3 perspectives:

- 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: All targets are represented as 100% of the target for that period and the actual as a percentage of that target.





## PREVENTION

Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
Total number of primary fires	0002a	Down	494	409.5	+20.63%	386	+27.97%	481.60	+2.57%
Total number of accidental fire fatalities	0013e	Down	0	0	n/a	2	-100.00%	1	-100.00%
Total number of (primary) fire injuries where victim went to hospital	0014a	Down	13	14	-7.14%	18	-27.78%	14.80	-12.16%
Total number of deliberate (Arson) Fires	0003a	Down	495	343.5	+44.10%	327	+51.38%	427.60	+15.76%
Total number of accidental primary dwelling fires	0002ai-i	Down	145	160.5	-9.66%	121	+19.83%	161.80	-10.38%
Total number of deliberate primary dwelling fires	0002ai-ii	Down	20	15.5	+29.03%	13	+53.85%	16.60	+20.48%
Total number of deliberate primary other building fires	0002aiii-ii	Down	24	22	+9.09%	23	+4.35%	25.00	-4.00%
Total number of delivered Home Fire Safety visits	0015	Up	4442	5000	-11.14%	4818	-7.80%	2546.40	+74.44%
Total number of Home Fire Safety visits delivered to high risk groups	0016a	Up	1180	n/a	n/a	1199	-1.58%	595.80	+98.05%
Total number of secondary fires	0002b	Down	923	430.5	+114.40%	509	+81.33%	626.60	+47.30%

**Prevention Commentary:****Total number of primary fires**

The primary fire target has been missed by 20.63% and the number of primary fires is significantly higher than the same quarter last year (however 21-22 had a low number of primary fires compared to previous years). The increase in primary fires compared to last year is due to increases in the number of dwelling, outdoor, outdoor structure and road vehicle fires. The number of fires is 2.57% higher compared to the five-year average for this quarter. Primary fires show some seasonality, on average over the past five years 54% of primary fires for the year were in Q1-Q2. Accounting for this seasonality, the projection is that the number of fires may be 11.7% over target by year end. The exceptionally hot dry weather earlier in the year is likely to be a factor in the increased number of both accidental and deliberate primary fires.

**No. of Deliberate (Arson) Fires**

The linear target for the quarter has been exceeded by 44%. Compared to the same period last year all categories of deliberate fires have shown an increase with an overall increase of 51%. Deliberate primary outdoor fires increased by 200% (from 16 to 48), deliberate secondary fires increased by 55% (from 222 to 345). There is a strong correlation between levels of rainfall and deliberate fires. Q1-Q2 22-23 has been significantly hotter and drier than Q1-Q2 21-22 which very likely to be a factor in the increase compared to last year. Overall, deliberate fires show seasonal patterns with 63% of the total deliberate fires in Q1-Q2 over the past five years. When seasonality is taken into account, the current projection is that the annual target will be missed by 14%. Using the new Geographical Information System tool procured by the Service Community Safety Officer (Arson) has produced maps of deliberate fires showing repeat locations, clusters, 'hotspots' and emerging trends across the county. These have been made available to Station Commanders and other BFRS staff to enable them to focus activity in areas of repeat locations, clusters, 'hotspots' and emerging trends/patterns. Appropriate action has been taken by CSO (Arson) to address repeat locations, clusters, 'hotspots' and emerging trends/patterns in respect of deliberate fires wherever possible and this will continue to be focus of arson prevention work when identified

**Total number of primary fires - dwellings - deliberate**

The target for the number of deliberate dwelling fires has been missed by 29.03%. There have been 16 deliberate primary dwelling fires recorded with the cause of deliberate (others property) or deliberate (unknown owner) and 4 as being deliberate (own property). Of the 16 fires recorded as being deliberate (others property) or deliberate (unknown owner) 2 were in dwellings that were unoccupied and under construction. The rest were occupied as were the 4 recorded as being deliberate (own property). There have not been any repeat locations in respect of the 20 primary deliberate dwelling fires. As reported previously in Q1 there were three arson attacks in close proximity at Green Court, Hockwell Ring and Thorntondale, Luton. All were linked

to the same suspect. There have been two recorded fatalities related to deliberate fires, one at Green Court, Luton and one at Redwood Grove Bedford. Data on all our deliberate fires together with a commentary on the repeat locations, clusters, 'hotspots' and emerging trends/patterns is provided to the three Community Safety Partnership Tasking Groups and local policing teams on a monthly basis.

#### **Total number of primary fires - other buildings - deliberate**

The target for deliberate primary 'other buildings' fires has been missed by 9.09%. Fires in this category show some seasonality with 58% of fires occurring in Q1-Q2. Taking account of this seasonality the projection is that the target for the year may be achieved. There have been 24 primary other buildings fires and whilst none have been recorded as being derelict, 12 of the 24 records say that the buildings were unoccupied and permanently vacant. Of the fires in occupied buildings 5 were at HMP Bedford. Whilst the number of fires at HMP Bedford is of concern, this is the lowest number of fires recorded over the previous five years (in Q1-Q2 20-21 there were 11 deliberate fires).

#### **Number of delivered Safe and Well visits**

The target for safe and well visits has been missed by 11.14%. However, despite not quite meeting the target, numbers are 74.44% more than the five-year average. The prevention team is actively engaging with other agencies at work in the community to encourage them to make referrals for vulnerable households they encounter. The prevention team has delivered training to teams from other agencies to enable them to identify fire risk and make referrals and to deliver safe and well visits in the community. The development of a new e-form for delivery of home fire safety visits is nearing completion. The new e-form will ensure all aspects of the NFCC person centred framework are addressed and will capture much more comprehensive data on fire safety risks in the home and FRS interventions. This will facilitate improved risk profiling and evaluation. In line with NFCC guidance, going forward the term Home Fire Safety Visit will be used in promotional material rather than Safe and Well visit. This will not affect the content of visits which will still, where appropriate, address wider issues such as smoking, falls risks, alcohol consumption, winter warmth, crime prevention and social isolation. The Service is being proactive to address potential increased dwelling fire risks associated with impact of cost-of-living increases on vulnerable households. For example, there is now a volunteer in place to provide support to households where fuel poverty is identified. NFCC have produced a cost-of-living toolkit and national campaign, 'StayFireSafe'. This will be used to encourage people to take simple steps in the home to protect themselves from accidental fires and carbon monoxide poisoning.

#### **Total number of secondary fires**

The target for the number of secondary fires has been missed by 114%. Secondary fires show seasonal variation with 71% of fires occurring in Q1-Q2, however, even taking account of this, the current projection is that the annual target will be exceeded

by 50%. As set out above, Q1-Q2 has been exceptionally hot and dry compared to previous years. 77% of the total secondary fires were outdoor fires and 37% of the total secondary fires have been recorded as deliberately started. The percentage of secondary fires recorded as deliberate is lower than the five-year average for Q1-Q2 of 44%. BFRS engaged in community messaging about the greater risks of fire due to the hot dry conditions and discouraged the use of barbeques and other behaviours that can increase the risk of fires starting. It is anticipated that the publication of national statistics will confirm that other FRS have also experienced abnormally high numbers of secondary fires due to the weather conditions this year. This highlights the impact that climate change may have on the number of incidents attended by FRS.



## PROTECTION

Performance Indicator	KPi Ref	Aim	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
The percentage of Building Regulations consultations completed on time	Pi15	Up	97%	95%	+2.11%	86%	+12.79%	94%	+3.63%
			237/244						
Total Fire Safety Audits/inspections completed	Pi16	Up	1069	1200	-10.91%	1655	-35.41%	1004.6	+6.41%
Number of Building Regulations consultations responded to	0022a	Up	244	n/a	n/a	264	-7.58%	118	+106.78%
Total number of primary fires in non-domestic buildings	0039	Down	46	60.5	-23.96%	59	-22.03%	56.4	-18.44%
Total number of automatic fire detector false alarms in non-domestic properties	0011a	Down	345	343.5	+0.04%	377	-8.49%	255.2	+35.18%
Total number of prohibition notices served	TBA	Up	16	n/a	n/a	5	+220%	1.8	+788.89%
Total number of enforcement notices served	TBA	Up	6	n/a	n/a	2	+200%	1.5	+300%

### Total Fire Safety Audits/inspections completed


The number of fire safety audits & inspections completed is 10.91% below target. Hard to fill vacancies in specialist fire safety posts have impacted the number of audits conducted, along with competing workstreams e.g. Building Regulations consultation, supporting the development of new fire safety advisors and time spent on Accreditation of Prior Experience and Learning (APEL) for some inspectors in order to meet competency framework requirements. An additional four new Fire Safety Advisers have joined the protection team as part of the plan to bring the team back up to full strength. However, due to competency




development requirements, it will be some time before the investment in these new team members delivers significant output in terms of increased audit numbers. Despite the total number of audits and inspections being below target, there has been an unprecedented amount of formal enforcement activity, with 6 Enforcement Notices and 16 Prohibition Notices served in Q1-Q2. This enforcement work is resource intensive and also impacts capacity to undertake routine audits. 13 of the Prohibition Notices have been served on Houses in Multiple Occupation (all in Luton). There is some lag in the recording of basic fire safety checks by operational crews and the number of these inspections may increase in subsequent quarters.

### The number of automatic fire detector (AFD) false alarms in non-domestic properties

The target has been very narrowly missed, performance is better than last year, but poor compared to the same quarter in previous years. Retirement, care home & other residential home premises account for 18.3% of the total of these false alarms. The next highest categories are schools (13.6%), hospital premises (11.6%), & warehouse premises (6.67%). Around 50% of the total is from a single false alarm attendance to a building. The Service aims to reduce attendance to this type of false alarm through call handling & interventions by the protection team. Call handling has the greatest scope for reducing the number of incidents attended. Fire Control now record the reason if a mobilisation is made during normal working hours to AFD in lower risk premises, in order to enable better understanding & analysis.

	RESPONSE: Incident Totals								
	Performance Indicator	KPI Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average
Total Incidents	0001	Down	4032	n/a	n/a	3482	+15.80%	3315.2	+21.62%
Total Fires	0001a	Down	1375	n/a	n/a	903	+52.27%	1155.4	+19.01%
Total Special Services	0001b	Down	1285	n/a	n/a	1172	+9.64%	855	+50.29%
Total False Alarms attended	0001c	Down	1372	n/a	n/a	1407	-2.49%	1304.8	+5.15%

NOTE: The measures highlighted in bold below and overleaf relate to the CRMP Emergency Response Standards

		<b>RESPONSE: Resource Availability</b>							
Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/2 2 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
The percentage availability of first on-call pump	0034	Down	65%	90%	-27.49%	60%	+9.42%	67%	-3.20%
<b>The percentage of time whole-time global crewing availability enabled 9 riders on 2 pump responses</b>	0040	Down	43%	90%	-52.22%	20%	+115.00%	41%	+6.17%
			78/182						
The percentage of occasions global wholetime crewing met minimum level (4 riders)	0040a	Down	94%	100%	-6.01%	96%	-2.54%	99%	-4.91%
			344/366						



## RESPONSE: Response Time Performance

Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
Total Emergency Calls received	0028	Down	10133	n/a	n/a	n/a	n/a	n/a	n/a
The percentage of emergency calls answered within 7 seconds	0028a	Up	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>The Percentage of emergency calls handled within 60s</b>	0029e	Up	17.06% 688 / 4032	80%	-78.68%	n/a	n/a	n/a	n/a
Average Call Handling Time for Bedfordshire incidents (Sec)	0029	Down	125.87	60	+109.79%	129.77	-3.01%	137.89	-8.71%
<b>The Percentage of Primary Fires attended within 10 mins (From Time of Send/Alert)</b>	0030g	Up	43.30% 205 / 474	80%	-45.88%	n/a	n/a	n/a	n/a
Average response time to primary fires (Sec)	0030a	Down	633.81	600	+5.64%	579.44	+9.38%	594.31	+6.65%
<b>The Percentage of RTC's attended within 13 mins (From Time of Send/Alert)</b>	0030f	Up	62.76% 141 / 224	80%	-21.55%	n/a	n/a	n/a	n/a
Average response time to RTC'S (Sec)	0030d	Down	670.18	780	-14.08%	654.89	+2.33%	653.93	+2.49%
<b>The Percentage of Secondary Fires attended within 20 mins (From Time of Send/Alert)</b>	0030e	Up	91.66% 824 / 899	96%	-4.52%	n/a	n/a	n/a	n/a
Average response time to secondary fires (Sec)	0030b	Down	655.84	1200	-45.35%	600.17	+9.28%	607.72	+7.92%

**Percentage of time whole-time global crewing availability enabled 9 riders on 2 pump responses –**

**Total Incidents-** We have seen another increase in total incidents attended in Q2 which continues the recent trend. However, this quarter has seen incidents (Fires) go up when compared to the last year's figures and 5-year average, this is likely to be linked to the hottest summer on record, with double the number of fires in July and triple in August. Special services also account for a large increase with a jump of 50% on the 5-year average, (see below). False Alarms are the next contributor which we are working to reduce with colleagues in Fire Control and Protection and have seen a drop in attendances after some of the pro-active actions taken to call challenge.

**Total Fires-** Total fires have continued the increase seen in Q1 and have significantly increased on the 5-year average during Q2 of this year. It is highly likely this links to dry and extremely hot weather and a particularly low number last year. Secondary fires account for the biggest increase. Response teams remain focussed on prevention activity as contained in station plans carried out a 6-month review of activities at the end of this period.

**Total Special Services-** Special service incidents have increased again, which can be attributed to the ever-evolving operational environment. The important work carried out to support the NHS with winter pressures looks likely to continue as the health sector struggle to catch up after the pandemic. BFRS support the NHS with a range of activities including bariatric response, Falls Teams, Emergency Medical Response and Co-responding. The new concept of operations for the whole East region is up and running, BFRS have now seen invoiced EEAST for agreed activities for the last two quarters with invoices to EEAST averaging around £3.4k per month.

**Total False Alarms-** These remain broadly in line with the 5-year average. However, it is positive to see a 2.5% decrease in mobilisations. This has coincided with a review of mobilisation rationale which has had a positive impact, we are looking to empower decision making in the Control room. We want to continue to explore this further call challenge within the current policy framework and more autonomy to not mobilise to repeat locations where risk is low i.e., sleeping risk during the day etc to bring mobilisations below or in line with the 5-year average.

**Percentage availability of first on-call pump-** There have been improvements at most On Call stations however recruitment and retention continue to be a challenge in the On-Call both locally, regionally and nationally. Bedford has should an increase of over 15%, Woburn increase of 8% and Kempston at 93%. It has been pleasing to see the new GC On Call projects hit the ground running, there have been several internal / external stakeholder meetings and discovery work is on track. We are committed to reshaping the model to improve availability in our rural communities. Significant work has been started to develop local solutions that work for our people and our communities. Key deliverables will be factored into the CRMP 2023 – 2027.

**Percentage of time whole-time global crewing availability enabled 9 riders on 2 pump responses-** We have seen an increase to 43% (up by 2%) but we are still some way of the KPI of 90%. The challenges in crewing on our wholetime stations can be linked to several factors for example transfers and resignations. To mitigate these challenges, we have brought forward the next recruit course to maintain the 55 per colour watch. We have also seen some of our transfers to LFB enquire about a return to BFRS which is positive. Stn C's will be reminded about the OT policy in regard to requesting a 5<sup>th</sup> rider via DGC.

It needs to be understood that we do currently maximise overall pump availability by deploying the 5<sup>th</sup> person on a 2-pump station to increase pump availability at On Call locations. This increases our number of pumps available in key strategic locations but may reduce the global crewing for this specific KPI, success in the On-Call project will have a direct impact on this measure.

**The % of occasions global wholetime crewing met minimum level (4 riders)-** This remains slightly below target and a similar trend to last year, this will be positively impacted on due to the proactive work of the recruitment working group.


**% emergency calls answered within 60 seconds** – This average remains low compared to the KPI. More in depth analysis with the new mobilising system will be required before we can make an informed decision about the relevance of the current KPI target. Meetings are on-going with Motorola to address some system performance issues.

**Average Call Handling Time for Bedfordshire incidents (Sec)** - This is of interest to the NFCC and Central program office who are seeking to assist us with benchmarking with other FRS and how they record this measure. The service control team will be reviewing this KPI to ensure it is realistic. In addition, we have started a Fire Control project to improve resilience and introduce more capacity for training and professional development. This will improve the consistency across the four watches and competence with the new system. We are reviewing the blanket 60 second handling time to consider splitting to addressable locations in 60 seconds and non-addressable locations to 120 seconds, this will be more reflective of the work undertaken to identify nonaddressable locations in various location tools. A decision will be made on this in due course and is being discussed at the KPI working group.

**% of primary fires attended within 10 mins-** This measure has been impacted by the significant impact of the hot summer, high incident demand pulls pumps out of cover bases and results in longer travel times. On-Call availability which remains a challenge also compounded this as there were less pumps to back-fill cover moves. The Luton pump trial is expected to improve this and came online at the end of this quarter. We will achieve an improved spatial distribution of cover across Luton, Dunstable, Houghton Regis and Toddington. Modelling suggests this will have a positive impact of around 34 seconds on average. Live trial data will be used to bring forward proposals in our future CRMP 2023-27. Potentially we will be 9% lower than previous year.

**% of RTCs attended within 13 mins-** This measure has been impacted by the significant impact of the hot summer, high incident demand pulls pumps out of cover bases and results in longer travel times. On-Call availability which remains a challenge also compounded this as there were less pumps to back fill cover moves, again we expect this to improve as part of the risk cover review trials, especially with the introduction of an additional crewed appliance in the A1 East corridor during the next CRMP which will see further improvements in first pump attendance times. We have had a promising start to Q3 with 75% to date for both months against the KPI.

**% of secondary fires attended within 20 mins –** This remains very slightly below target, but only missed by few percent.


	EMPOWERING								
	Human Resources								
Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
The percentage of working time lost due to sickness (excludes On-Call)	HR1	Down	3.52%	4.4%	-20.00%	1.75%	+101.14%	3.38%	+4.08%
The percentage of the On-Call workforce with 4 or more incidences of sickness in a 12-month period	HR1c	Down	0.00%	5.0%	-100.00%	0.00%	n/a	2.42%	-100.00%

#### Empowering – Human Resources Commentary:

The Service has been counting COVID related absence as part of the normal absence data for attendance management and pay occupational sick pay purposes since 01 June 2022. The inclusion of Covid in general sickness absence data will increase the amount of absence reported as people take sick leave when they are symptomatic and unfit to attend work. Supported by improved management information an HR resource has begun working with managers to advise and support them to address frequent short-term sickness absence with additional managerial training. We have also promoted Covid booster and seasonal flu vaccination initiatives to the workforce.

	<b>EMPOWERING</b>								
	<b>Organisational Development</b>								
<b>Performance Indicator</b>	<b>KPi Ref</b>	<b>Aim</b>	<b>2022/23 Q2 Actual</b>	<b>2022/23 Q2 Target</b>	<b>Actual v Target</b>	<b>2021/22 Q2 Actual</b>	<b>Actual vs Previous Year</b>	<b>5-year average</b>	<b>Actual v 5-year Average</b>
The percentage of station based operational BA wearers that have attended a Tactical Firefighting assessment within the last 2 years	T1	Up	100%	98%	+2.04%	98%	+2.04%	97%	+3.09%
The percentage of qualified LGV drivers that have attended a refresher course within the last 3 years	T2	Up	99%	98%	+1.02%	98%	+1.02%	98%	+0.81%
The percentage of station based operational staff that have attended a Water Rescue revalidation course within the last 3 years	T3	Up	96%	98%	-2.04%	97%	-1.03%	96%	-0.00%
Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care or equivalent	T4	Up	97%	98%	-1.02%	96%	+1.04%	93%	+3.85%
Percentage of station based operational staff that have attended a Working at Height or Rope Rescue Revalidation assessment within the last 3 years	T5	Up	96%	98%	-2.04%	78%	+23.08%	89%	+7.38%
Percentage of Level 1 Incident Commanders that have attended an Incident Command Assessment within the required frequency for their role.	T6	Up	100%	98%	+2.04%	90%	+11.11%	93%	+7.76%



Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	T7	Up	100%	98%	+2.04%	100%	0.00%	95%	+5.26%
		<b>EMPOWERING</b>							
		<b>Organisational Development</b>							
Performance Indicator	KPi Ref	Aim	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
Percentage of workplace training completed by Wholetime Operational Personnel via PDR Pro within the last 12 months.	T8a	Up	74%	57%	+29.45%	n/a	n/a	n/a	n/a
Percentage of workplace training completed by On call Operational Personnel via PDR Pro within the last 12 months.	T8b	Up	74%	54%	+37.89%	n/a	n/a	n/a	n/a
Percentage of workplace training completed by Control Personnel via PDR Pro within the last 12 months	T8c	Up	55%	53%	+4.76%	n/a	n/a	n/a	n/a
Percentage of workplace training completed by Senior Management roles (SM to SOC) via PDR Pro within the last 12 months.	T8d	Up	75%	53%	+42.86%	n/a	n/a	n/a	n/a
Percentage of workplace training completed by Wholetime Day Duty WM's via PDR Pro within the last 12 months	T8e	Up	62%	54%	+15.53%	n/a	n/a	n/a	n/a

\* The above table relates to PDR Pro records. During Quarter 4 2021-22 BFRS migrated from PDR Pro version 3 to version 5, which resulted in several updates. Familiarisation training was completed during February and the new system went live on 28<sup>th</sup> February. Reporting using V5 went live on 28<sup>th</sup> February 2022.

**Empowering - Organisational Development Commentary:**

The Service has made significant effort within Training Centre to catch up with the training that was not delivered during the pandemic which in turn had an impact on the KPI's for the previous year. In order to address the outstanding training, the Service has had to utilise use of associate trainers, overtime for instructors and hosted additional courses. In order to offset the increase in costs training centre have made efficiency savings by maximising student numbers by delivering some courses virtually, removing the restriction of classroom numbers, employed an additional self-funded driving instructor post and maximised income generation opportunities by delivering training to other Fire and Rescue services and partners. Training centre has also made efficiencies by delivering 1 recruit course in partnership with Herts Fire and Rescue, along with running 1 recruit course internally as a supportive provider under the apprenticeship scheme. The Service has also introduced a tactical firefighting course, reducing the number of BA associated refreshers that require delivery.

**Safety Critical training** - The Service have achieved a total of 100% of station based operational BA wearers that have attended a suitable Firefighting assessment within the last 2 years as the Service transitions to the new Tactical Firefighting course. The percentage of Incident Commanders that have attended an Incident Command Assessment within the required frequency for their role was also 100% and the percentage of qualified LGV drivers that have attended a refresher course within the last 3 years met target at 99%. Some generic factors including capacity with the delivery of in-house wholetime recruits' courses and the maintenance of operational cover have affected the KPIs detailed below. We have provided exception reporting below only.

A total of 214 training courses have been recorded on the course management system as completed during Q2 of 22/23.

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

The target KPI for Q1 is set at 98%, the actual performance figure achieved was 96%, this equates to 13 personnel. Two Water Rescue courses had to be cancelled in Q2 due to restrictions of the training venue during the drought period, however Water Rescue Courses are scheduled for Q3 and Q4 to cover all personnel required.

**T4 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.**

The target KPI for Q1 is 98% the actual performance achieved was 97%. A 13% percent improvement has been seen since the previous quarter and represents only 1 section across the Service is now under target.

**T5 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.**

The target KPI for Q4 is set at 98%, the actual performance achieved was 96%. Two Working at Height courses had to be cancelled in Q2 due to redeploying crews to maintain operational response during the summer heatwave. Courses are scheduled in and nominations received for Q3 and Q4 to cater for those who require the training.

**T8a-e Percentage of workplace operational maintenance training completed via PDR within the last 12 months.**

Version 5 of PDR Pro went live on 28th February 2022. Due to the transition from recording compliance against attainment of training events as opposed to the previously recorded sub role attainment there are no figures available for Q4 2021/22. In order to provide an effective method of comparison for the KPI's, the figures used for Q2 are based on an accumulative percentage of target, as the system only went live in Feb 2022 the data used previously is no longer valid as a comparator.

Overall, all KPIS within T8 are above the expected accumulative Q2 figure, with Wholetime operational personnel, On call and senior management on average 37% above Q2 target. Operational Control personnel have exceeded the Q2 target by 4.76%.

The previous 2021/2022 actual targets, actual versus previous year and 5-year average and 5-year actual versus previous have been marked as n/a since these percentages and targets were a measure of sub role compliance as opposed to training events. Learning and Development team continue to monitor the compliance against the targets and offer support to sections that may require further assistance with recording of the training events.



## EMPOWERING

### Health & Safety

Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
Number of serious accidents where the individual is off sick for more than 28 days (per 1000 employees)	H1	Down	0.00	1.89	-100.00%	3.80	-100.00%	1.52	-100.00%
Number of working days/shifts lost to accidents per 1000 employees (excluding On-Call employees)	H2	Down	79.07	145.575	-45.69%	253.34	-68.79%	122.08	-35.23%
Number of 24 hour cover periods lost to accidents per 1000 On-Call employees.	H3	Down	51.99	351.81	-85.22%	2419.38	-97.85%	515.21	-89.91%

**Empowering – Health and Safety Commentary:**

**H1 - Number of serious accidents where the individual is off sick for more than 28 days (per 1000 employees).**

It should be noted that there have been 0 accidents in Q2 that have resulted on an individual being absent from work for more than 28 days.

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

The Q2 target of 145.575 has been exceeded in with a recording of 79.07 for Q2 actual, this equates to a total of 19 days/ shifts lost. Most of this figure is attributed to 2 events, 9 days/shifts were lost due to a FF who was injured while 'handling, lifting or carrying' when carrying out a pump swap. The second was 8 days/shifts were lost due to a FF being 'exposed to fire or heat' whilst damping down and turning over at an incident.

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

The H3 actual of 51.99 is for the year to date, Q2 in isolation was 38.9 and is due to 3 cover periods lost. One cover period was lost due to a FF being 'exposed to fire or heat' whilst attending a field fire, 2 cover periods were lost due to a FF 'slipped, tripped or fell on the same level' on a tiled floor.



## UTILISING

Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
Grade A Defect Response Time (within 1 hour)	WS1a	Up	91.25% 53/58	90%	+1.38%	95.32%	-4.27%	91.16%	+0.09%
Grade A Defect Response Time (within 2 hours)	WS1b	Up	93.83% 56/58	95%	-1.23%	95.32%	-1.56%	97.90%	-4.15%
The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	WS2a	Down	2.58%	5%	-48.37%	1.96%	+32. %	2.25%	+14.64%
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)	WS2b	Down	2.98%	5%	-40.33%	3.13%	-4.61%	2.83%	+5.29%
The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	WS2c	Down	0.61%	3%	-79.54%	0.39%	+55.59%	0.43%	+42.47%
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)	WS4	Down	1.11%	2%	-44.59%	1.09%	+1.95%	1.08%	+2.22%
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	WS5	Up	97.79%	93%	+5.15%	97.76%	+0.02%	97.65%	+0.14%
Annual Services undertaken	WS6	Up	100.00%	97%	+3.09%	100.00%	0.00%	100.00%	0.00%

**Utilising – Fleet Commentary:**

To assist in analysis of the percentages for KPIs recording the Service defect response times for 1- and 2-hour responses, the actual number of defects reported in Q2 have been provided as a further breakdown. It should be noted that as previous quarters the service is still experiencing a delay in receiving parts for vehicles as a result of the pandemic and microchip shortage, this has had a slight impact on turnaround times of certain vehicles. Workshops continues to provide support and income generation through EEAST vehicle servicing and has increased income opportunities further by servicing appliances and equipment for other organisations including London Luton Airport. It should be noted that the Service prioritises our own vehicles and has managed to achieve 100% of annual services for the fleet in addition to generating a significant amount of extra income.

**Grade A Defect Response Time (within 1hr)**

The target for the Grade response has been achieved in Q2 with a target of 90% and an achievement of 91.25%. (1.25% better than target). The achievement of 91.25% is down on the previous year's performance which was 95.32%. Overall 91.25% is an improvement over the previous 5-year average of 91.16%. The total number of defects that were recorded in Q2 was 58, with 53 of these being resolved within the 1-hour time frame.

**Grade a defect Response time (within 2hours)**

The target for a grade A defect response within 2 hours was not achieved in Q2. An achievement of 93.83% was recorded against a target of 95%. This represents a missed target achievement of 1.23%. The performance achieved is also down on the previous year performance by 1.56%. This represents 2 occasions where an appliance with a grade A defect was not responded to within the required 2-hour time frame This slight drop was caused by multiple defects being recorded at the same time (during out of hours call), causing a small delay in the response as the Service only utilises 1 vehicles technician on rota during on call hours.

**The Percentage of time when Rescue Pumps Appliances were unavailable for Operational use due to defects or annual service.**

The target of 5% was achieved with recorded performance of 2.58%. This represents a 48.37% achievement better than target. This was slightly down on the previous year which recorded a 1.96% achievement against the 5% target. This minimal increase in the vehicle downtime represents the slightly increased lead times we are experiencing on spare parts for vehicles.

**The Percentage of time when Ariel platforms and the SRU are unavailable due to defects or annual service.**

The target percentage of the time Ariel platforms and the SRU were not available in Q2 was achieved with a performance achieved of 2.98% against a target of 5%. This was also an improvement on the previous Q2 last year, with a performance

achievement of 4.61%. This is a marginal increase over the 5 year period which was 2.83% against an achieved this year of 2.98%, a variation of 0.15%.

**The percentage of time when other Operational appliances were unavailable for operational use due to defect or annual service.**

The target for other operational appliances being unavailable is set at 3%. This target was achieved with a performance recorded of 0.61% which represents a performance 79.54% better than target. In comparison to Q2 last year this gives a minimal increase in unavailability of 0.02% for the year and an increase of 0.03% against the 5 year average.

**The total time expressed as a % when all Appliances were available for Operational use after turn around time and idle time have been removed from the total time in the reporting period.**

The target for the total time expressed as a % when all Appliances were available for operational use, after turn around and idle time have been removed is 93%. In Q2 we achieved a performance of 97.79%, this represents a performance of 5.15% better than target. The performance was also an improvement of 0.02% of the previous Q2 last year and a 0.14% improvement over the 5-year average.

**Annual Services Undertaken**

The target for Annual services undertaken in this period is 97%. This was achieved with a performance of 100% recorded. This is in line with last year's Q2 performance and equal to the 5-year annual average.





## MAXIMISING

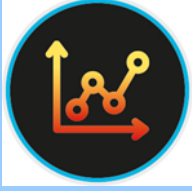
### Finance

Performance Indicator	KPi Ref	Aim	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 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	FNP3	Up	100.00%	90%	+11.11%	100.00%	0.00%	100.00%	0.00%
The percentage of uncontested invoices paid within 30 days	FNP5	Up	87.35%	96%	-9.01%	91.95%	-5.01%	93.84%	-6.91%
			1189 / 1390						
The percentage of outstanding debt over 90 days old	FNP6	Down	7.71 %	1.5%	+514.00%	0.93%	+576.22%	3.60%	+73.58%
			£12,915.81 / £167,520.29						

**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, work continues with budget managers to ensure that PO's are raised and invoices authorised in a timely manner.

Percentage of outstanding debt over 90 days old" – The Q2 figure includes invoice to the value of only £12k as at 31/10/2022, 1 of these invoice with a value of £5.5k which has since been paid, should this be removed from the outstanding debt level this would reduce the figure to 4.3%. Payment for the remainder of these are being actively chased and it is not expected these will result in any bad debts.

	MAXIMISING								
	Information and Communication Technology								
Performance Indicator	KPi Ref	Objective	2022/23 Q2 Actual	2022/23 Q2 Target	Actual v Target	2021/22 Q2 Actual	Actual vs Previous Year	5-year average	Actual v 5-year Average
The percentage of Incidents on Mission Critical services resolved within 1 Hour	0042	Up	100%	96%	0.00%	100%	0.00%	100%	0.00%
The percentage of incidents on Business-Critical services resolved within 2 Hours	0043	Up	100%	97%	+3.09%	100%	0.00%	100%	0.00%
The percentage of incidents on Business Operational services resolved within 4 Hours	0044	Up	100%	97%	+3.09%	100%	0.00%	99.29%	+0.72%
The percentage of incidents on Administration Services resolved within 8 Hour	0045	Up	93%	93%	+0.21%	93.94%	-1.00%	94.72%	-1.81%
The percentage availability of core ICT services	0046	Up	100%	98%	+2.04%	100%	0.00%	100%	0.00%
The percentage availability of Business Applications Availability	0047	Up	100%	98%	+2.04%	100%	0.00%	100%	0.00%

**Maximising ICT Commentary: N/A All on track for this quarter.**

**ANDREW HOPKINSON  
CHIEF FIRE OFFICER**

This page is intentionally left blank

**REPORT AUTHOR:** SARAH FECONDI

**SUBJECT:** PUBLIC SECTOR EQUALITY DUTY REPORT 2021/22

---

For further information on this report contact: Sarah Fecondi,  
Head of Human Resources

---

Background Papers: None

---

**PURPOSE:**

To provide Bedfordshire Fire and Rescue Authority Members with the Public Sector Equality Duty Report (2021/22) for consideration and approval to publish in accordance with our statutory duty.

**RECOMMENDATION:**

That the content of the Public Sector Equality Duty Report (2021/22) report in Appendix 1 be noted and the publication approved.

---

1 Introduction

1.1 In accordance with the Public Sector Equality Duty (PSED), the Service has produced the statutory annual report for the period 2021/22 as required by public authorities.

1.2 The specific duties under PSED are not prescriptive but require authorities to share information relating to people with protected characteristics with due regard to:

- eliminate discrimination, harassment, victimization, and any other conduct that is prohibited under the Act;

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The information must be published in a manner that is accessible to the public. As per previous years the document will be available on the Service's website.

1.3 The PSED report in Appendix 1 provides an overview of our equality and diversity employment monitoring data as at 31 March 2022. It covers age, gender, ethnicity, starters and leavers, recruitment, grievances, family leave and the gender pay gap. A workforce profile broken down by protected characteristics. The data relates only to those who are directly employed by Bedfordshire Fire and Rescue Service, it excludes agency staff.

## 2. Implications

2.1 The information contained in the PSED report needs to be considered within the context of 2021/22, which was another year that was affected by the Covid pandemic particularly with regards to recruitment activities including positive action, training and engagement activities. These were largely undertaken remotely and on-line with limited in-person activities.

2.2 A key area of focus across the Service is to improve our data collation and analysis which will be used to inform our activities and evaluate their effectiveness. This will enable the Service to continuously improve our approach to diversity, inclusion and accessibility, both in terms of workforce employment and development opportunities, and access to services by our diverse community.

2.2 The Annual PSED Report enables the Service to evidence our journey to date as well as demonstrating our ongoing commitment to further embedding diversity and inclusion in everything we do and compliance with the Public Sector Equality Duty.

## 3. Recommendation

3.1 That the content of the Public Sector Equality Duty Report (2021/22) report in Appendix 1 be noted and the publication approved.

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

# PUBLIC SECTOR EQUALITY DUTY

10th Annual Report  
2021 – 2022

Page 63



**Bedfordshire**  
Fire & Rescue Service



# CONTENTS

Executive Summary	3		
Background to the Public Sector Equality Report	4		
About Us	6		
Our Values & Mission	7		
The People We Serve	7		
Our Practice	8		
<b>Our Workforce</b>	<b>9</b>		
Reporting Categories	10		
Age	12		
Gender	13		
Ethnicity	13		
Family Leave	14		
Starters	14		
Leavers	15		
Length of Service	15		
Job Applications, Recruitment and Promotions	16		
Gender Pay Gap	17		
Grievances	18		
		Complaints and Compliments	18
		Data: Workforce Profile by Characteristic	19
		Data: Workforce Profile by Pay Band	20
		Data: Job Applications – Support Staff	21
		Data: Job Applications – Uniformed Staff	23
		Data: Starters	25
		Data: Leavers	26
		Data: Promotions – All Staff	27
		Data: External Training	28
		Our Community Activities	29
		Your Views Count	31
		Connect with BFRS	31



# EXECUTIVE SUMMARY

**Bedfordshire Fire and Rescue Service is committed to delivering the best Fire and Rescue services to meet the needs of the diverse population it serves. We are dedicated and committed as a public sector service to embed and mainstream equality, diversity and inclusion (EDI).**

Our focus over the year has been;

- To work towards improving the representation of our workforce by driving forward our positive action initiatives; and
- To regularly review the quality of our policies, practices and services to ensure access to employment opportunities and services. We consider the individual needs of our staff and the people that receive our services.
- To measure our work against external standards to improve our policies, practices and functions we deploy.
- To improve the experiences of our service users and staff; aligning them to the organisational objectives and shaping them to help us be the best Fire and Rescue Service we can be.

- To measure our activity against the HMICFRS requirements and to meet our legal obligation against the Equality Act 2010, the Public Sector Equality Duty, as well as our moral duties.
- To embed the 'due regard' considerations to address barriers and disadvantages faced by specific groups of people.
- To ensure equality, diversity and inclusion is embedded as the 'golden thread' in all we do.
- To involve, engage and consult our service users and staff who will assist in achieving our ambition to be the best Fire and Rescue Service.

# BACKGROUND TO THE PUBLIC SECTOR EQUALITY REPORT

The **Equality Act 2010** established the general duty which aims to ensure people are not excluded, discriminated against, or otherwise treated less favourably than others, due to their protected characteristics; and consists of the following three fundamental aims:

- 🔥 **Eliminate** discrimination, harassment, victimisation, and any other conduct that is prohibited under the Act;
- 🔥 **Advance equality of opportunity** between persons who share a relevant protected characteristic and persons who do not share it; and
- 🔥 **Foster good relations** between persons who share a relevant protected characteristic and persons who do not share it.

For listed public sector authorities with 150 or more employees the **Equality Act 2010** introduced a specific requirement to publish information relating to the protected characteristics of employees. Technical guidance issued by the Equality and Human Rights Commission states that the information published needs to include:

- 🔥 The profile of staff at different grades, levels and rates of pay, including any patterns of occupational segregation and part-time work;
- 🔥 The profile of staff at different stages of the employment relationship, including recruitment, training, promotion, and leavers, and the numbers of complaints of discrimination and other prohibited conduct;
- 🔥 Details of, and feedback from, any engagement exercises with staff or trade unions;
- 🔥 Any records of how it has had due regard in making workforce decisions, including any assessments of impact undertaken and the evidence used.

The present report aims to fulfil Bedfordshire Fire and Rescue Service's duty to publish information relating to the protected characteristics of its employees, whilst ensuring that the Service also has 'due regard' to the aims of the Equality Act with respect to its workforce by using equality monitoring information in decision-making and planning.

Throughout this report, headcounts of staff members in different protected characteristics and workforce subgroups are given, with the aim of anonymising information about individuals by aggregating counts into large groups. Where this has not been possible, and the headcount within a group is small enough to pose a risk of identification for individual staff members, the figure has not been included.

# ABOUT US

## We cover:

- 🔥 477 Square miles
- 🔥 243,005 Households
- 🔥 3 Unitary authorities

## We have:

- 🔥 287 Wholetime positions
- 🔥 150 on-call positions (including those on dual contracts)
- 🔥 165 support positions
- 🔥 24 control positions
- 🔥 40 Appliances
- 🔥 14 Stations

## We've dealt with:

- 🔥 14,079 Calls to the Control room
- 🔥 6,657 Number of incidents
- 🔥 252 Primary dwelling fires
- 🔥 2443 Special Services e.g. water rescue, road traffic collision etc.
- 🔥 1,520 Fires

## We undertook:

- 🔥 8,443 Safe and Well visits
- 🔥 3,288 Audits and inspections of premises to which the Fire Safety Order applies

Source: BFRS Annual Report 2021 - 2022  
BFRS Community Risk Management Plan 2022 update

# OUR VALUES & MISSION

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

Our Values have been developed with our staff and our communities to ensure that the values support our mission and priorities.

- 🔥 **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, we welcome challenge, and we are open to innovative ideas

# THE PEOPLE WE SERVE

The population for Bedfordshire, according to the Office for National Statistics (ONS) Census 2021:

Bedford: 185,300, Central Bedfordshire: 294,200 and Luton: 225,300.



# OUR PRACTICE

We collect and monitor the Service workforce profile to take into account equality considerations in our policies and practices and to meet our responsibilities under the **Public Sector Equality Duty**;

We have published our equality objectives as part of our **Community Risk Management Plan**, to embed the principles of equality, diversity and inclusion across the Service;

We have produced and launched a new **People Impact Assessment** template (previously known as Equality Impact Assessment) and guidance to understand and mitigate any adverse impact on groups of people;

We have refreshed our **equality, diversity and inclusion training** and centralised it on one system to develop staff awareness, enable easier access and to improve monitoring;

We use ongoing **staff feedback** to assist us in understanding our culture and the improvements we need to make to promote inclusivity;

We have further developed our **mental health and wellbeing programme** to support the wellbeing of staff through our in-house services and external specialist providers;

We continue to promote and support the establishment of **staff networking groups**;

We provide a range of **flexible working** opportunities to support work-life balance;

We have the **Level 2 status for the Disability Confident standard**;

We are **members of key organisations** that support and enhance our work around equality, diversity and inclusion, such as, National Fire Chiefs Council (NFCC), Asian Fire Service Association (AFSA), Women in the Fire Service (WFS), Employers Network for Equality and Inclusion (ENEI) and regional groups with other Fire & Rescue Service's;

**We have a dedicated and committed Corporate Management Team, Principle Officers and Senior Management Team** committed to embedding equality, diversity and inclusion into everything we do, with progress monitored by the Fire and Rescue Authority.



# OUR WORKFORCE

Page 7

# REPORTING CATEGORIES

Our reporting categories are captured on the Service's workforce database which allows for people to self-classify based on their:

## Age

Staff members are placed into one of six age groups:

- 17-24
- 25-35
- 36-45
- 46-55
- 56-65
- 66+
- Prefer not to say

## Gender

This is currently recorded as male or female.

## Disability

Staff members are asked whether they consider themselves to be disabled under the definitions of the Equality Act 2010:

Section 6(1) of the Equality Act 2010 states that a person has a disability if:

- A) *that person has a physical or mental impairment, and*
- B) *the impairment has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.*

## Sexual Orientation

- Heterosexual
- Gay woman/lesbian
- Gay man
- Bisexual
- Other
- Prefer not to say



## Religion or Belief

---

- 🔥 No religion
- 🔥 Buddhist
- 🔥 Christian
- 🔥 Hindu
- 🔥 Jewish
- 🔥 Muslim
- 🔥 Sikh
- 🔥 Any other religion
- 🔥 Prefer not to say

## Ethnicity

---

White British

- 🔥 English/Welsh/Scottish/Irish/Northern Irish/British

Minority Ethnic:

### Dual Heritage

- 🔥 White and Black Caribbean
- 🔥 White and Black African
- 🔥 White and Asian
- 🔥 Any other mixed/multiple ethnic background

### Asian/Asian British

- 🔥 Indian
- 🔥 Pakistani
- 🔥 Bangladeshi
- 🔥 Chinese
- 🔥 Any other Asian background

### Black/African/Caribbean/Black British

- 🔥 African
- 🔥 Caribbean
- 🔥 Any other Black/African/Caribbean background

### Other Ethnic Groups

- 🔥 Arab
- 🔥 Any other ethnic group
- 🔥 Any other white background
- 🔥 Gypsy/traveller

# AGE

The table illustrates that compared to England and Non-Metropolitan Services, BFRS has more wholetime firefighters aged between 17-24, 25-35 and 36-45 but significantly less aged between 46-55 (26.8% compared to 34.8% and 36.9% respectively). The figures illustrate that BFRS have been more successful in recruiting younger staff to Wholetime and On-Call posts. For wholetime roles 3.5% are under age 24 and within our on-call staff 13.3% are aged between 17-24. National and Non-Metropolitan on-call staff figures show that 6.9% are aged between 17-24, 6.4% below BFRS on-call staff.

BFRS has a slightly higher-than-average age figure for staff in both Support roles (3 years above national figure of 46) and Control roles (4 years above national figure of 42) when compared nationally and in Non-Metropolitan areas. However, the average age of staff in BFRS (42 years) across all groups is comparative to those nationally (42 years) and in Non-Metropolitan areas (42 years).

↕ Wholetime	17-24	25-35	36-45	46-55	56+	Average Age
<b>BFRS</b>	<b>3.5%</b>	<b>25.8%</b>	<b>42.9%</b>	<b>26.8%</b>	<b>1.0%</b>	<b>40</b>
England	2.5%	23.3%	35.8%	34.8%	3.6%	42
Non – Metropolitan	2.8%	22.6%	33.4%	36.9%	4.3%	42
↕ On-Call						
<b>BFRS</b>	<b>13.3%</b>	<b>24.0%</b>	<b>32.0%</b>	<b>26.7%</b>	<b>4.0%</b>	<b>39</b>
England	6.9%	32.6%	29.4%	22.9%	8.1%	40
Non – Metropolitan	6.9%	32.1%	29.6%	23.1%	8.2%	40
↕ Support						
<b>BFRS</b>	<b>3.6%</b>	<b>10.3%</b>	<b>21.8%</b>	<b>29.7%</b>	<b>34.5%</b>	<b>49</b>
England	4.3%	17.5%	21.2%	28.1%	27.8%	46
Non – Metropolitan	4.5%	17.4%	21.3%	28.2%	27.6%	46
↕ Control						
<b>BFRS</b>	<b>0.0%</b>	<b>13.6%</b>	<b>36.4%</b>	<b>27.3%</b>	<b>22.7%</b>	<b>46</b>
England	4.9%	27.7%	26.4%	24.1%	16.1%	42
Non – Metropolitan	5.9%	28.7%	26.8%	24.2%	14.4%	42
↕ Total Staff						
<b>BFRS</b>	<b>5.8%</b>	<b>20.8%</b>	<b>34.5%</b>	<b>27.6%</b>	<b>11.4%</b>	<b>42</b>
England	4.1%	24.9%	31.3%	30.1%	9.6%	42
Non – Metropolitan	4.7%	25.4%	29.1%	29.8%	10.2%	42

Source: [Fire statistics data tables - GOV.UK](https://www.gov.uk/government/statistics/fire-statistics-data-tables) 31/03/22

# GENDER

As of 31st March 2022, 23.3% of all BFRS staff were female. This is 4.7% above the national staffing figures and 5.3% above the staffing figures for females working in Non-Metropolitan areas. Whilst our female staffing figures in Wholetime posts is below the national figures, BFRS On-Call are currently at 10.7% which is above the national and Non-Metropolitan averages by more than 3%

	WT FF	On-call	Total FF	Control	Support	All Staff
<b>BFRS</b>	<b>6.6%</b>	<b>10.7%</b>	<b>8.0%</b>	<b>86.4%</b>	<b>56.4%</b>	<b>23.3%</b>
England	8.7%	7.3%	8.2%	76.8%	54.4%	18.6%
Non – Metropolitan	8.4%	7.0%	7.7%	75.9%	54.7%	18.0%

Source: [Fire statistics data tables – GOV.UK](#) 31/03/22

# ETHNICITY

As of the 31st March 2022, 5.2% of our firefighters (Wholetime and On-Call) were minority ethnic employees. This is 0.2% above the national figure of minority ethnic employees in FRS's and 2.8% above the figure of minority ethnic employees working in Non-Metropolitan areas. Of all staff working at BFRS, 6.8% are represented by minority ethnic employees, 1.2% above the national figure for all staff working in FRS's nationally. It should be noted that whilst these comparisons are useful, BFRS is committed to reflecting our local diverse communities.

	WT FF	Ret FF	Total FF	Control	Support	All Staff
<b>BFRS</b>	<b>6.1%</b>	<b>3.5%</b>	<b>5.2%</b>	<b>4.8%</b>	<b>11.3%</b>	<b>6.8%</b>
England	6.5%	1.8%	5.0%	3.3%	8.4%	5.6%
Non – Metropolitan	3.0%	1.7%	2.4%	1.8%	4.6%	2.8%

Source: [Fire statistics data tables – GOV.UK](#) 31/03/22

# FAMILY LEAVE

As part of Bedfordshire Fire and Rescue Service’s commitment to diversity, we support employee’s balance between home and work by offering flexible employment policies and provide enhanced pay and leave for adoption, maternity and paternity. In 2021/22, seventeen staff members took paternity leave. There were four members of staff that returned from maternity leave whilst five started maternity leave during 2021/2022.

Year	Staff starting Maternity Leave	Staff returning to work from Maternity Leave	Staff on Paternity Leave	Staff returning to work from Paternity Leave	Staff starting Shared Parental Leave	Staff returning to work from Shared Parental Leave
2021/2022	5	4	17	17	0	0
2020/2021	3	3	11	11	0	0
2019/2020	5	0	12	12	0	0

# STARTERS

During 2021/22, 64 employees joined Bedfordshire Fire and Rescue Service (compared with 45 in 20/21 and 61 in 2019/20). This is an increase of 4.7% (64 new starters) compared to 2019/20. A reduction in new starters (45) during 2020/21 was a direct consequence of the COVID pandemic.

The number of new starters in 2021/22 who have declared a disability was 17.2% (11) which was an increase from 2.2% (1) in 2020/21 and 4.9% (3) in 2019/20. This information is now collected at application stage as part of the online process which may make it easier for applicants to declare their disability.

# LEAVERS

During 2021/22, 60 employees left the Service (compared with 52 in 2020/21). There has been an increase of people leaving in age between 36 – 45 (up from 17.3% to 31.7%). Other areas which saw an increase were employees who had declared a disability up from 1.9% (1) to 6.7% (4) and those with a religion or belief, 48.3% (29) from 42.3% (22).

The Service conducts exit interviews to gather the reason(s) people are choosing to leave. This identifies any patterns, ensuring data is provided to enable the service to focus attention on any areas that can be improved.

# LENGTH OF SERVICE

On the 31st March 2022, the highest proportion of staff are those who have worked for BFRS between 0–5 years, with the second highest group having 16 – 20 years service, closely followed by those with 11–15 years service. The percentages are comparable to previous years.

Years	31/03/22	31/03/21	31/03/20
0 – 5 years	43.6%	41.1%	39.7%
6 – 10 years	12.6%	13.2%	13.4%
11 – 15 years	14.2%	16.7%	16.9%
16 – 20 years	16.3%	16.7%	16.2%
21 – 25 years	7.3%	6.7%	7.1%
26 – 30 years	3.8%	3.3%	4.5%
31 + years	2.2%	2.5%	2.3%
<b>Total People</b>	<b>578</b>	<b>570</b>	<b>575</b>

# JOB APPLICATIONS, RECRUITMENT AND PROMOTIONS

Recruitment to BFRS is through fair and open competition based on merit, with individuals assessed for their ability to demonstrate the required competences, knowledge and skills for the role.

BFRS is committed to ensure that all recruitment is free from unfair and unlawful discrimination. Reasonable adjustments for people who declare a disability are made at all stages of the recruitment process, as required.

In 2021/22, 100 people age 25-35 applied for support posts within BFRS, an increase of 5.9% from 2020/21. 35 people aged 56-65 also applied for support posts, a drop of 2.3% when compared to 2020/21. There was an increase of 1.4% in the number of females who started roles in BFRS in 2021/22. Applications from females for uniformed staff posts (Wholetime, On-Call and Control) decreased during 2021/22. Of the 163 applicants in total, 17 were female applicants, a drop of 10.5% from 2020/21.

During 2021/22, there was an increase of 9.6% in applications from minority ethnic individuals for support posts from 2020/21, with 111 out of 301 of those applying being minority ethnic. Of the 64 starters in 2021/22, 10.9% were minority ethnic. A further 9 (14.1%) starters in 2021/22 did not declare their ethnic origin.

The Service has internally promoted 32 employees all of which are uniformed employees during 2021 / 2022. This is a significant increase from 17 in 2020 / 2021. The percentage of promotions for female employees (9.4%) is similar to the total uniformed figure at 12.3% as is the promotion of employees from a minority ethnic background at 6.3% compared to a workforce figure of 5.6%. Employees with a declared disability are also being promoted consistent with the percentage in the uniformed workforce. 3.9% declare a disability compared with 3.1% of those being promoted. Most promotions occur in the 36-45 age range which is to be expected taking into consideration the average length of time required for uniformed staff to become fully competent at each role. A small number of employees have not declared their religion faith or belief and sexual orientation.

# GENDER PAY GAP

The Service has three sets of employee groups whose terms and conditions of employment are nationally negotiated through relevant joint councils that contain representatives from the employers' side and recognised trade unions.

The Service has clear policies and pay structure in place to pay employees equally regardless of gender. The gender pay gap reflects the limited number of women in operational fire fighting and senior roles. This is illustrated by the distribution of women in the pay quartiles, with more than half of the women in the lower pay quartile. For more information please see our latest [Gender Pay report](#).

Hourly Wages Pay Gap	31 March 2022	31 March 2021	31 March 2020
Comparison between median hourly wages	Women earn <b>£1</b> for every £1 that men earn	Women earn <b>91p</b> for every £1 that men earn	Women earn <b>92p</b> for every £1 that men earn
The median hourly wage	<b>0.0%</b> lower than men's	9.1% lower than men's	8.3% lower than men's
The mean hourly wage	<b>6.2%</b> lower than men's	12.7% lower than men's	12.7% lower than men's

Proportion of Women in each Pay Quarter	31 March 2022	31 March 2021	31 March 2020
Top quarter	<b>28%</b>	26%	22%
Upper middle quarter	<b>15%</b>	12%	22%
Lower middle quarter	<b>10%</b>	16%	12%
Lower quarter	<b>45%</b>	40%	53%

# GRIEVANCES

---

The Service has a grievance policy and procedure in place to ensure that where employees raise concerns, problems or complaints with the Service they will be dealt with promptly, fairly and consistently. Data on grievances received by the service is analysed and used to identify any themes or trends and inform developments to service policies.

Five formal grievances were submitted during 2021/22 by five employees, this compares to four formal grievances and two collective grievances raised by a total of 22 employees during 2020/21 and four grievances raised by four employees in 2019/20.

Of the five formal grievances submitted in 2021/22, none were upheld, three were partially upheld, and none were withdrawn. There were no allegations of bullying and harassment. The demographics of those who raised a grievance were: 80% male (4) and 20% were female (1), and 100% were White British (5).

# COMPLAINTS AND COMPLIMENTS

---

During 2021/22, the Service received 36 compliments from members of the public by letter, email or through social media. This is compared to 98 in 2020/21 and 46 in 2019/20. The Service received 28 complaints, compared to 13 in 2020/21 and 18 in 2019/20. Currently the Service does not capture any equality information about the person making a complaint or compliment, so we are not able to report on this.



# WORKFORCE PROFILE BY CHARACTERISTIC

Protected Characteristic	31/03/2022	31/03/2021	31/03/2020	Protected Characteristic	31/03/2022	31/03/2021	31/03/2020
<b>Age</b>				<b>Ethnicity</b>			
17-24	5.6%	3.5%	4.0%	Black and Ethnic Minority	6.7%	8.0%	7.1%
25-35	20.6%	23.5%	23.0%	White	88.9%	88.3%	89.0%
36-45	34.8%	33.8%	33.5%	Not declared	5.9%	3.7%	3.9%
46-55	27.0%	28.8%	28.8%	<b>Religion or belief</b>			
56-65	11.1%	9.5%	9.5%	Religion or belief	46.3%	46.1%	45.8%
66+	1.0%	1.0%	1.2%	No Religion or Belief	40.6%	40.2%	39.0%
<b>Disability</b>				Not declared	13.0%	13.7%	15.2%
Disabled	4.4%	3.2%	3.2%	<b>Sexual Orientation</b>			
Non-disabled	89.7%	90.7%	90.1%	Gay/Lesbian/Bisexual/Other	3.0%	3.4%	3.1%
Not declared	5.9%	6.1%	6.6%	Heterosexual	85.2%	84.1%	82.4%
<b>Gender</b>				Not declared	11.7%	12.5%	14.6%
Male	76.0%	76.4%	77.0%				
Female	24.0%	23.6%	23.0%				

21/22 n = 630

20/21 n = 622

19/20 n = 618 (These figures are by positions)

# WORKFORCE PROFILE BY PAY BAND

Protected Characteristic	Support: Apprentice-Grade 13	Support: Grade 14 – 18	Uniformed: Fire-Fighter, Crew Manager & Watch Manager	Uniformed: Station Manager & Group Manager	Senior Management Tier	31/03/2022 BFRS Profile
<b>Age</b>						
17-24	4.9%	0.0%	6.8%	0.0%	0.0%	5.6%
25-35	13.1%	2.6%	25.3%	0.0%	0.0%	20.6%
36-45	19.7%	28.2%	39.6%	39.1%	10.0%	34.8%
46-55	23.0%	38.5%	25.3%	52.2%	80.0%	27.0%
56-65	34.4%	30.8%	3.1%	8.7%	10.0%	11.1%
66+	4.9%	0.0%	0.0%	0.0%	0.0%	1.0%
<b>Gender</b>						
Male	40.2%	51.3%	87.2%	95.7%	80.0%	76.0%
Female	59.8%	48.7%	12.8%	4.3%	20.0%	24.0%
<b>Ethnicity</b>						
Black and ethnic minority	10.7%	15.4%	5.2%	4.3%	10.0%	6.7%
White	84.4%	84.6%	89.3%	91.3%	90.0%	88.9%
Not declared	4.9%	0.0%	5.5%	4.3%	0.0%	5.9%

n = 578 (These figures are by people)

# JOB APPLICATIONS – SUPPORT STAFF

Protected Characteristic	31/03/2022 Support Workforce Profile	Applications 31/03/2022	Applications 31/03/2021	Applications 31/03/2020
<b>Age</b>				
17-24	3.6%	10.6%	8.9%	12.5%
25-35	10.3%	33.2%	30.4%	27.0%
36-45	21.2%	21.9%	22.5%	25.9%
46-55	28.5%	21.9%	24.9%	21.7%
56-65	32.7%	11.6%	12.4%	12.5%
66+	3.6%	0.3%	0.7%	0.5%
Not declared	0.0%	0.3%	0.5%	0.0%
<b>Disability</b>				
Disabled	6.1%	5.3%	4.5%	3.5%
Non-disabled	87.9%	90.4%	91.9%	92.8%
Not declared	6.1%	4.3%	3.6%	3.7%
<b>Gender</b>				
Male	43.6%	36.9%	37.8%	32.1%
Female	56.4%	62.8%	61.2%	67.4%
Not declared	0.0%	0.3%	1.0%	0.5%

Protected Characteristic	31/03/2022 Support Workforce Profile	Applications 31/03/2022	Applications 31/03/2021	Applications 31/03/2020
<b>Ethnicity</b>				
Black and ethnic minority	11.5%	36.9%	27.3%	30.3%
White	84.8%	62.8%	71.3%	68.6%
Not declared	3.6%	0.3%	1.4%	1.2%
<b>Religion or belief</b>				
Religion or belief	62.4%	58.5%	56.7%	61.0%
No Religion or Belief	27.9%	35.9%	33.3%	32.8%
Not declared	9.7%	5.6%	10.0%	6.2%
<b>Sexual Orientation</b>				
Gay/Lesbian/Bisexual/Other	1.2%	5.6%	4.6%	3.5%
Heterosexual	89.1%	91.0%	90.4%	92.8%
Not declared	9.7%	3.3%	5.0%	3.7%

Applications      21/22 n = 301      20/21 n = 418      19/20 n = 433

Workforce profile as at 31.03.2022 165 people

# JOB APPLICATIONS – UNIFORMED STAFF

Wholetime including transfers from other FRS, On-Call and Control

Protected Characteristic	31/03/2022 Uniformed Workforce Profile	Applications 31/03/2022	Applications 31/03/2021	Applications 31/03/2020
<b>Age</b>				
17-24	6.3%	18.4%	31.8%	32.9%
25-35	23.5%	50.9%	42.6%	40.0%
36-45	39.2%	25.8%	19.4%	15.7%
46-55	27.4%	3.7%	4.4%	8.6%
56-65	3.6%	0.6%	1.2%	1.4%
66+	0.0%	0.6%	0.0%	0.0%
Not declared	0.0%	0.0%	1.3%	1.4%
<b>Disability</b>				
Disabled	3.9%	3.1%	2.9%	4.3%
Non-disabled	89.6%	96.3%	95.0%	93.6%
Not declared	6.5%	0.6%	2.1%	2.1%
<b>Gender</b>				
Male	87.7%	89.6%	78.2%	65.0%
Female	12.3%	10.4%	0.9%	35.0%
Not declared	0.0%	0.0%	0.9%	0.0%

Protected Characteristic	31/03/2022 Uniformed Workforce Profile	Applications 31/03/2022	Applications 31/03/2021	Applications 31/03/2020
<b>Ethnicity</b>				
Black and ethnic minority	5.3%	22.1%	22.4%	15.7%
White	89.3%	77.9%	76.5%	83.6%
Not declared	5.3%	0.0%	1.2%	0.7%
<b>Religion or belief</b>				
Religion or belief	39.2%	48.5%	35.6%	35.0%
No Religion or Belief	44.6%	48.6%	59.4%	57.1%
Not declared	16.2%	4.9%	5.0%	7.9%
<b>Sexual Orientation</b>				
Gay/Lesbian/Bisexual/Other	3.4%	8.6%	6.8%	7.9%
Heterosexual	83.1%	87.1%	89.1%	87.1%
Not declared	13.6%	4.3%	4.1%	5.0%

21/22 n = 163    20/21 n = 340    19/20 n = 140

Uniform Workforce Profile: As at 31.3.2022 (figures based on people)

# STARTERS

Protected Characteristic	31/03/2022	31/03/2021	31/03/2020	Protected Characteristic	31/03/2022	31/03/2021	31/03/2020
<b>Age</b>				<b>Ethnicity</b>			
17-24	28.1%	8.9%	16.4%	Black and ethnic minority	10.9%	20.0%	9.8%
25-35	23.4%	35.6%	41.0%	White	75.0%	73.3%	83.6%
36-45	23.4%	24.4%	27.9%	Not declared	14.1%	6.7%	6.6%
46-55	18.8%	24.4%	13.1%	<b>Religion or belief</b>			
56-65	6.3%	6.7%	1.6%	Religion or belief	40.6%	46.7%	39.3%
66+	0.0%	0.0%	0.0%	No Religion or Belief	40.6%	40.0%	47.5%
Not declared	0.0%	0.0%	0.0%	Not declared	18.8%	13.3%	13.1%
<b>Disability</b>				<b>Sexual Orientation</b>			
Disabled	17.2%	2.2%	4.9%	Gay/Lesbian/Bisexual/Other	0.0%	4.4%	6.6%
Non-disabled	67.2%	88.9%	82.0%	Heterosexual	82.8%	91.1%	80.3%
Not declared	15.6%	8.9%	13.1%	Not declared	17.2%	4.4%	13.1%
<b>Gender</b>							
Male	71.9%	73.3%	75.4%				
Female	28.1%	26.7%	24.6%				

21/22 n = 64    20/21 n = 45    19/20 n = 61

# LEAVERS

These figures are based on anyone who has left BFRS completely; they do not include individuals who left one of multiple contracts.

Protected Characteristic	31/03/2022	31/03/2021	31/03/2020	Protected Characteristic	31/03/2022	31/03/2021	31/03/2020
<b>Age</b>				<b>Ethnicity</b>			
17-24	3.3%	5.8%	2.0%	Black and ethnic minority	3.3%	3.8%	2.0%
25-35	8.3%	15.4%	17.6%	White	90.0%	92.3%	86.3%
36-45	31.7%	17.3%	21.6%	Not declared	6.7%	3.8%	11.8%
46-55	28.3%	30.3%	37.3%	<b>Religion or belief</b>			
56-65	28.3%	21.2%	19.6%	Religion or belief	48.3%	42.3%	43.1%
66+	0.0%	9.6%	2.0%	No Religion or Belief	30.0%	32.7%	31.4%
<b>Disability</b>				Not declared	21.7%	25.0%	25.5%
Disabled	6.7%	1.9%	0.0%	<b>Sexual Orientation</b>			
Non-disabled	83.3%	86.5%	88.2%	Gay/Lesbian/Bisexual/Other	1.7%	1.9%	5.9%
Not declared	10.0%	11.5%	11.8%	Heterosexual	81.7%	75.0%	74.5%
<b>Gender</b>				Not declared	16.7%	23.1%	19.6%
Male	76.7%	76.9%	76.5%				
Female	23.3%	23.1%	23.5%				

21/22 n = 60

20/21 n = 52

19/20 n = 51



# PROMOTIONS – ALL STAFF

Protected Characteristic	31/03/2022	31/03/2021	31/03/2020	Protected Characteristic	31/03/2022	31/03/2021	31/03/2020
<b>Age</b>				<b>Ethnicity</b>			
17-24	0.0%	0.0%	0.0%	Black and ethnic minority	6.3%	5.9%	9.1%
25-35	3.1%	5.9%	13.6%	White	93.8%	88.2%	90.1%
36-45	68.8%	52.9%	63.6%	Not declared	1.4%	5.9%	0.0%
46-55	28.1%	41.2%	22.7%	<b>Religion or belief</b>			
56-65	0.0%	0.0%	0.0%	Religion or belief	31.3%	41.2%	54.5%
66+	0.0%	0.0%	0.0%	No Religion or Belief	53.1%	23.5%	31.8%
<b>Disability</b>				Not declared	15.6%	35.3%	13.6%
Disabled	3.1%	0.0%	4.5%	<b>Sexual Orientation</b>			
Non-disabled	96.9%	94.1%	90.9%	Gay/Lesbian/Bisexual/Other	0.0%	4.6%	0.0%
Not declared	0.0%	5.9%	4.5%	Heterosexual	84.4%	90.4%	86.4%
<b>Gender</b>				Not declared	15.6%	5.0%	13.6%
Male	90.6%	100.0%	90.9%				
Female	9.4%	0.0%	9.1%				

21/22 n = 32    20/21 n = 17    19/20 n = 22

# EXTERNAL TRAINING





Protected Characteristic	31/03/2022	31/03/2021	31/03/2020	Protected Characteristic	31/03/2022	31/03/2021	31/03/2020
<b>Age</b>				<b>Ethnicity</b>			
17-24	1.0%	0.0%	1.8%	Black and ethnic minority	8.8%	4.3%	1.7%
25-35	12.6%	11.4%	14.3%	White	87.9%	94.3%	87.9%
36-45	46.7%	25.7%	23.2%	Not declared	3.3%	1.4%	10.3%
46-55	28.1%	37.1%	26.8%	<b>Religion or belief</b>			
56-65	9.8%	25.7%	32.1%	Religion or belief	48.4%	47.1%	46.4%
66+	1.4%	0.0%	1.8%	No Religion or Belief	39.5%	30.0%	35.7%
<b>Disability</b>				Not declared	12.1%	22.9%	17.9%
Disabled	6.6%	1.4%	3.6%	<b>Sexual Orientation</b>			
Non-disabled	89.5%	94.3%	89.3%	Gay/Lesbian/Bisexual/Other	3.7%	4.3%	6.9%
Not declared	3.9%	4.3%	7.1%	Heterosexual	84.0%	84.3%	77.6%
<b>Gender</b>				Not declared	12.3%	11.4%	15.5%
Male	80.7%	68.6%	63.3%				
Female	19.3%	31.4%	36.7%				

21/22 n = 488    20/21 n = 70    19/20 n = 58

# OUR COMMUNITY ACTIVITIES

The principles of equality, diversity and inclusion are integral to delivering inclusive and accessible services to the diverse communities we serve. Despite the ongoing challenges of the pandemic in 2021/22, we continued to build on the improvements and progress made in the Service including the collation of data to focus our activities on the most vulnerable groups. Some of our key achievements are detailed below:



- 🔥 In the Asian Fire Service Association (AFSA) awards, Champion of Equality Award, we were recognised for our work on our LGBTQ+ network and our diversity work;
- 🔥 We demonstrated our support and commitment to a variety of diversity events including LGBTQ+ month and Black History Month;
- 🔥 Produced a video with Firefighters to support our recruitment department;
- 🔥 For International Women's Day we ran a campaign celebrating the work of the women in our Service;
- 🔥 For Neurodiversity Week members of staff shared their stories on social media including useful tools and support materials that are available;
- 🔥 Attended numerous College and Sixth Form events to promote the Fire Service as an Employer of Choice;
- 🔥 Used social media channels to promote the Service and deliver targeted safety messages;
- 🔥 Investment in a range of demographic and geographic modelling tools to:
  - improve our ability to understand, analyse and manage community risks and target prevention activity more effectively to identified risk groups and
  - better understand our Communities living and working close to our On-Call stations;
- 🔥 Held Station Open days engaging with the local community;
- 🔥 Data sharing with partner organisations to more effectively target support to the most vulnerable households with Home Fire Safety and Safe and Well checks, with information available in different formats, such as those who are visually impaired;
- 🔥 A 23% increase in Home Fire Safety interventions than the previous year and the highest numbers recorded in a 5-year period;




-  Youth initiatives included the recruitment of 22 new Fire Cadets;
-  A focus on young people who misuse fire;
-  Working with partners to support young carers and young people with special needs with fire and home safety;
-  Engagement with community and charity organisations, such as the Dementia Alliance, to raise awareness with those least likely to access our Services.

# YOUR VIEWS COUNT

Your views, and having an opportunity to feedback on our annual Public Sector Equality Duty Report, are very important to us. We would welcome your feedback by emailing us at [diversity@bedsfire.gov.uk](mailto:diversity@bedsfire.gov.uk).

# CONNECT WITH BFRS

 [bedsfire.gov.uk](https://bedsfire.gov.uk)  contact [BFRS](#)

   @bedsfire

**WE'VE GOT YOUR  
BACK**



**EVERY CONTACT  
COUNTS**



**WE DARE TO BE  
DIFFERENT**

**WE ARE  
ACCOUNTABLE**



**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** COMMUNITY RISK MANAGEMENT PLANNING

---

For further information on this Report contact: Steve Frank  
Head of Strategic Support and Assurance  
Tel No: 07876 144846

---

Background Papers: Item 7 of the FRA Executive Committee report on Proposals for the Strategic Planning Cycle for CRMP, Details of our 2022-23 CRMP consultation are [HERE](#) FRA) report from 14 December 2021 entitled Consultation on the 2022-23 Budget and Community Risk Management Plan 2022-23 Annual Action Plan See [HERE](#) FRA report from 10 February 2022 entitled Community Risk Management Plan (CRMP) 2022-23 Action Plan and Budget Consultation Update see [HERE](#) FRA Executive report from 22 June on Proposals for Strategic Planning Cycle for CRMP 2023-27 and update on 11<sup>th</sup> October See [HERE](#) FRA report from 8 September 2022 entitled CRMP Planning and Engagement update See [HERE](#) FRA Executive CRMP update report, see [HERE](#)

---

**PURPOSE:**

For FRA Members to consider progress with developing the 2023-27 Community Risk Management Plan (CRMP) and to determine the CRMP and Budget consultation survey questions.

**RECOMMENDATION:**

That Members review and approve:

- i. the progress in developing the Authority's next 4 year Community Risk Management Plan (CRMP) covering the period 2023-27, and;
- ii. proposals for public consultation on the Authority's 2023-24 Budget and the 2023-27 CRMP.

## 1 Summary

- 1.1 During 2022-23 considerable work is being undertaken to develop our next Community Risk Management Plan (CRMP) for 2023-27. More community engagement has been carried out than in any other year.
- 1.2 Our analysis of comparable CRMPs find that compared to other Fire and Rescue Service's CRMPs, our conceptualisation of risk and community engagement are noteworthy practice.
- 1.3 Good progress is being made with our CRMP delivery plan which is monitored and scrutinised by our internal CRMP Steering Group. A slight delay is being experienced in launching our CRMP survey, this is due to collectively ensuring we communicate proposals effectively and in plain language.
- 1.4 With reference to Exhibit 1 - Community Risk Management Planning Strategic Framework, we are now entering the Teal coloured column which is the fifth column from the left.
- 1.5 This paper shows the genesis of our thinking and step by step how we have come to our emerging CRMP proposals.

## 2 Progress with CRMP Planning

- 2.1 Progress to date includes finalising the Risk analysis phase which is 95% completed including:
  - Community risk analysis and Assessment of Community Risk Level (discussed at Member Development Day 6th October 2022);
  - People Impact Assessment on the CRMP development process;



- Comparative analysis of other Fire and Rescue Service's CRMPs;
- Towards Bedfordshire 2050 update;
- Community Risk Register currently being reviewed with support from RSM;
- PESTELO analysis and Strategic Risk Assessment;
- 30 Community engagement events highlighting community risks;
- Strategic Alignment mapping with other local partner's strategic plans and the national integrated strategy; and
- Prioritisation of Corporate Management Team proposals.

2.2 Community Engagement phase is 95% completed. Community engagement is directed by stakeholder analysis of power and influence. Emerging headlines:

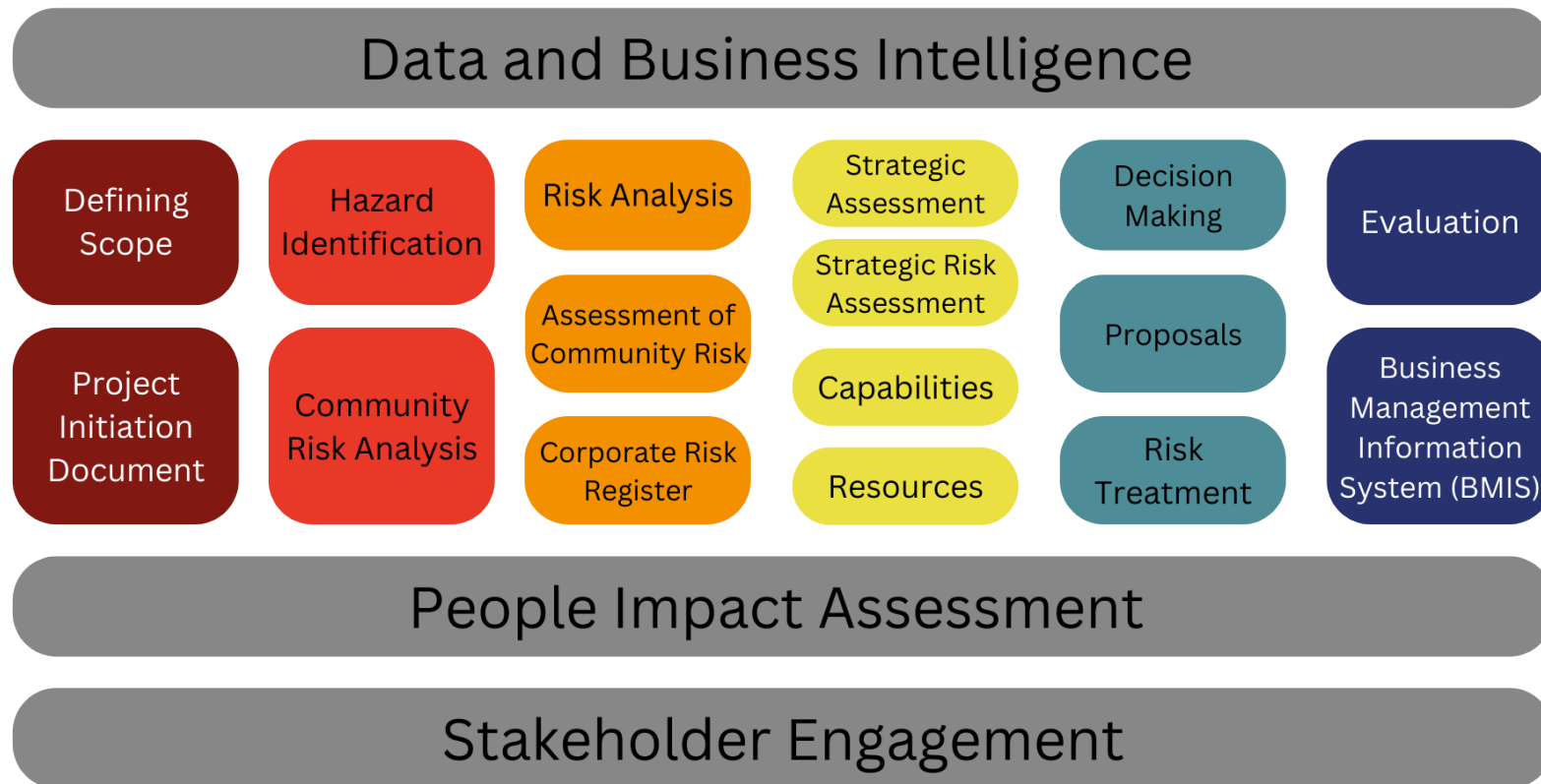
- All stakeholders and community leaders we spoke to have a positive view of the Fire and Rescue Service, but many admit this is from a narrow point of view;
- Senior leaders in Bedfordshire Fire and Rescue Service (BFRS) are being encouraged to demonstrate more visible community leadership;
- There is an opportunity to explain why we collaborate with partners as there are misconceptions about why we do it;
- The most frequently mentioned Community risk is not understanding the long-term impact of a series of national crises that are affecting people's physical and mental health; and
- Other risks mentioned are the impact of climate change and extreme weather causing flooding and overheating to infrastructure, people, FRS staff and buildings.

2.3 Staff Engagement phase is 90% completed. Emerging headlines, based on 12 CRMP engagement workshops from October to November 2022, highlight the following proposals and issues including:

- Maintaining focus on improving resource availability;
- Culture change from Task to People based culture;
- Continuing the support to staff welfare and wellbeing issues including mental health support;

- Evaluation and communicating the impact of prevention activity; and
- Improving ICT training.

**Exhibit 1 - Community Risk Management Planning - Conceptualisation of Risk Diagram**



2.4 The top 10 issues identified in our Strategic Assessment are:

- Dealing with severe weather conditions such as hot weather and flooding;
- Failure to keep up with new technology and data literacy;
- Cyber and digital security;
- Our 21st century estate requirements;
- Financial sustainability including making efficiencies, income generation and commercialisation;
- Longer term skill requirements and leadership development;
- Safety in the home;
- Failure to understand then focus on Demand management including reducing false alarms, population changes and managing unwanted demand;
- Road safety;
- Social discontent and lack of trust in authority.

2.5 Bedfordshire Fire and Rescue Authority's emerging Mission statement as discussed at the Member Development workshop on 22 November 2022 is:

***Working together to keep Bedfordshire safe***

2.6 And our emerging Strategic Commitments which replace our current six strategic aims are:

- 1) Preventing fires & other emergencies from happening;
- 2) Protecting people and properties when fires happen;
- 3) Responding to emergency incidents quickly and effectively;
- 4) Engaging & building closer relationships with our communities & businesses
- 5) Investing in our people to be the best they can be, to serve you better; and
- 6) Making every penny count, using our resources in an environmentally sustainable way.

## Exhibit 2 – CRMP Framework 2023-27



### 3 CRMP and budget consultation questions and next steps

- 3.1 Noting the extensive consultation throughout the year as set earlier in the report, we propose to combine the 2023/24 Budget and Community Risk Management Plan (CRMP) consultation survey process. The consultation will undertaken via online survey with proactive marketing via our website, social media and BedsFireAlert. It will launch on 19 Dec and run through to late January with the draft CRMP incorporating the consultation feedback being presented to Members in February 2023.
- 3.2 Key features of this year's consultation are about revising the Vision and Strategic Commitments along with focus during 2023/24 on further developing our Emergency Cover Review (ECR) pilots and trials and developing our Estates Strategy with a particular focus on generating income through expanding the capacity of our fleet and equipment workshops, subject to a FRA approved business case.
- 3.3 The consultation poses two questions on the council tax precept level subject to an announcement by the government on whether FRAs are to be given increased precept flexibility.

3.4 The questions are set out at Appendix 1.

3.5 With reference to the CRMP timetable set out at Appendix 2 which was first presented to Members on 7 July 2022, and based on our original plans, we can see we are slightly behind schedule. The CRMP Steering Group has met six times.

#### 4 Implications

4.1 Human Resource implications relate to our People Strategy are currently integrated into our Community Risk Management Plan (CRMP) 2023-27.

4.2 Corporate risk implications include potential impacts on all the Risk Register's current corporate risks. Members agreed new aims for our approach to corporate risk at the Audit and Standards Committee meeting on the 14 July 2022. A Corporate Management Team risk workshop on the 14 December 2022 will include integrating CRMP planning with financial planning and corporate risk. The Member's development day on 25 January and July 2023 (date TBC) will include sessions on Corporate Risk Management

4.3 Financial implications include the development of spending proposals and their subsequent consultation.

4.4 Policy implications include all functional areas of the Service. The aim is to develop manageable and affordable actions over a 4-year period. Previous CRMP action plans contained 63 actions in 2019-20, 44 in 2020-21, in 32 in 2021-22 and 16 in 2022-23.

#### 5 Recommendations:

That Members review and approve:

- i. the progress in developing the Authority's next 4 year Community Risk Management Plan (CRMP) covering the period 2023-27, and;
- ii. proposals for public consultation on the Authority's 2023-24 Budget and the 2023-27 CRMP.

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

**STEVE FRANK**  
**HEAD OF STRATEGIC SUPPORT AND ASSURANCE**

## Appendix 1 – Proposed Budget and CRMP Consultation Questions

### CRMP Consultation 2023-27 Survey Questions

Preamble:

Every year, Bedfordshire Fire and Rescue Authority is required to consult with the public about its budget proposals. We are also interested to hear your thoughts about our proposals for our key strategy – known as the Community Risk Management Plan (CRMP).

Our approach to community risk management planning is based on the National Fire Standard for CRMP which is [HERE](#) and our budget setting process is set out on pages 34 to 38 in the current Community Risk Management Plan [HERE](#)

Based on this process and after extensive community and staff engagement, risk assessment, and financial analysis we are proposing a new mission statement, and six new strategic commitments. As a result of all our work so far, we know we need to get ready for climate change, and according to our Emergency Cover Review, we will need to invest in our property and estate to bring some buildings up to a better standard.

This survey asks what you think about our proposed mission statement and strategic intentions, proposals, and we would like to hear about any suggestions you may have to help us.

How we use your information is contained in our privacy statement which is [HERE](#).

Thank you.

Community risks are changing and together with the impact of Covid 19, and financial pressures we need to plan ahead and adapt how we operate. Making sure we understand our Community risks is important because we make resourcing decisions based on these risks. A summary of our Community Risk Analysis is ([HERE](#)) link to summary to be added to website).

1. Do you agree that we are considering all the right things?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Based on community risk and financial analysis, previous consultation and feedback from community and staff engagement, people are telling us our new Mission statement needs to be inclusive, memorable, outward looking, and ambitious. Therefore, we are proposing to update our mission statement.

2. Do you agree with our new mission statement which we think should be about: *“Working together to keep Bedfordshire safe”*?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

We are proposing to replace our six strategic aims with six strategic commitments. The first two commitments are the same as our previous aims and we have amended the third to reflect the findings from our community concerns survey from the summer of 2022 when people expressed concerns about slow response times. The last three commitments explain how we will deliver the first three and are based on feedback from our community, from business leaders, staff and partners. Results of our community concerns survey are [HERE](#) which is a link to the fire and rescue authority report on survey results.

3. Do you agree with our proposed new Strategic Commitments?

- 1) Preventing fires & other emergencies from happening;
- 2) Protecting people and properties when fires happen;
- 3) Responding to emergency incidents quickly and effectively;
  
- 4) Engaging & building closer relationships with our communities & businesses
- 5) Investing in our people to be the best they can be, to serve you better; and
- 6) Making every penny count, using our resources in an environmentally sustainable way.

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for improving our property and estate. We've since secured agreement for a joint estates strategy with our policing and ambulance partners. This is important because the majority of our buildings were built before 1970, are not energy efficient and don't meet the needs of a modern fire and rescue service. We are currently considering redeveloping our training centre and workshops, and upgrading some existing fire stations. This will help us meet our environmental commitments, facilitate collaboration with partner agencies such as the ambulance service and police and in some instances generate an income which we will reinvest into front line services.

4. Do you support us developing these proposals to invest in our estate so we adapt to climate change and meet long-term operational need?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for testing and piloting new ideas. Our Emergency Cover Review shows there is an opportunity to improve response times to emergency incidents and keep pace with rapid population growth across Bedfordshire.

5. Do you support us in carrying out further trials to pinpoint the best location for any new or upgraded fire stations?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)

Our CRMP consultation proposals in 2021 had strong support for generating income to offset potential reductions in funding or rising costs due to inflation, for example. We are already servicing the vehicles and equipment of some of our public sector partner agencies and they have said they would like us to do more but our current workshops building was built in circa 1970 and is at capacity.

6. With all this in mind, and subject to a Fire Authority approved business case, do you support us in investing in expanding the capacity of our fleet and equipment workshops to generate more income to reinvest in front-line services?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree

(please add any comments and add any things you think we need to consider)



7. Please tell us how we can save money and make further efficiencies?

(Free Text Box)

8. What should Bedfordshire Fire and Rescue Service look like in 2050?

(Free Text Box)

In order to pay for our proposals indicated earlier we will need to spend wisely by being efficient, by increasing our income, using some of our earmarked reserves, and potentially borrowing money. Bedfordshire Fire and Rescue Authority is currently considering a council tax increase for a Band D house.

9. Do you support an increase of just below 3%? This would increase the Band D charge for the Fire & Rescue Service from £104.45 to £107.58.

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree  
(please add any comments and add any things you think we need to consider)

10. Would you support a council tax increase of up to £5 per annum for a Band D property, to protect and invest in your local Fire & Rescue Service?

Strongly Agree / Agree / Neither agree or disagree / Disagree / Strongly disagree  
(please add any comments and add any things you think we need to consider)

<p>11. If you are happy to answer some further questions which helps us to monitor personal information, please tick the box below and proceed to question 14. If not, please press submit at bottom of the form</p> <p>Yes I will provide equal opportunities information</p> <p>No I will just submit this section of the form</p>
<p>12. What is your age?</p> <p>16 – 24 / 25 – 34 / 35 – 44 / 45 – 54 / 55 – 64 / 65 – 74 / 75+</p>
<p>13. Please could you tell us if you have any health conditions that may impact on your safety in the event of an emergency?</p> <p>Yes</p> <p>No</p> <p>If yes please feel free to tell us what they are</p>
<p>14. Do you observe any particular religion?</p> <p>Buddhism / Christianity / Hinduism / Islam / Judaism / Sikhism / Spiritualist / None / Other / Prefer not to say</p>
<p>15. How would you describe your ethnicity?</p> <p>White English/British / N. Irish / Scottish / Welsh / Irish / White other / Asian or Asian British / Black British / Black other / Dual or multiple ethnic heritage / Chinese / Bangladeshi / Pakistani / Indian / Gypsy or traveller / White or Black African / White or Black Caribbean / Arab / Other / Prefer not to say</p>
<p>16. What gender do you identify with?</p> <p>Man / Woman / Non-binary / Transgender / Other / Prefer not to say</p>
<p>17. How would you describe your sexual orientation?</p> <p>Heterosexual/Straight / Gay Man / Lesbian/Gay Woman / Bisexual / Other / Prefer not to say</p>

## Appendix 2 – CRMP Planning Timeline

Activity	Dates	Member input
CRMP Timetable discussed	7th July 2022	Member development day on 7th July on CRMP
Launch community concerns survey	23-24 <sup>th</sup> July 2022	Member attendance at River Festival, Members share survey with their networks, and support completion of survey (1 <sup>st</sup> of two surveys).
Community Risk Analysis (CRA)	29 <sup>th</sup> July 2022 for internal completion	Member development day on 6 <sup>th</sup> October on community risk analysis
Plain Language summary of CRA	August 2022	Member development day on 6 <sup>th</sup> October on community risk analysis
Staff engagement/consultation CMRP and budget	February 2022 to April 2023	Member updates at FRA meetings
Community engagement	May 2022 to March 2023	Member input to community engagement plan
Community Risk Analysis (CRA)	6 <sup>th</sup> October	Member development day on community risk analysis
CRMP and Medium-Term Financial Planning	22 <sup>nd</sup> November	Member workshop on developing the CRMP and budget for 2023-24
Consultation analysis	14 <sup>th</sup> December	FRA report on consultation results
Launch Survey of specific CRMP proposals	19 <sup>th</sup> December	Online and paper copies made available
Analyze consultation results	16 <sup>th</sup> January 2023	Emerging headlines presented to FRA Exec Members on 10 <sup>th</sup> January 2023
Draft CRMP	2 <sup>nd</sup> February 2023	Members are presented with the draft CRMP for approval
CRMP action planning for 2023-24	23 <sup>rd</sup> February 2023	Member development day on performance reporting
Final CRMP	30 <sup>th</sup> March 2023 FRA Meeting, formal approval	Members are presented with the final CRMP 2023-24 to 2027-28 for approval

This page is intentionally left blank

---

**REPORT LEAD:** ASSISTANT CHIEF OFFICER

**SUBJECT:** NEW MEMBER DEVELOPMENT PROGRAMME

---

For further information on this report contact: Steve Frank  
Head of Strategic Support and Assurance  
Tel No: 07876 144846

---

Background Papers: FRA Executive report from 26 May entitled Independent Review of Governance See [HERE](#)  
FRA report from 7 June on the Member Development Programme See [HERE](#)  
FRA Executive report from 22 June on Final Resourcing Options for Monitoring Officer role See [HERE](#)  
FRA report from 20 July entitled Independent Review of Governance see [HERE](#)  
FRA report from 8 September 2022 entitled Monitoring Officer Report See [HERE](#)  
FRA report from 31 October entitled FRA's Action Plan Following LGA Governance Review  
FRA Executive Report from 15 November 2022 entitled Revised Governance Action Plan and Timetable  
See [HERE](#)

---

**PURPOSE:**

The purpose of this report is to present members of the Fire & Rescue Authority (FRA) with a new Member Development Programme that reflects the LGA's independent review of governance and subsequent discussions. The programme is a result of Member discussion and agreement at the FRA Executive committee meeting on 15 November 2022.

**RECOMMENDATION:**

That Members acknowledge the content of this paper and:

- Members consider, comment on and agree the new Member Development Programme.

## 1. Summary

- 1.1 The Local Government Association's independent review of governance has been an inclusive and engaging process. The Authority now has a clear route map to move forward.
- 1.2 In particular, the Fire and Rescue Authority (FRA) will work with senior officers to develop the Member Development Programme.

## 2. Background

- 2.1 The LGA's Joint Member and Officer Workshop held on 6 October 2022 was a culmination of a programme of development and support activities as follows:

- A desktop document review of Bedfordshire FRA Governance Documents conducted by Shahin Ismail, Monitoring Officer at Cambridgeshire Fire and Rescue Service
- Separate diagnostic sessions for Members and Officers:
- Member Discovery Session on 8 September 2022; and
- Officer Discovery Session on 14 September 2022.

- 2.2 Key themes from the Discovery Sessions according to the LGA are:

- clarifying of the governance roles and responsibilities including the Remit of the executive; role of portfolio/challenge groups; role of non-executive members; and build in the Monitoring Officer function;
- clarifying the Scrutiny process including who does it, how, when, and how can it be improved whilst retaining the good relationships that exists;
- developing Member and Officer engagement include more opportunities for informal dialogue and learning;
- making the FRA more visible and accountable to the public;
- empowering managers to take decisions;
- reducing bureaucracy;

- working together better as a professional partnership which needs to be more systematic;
- considering the opportunities and risks of extending the tenure of the Chair;
- reviewing the Member’s Handbook including Standing Orders and Code of Conduct;
- increasing middle managers knowledge of the democratic process; and
- reviewing Member’s training and development including a programme of Continuing Professional Development (CPD)

3. Governance Review Action Plan

3.1 Objectives:

- Future proof governance arrangements;
- Reform our governance arrangements to support a long-term professional partnership between officers and FRA Members;
- Make the FRA more accountable to the public; and
- Raise the visibility of the FRA and inform the public about what it does and why.

Action	By When	By Whom
<p>Design a new Member Development Programme and consider the content, costs and benefits. Formal member training packages will include sessions on:</p> <ul style="list-style-type: none"> <li>• FRA governance literacy;</li> <li>• Community Risk Management;</li> <li>• Corporate Risk Management;</li> <li>• Equality, Diversity and Inclusion;</li> <li>• Ethics and ethical governance;</li> <li>• Data literacy; and</li> <li>• Visits to or observation of other FRAs.</li> </ul>	<p>FRA meeting on 14 December 2022</p>	<p>HSSA</p>

<p>Agree how the FRA will give oversight to proposals either via a Task and Finish Group of nominated Members, or by the Executive Committee.</p>	<p>FRA meeting on 14 December 2022</p>	<p>HSSA</p>
<p>Review governance elements outside the Member's Handbook to include considering:</p> <ul style="list-style-type: none"> <li>• Adoption of the LGA equality and diversity charter. See <a href="#">HERE</a>;</li> <li>• Adoption of the Fire Standard Code of Ethics. See <a href="#">HERE</a>;</li> <li>• Public and media participation;</li> <li>• Local pay review; and</li> <li>• Livestream and recording FR meetings.</li> </ul>	<p>FRA Executive Committee meeting on 10 January 2023</p>	<p>CFO</p>
<p>Review constitutional aspects of the Member's Handbook to include options for strengthening:</p> <ul style="list-style-type: none"> <li>• FRA terms of reference;</li> <li>• The function and role of scrutiny;</li> <li>• The opportunities and risks of extending the tenure of the Chair;</li> <li>• Call-in procedures and the function and role of task and finish group(s);</li> <li>• The role of the Monitoring Officer;</li> <li>• The process of Member appointments;</li> <li>• Review the terms of reference of the Audit and Standards Committee;</li> <li>• The terms of reference of the Executive Committee;</li> </ul>	<p>FRA meeting on 2 February 2023</p>	<p>MO and BSM</p>



<ul style="list-style-type: none"> <li>• The Member Code of Conduct including adopting the appropriate parts of the LGA's Model Councillor Code of Conduct. See <a href="#">HERE</a>;</li> <li>• Scheme of Delegation to Officers; and</li> <li>• Financial regulations and financial instructions.</li> </ul>		
Test FRA elements of website and report back results	FRA Executive meeting on 14 March 2023	HSSA
Develop and present a People Impact Assessment (formerly known as an Equality Impact assessment) on proposals	FRA Executive meeting on 14 March 2023	HSSA
Report back the results of the reviews of constitutional aspects of the Members' Handbook.	FRA meeting on 30 March meeting 2023	HSSA
Finalise new FRA elements of the Website and modern.gov pages to improve user experience	FRA meeting on 30 March 2023	HSSA
Inform key stakeholders of governance changes	TBC subject to outcomes from review	CFO
Final approval of all new Governance arrangements	TBC subject to outcomes from review	CFO

#### 4 Member Development Programme

4.1 Agreed items have had item 6) added on ethics and ethical governance due to the requirements of the FRs Fire Standard on Ethics. All items are planned following the FRA AGM in June 2023. The full list is now:

- 1) FRA governance literacy;
- 2) Community Risk Management;
- 3) Corporate Risk Management;

- 4) Equality, Diversity and Inclusion;
- 5) Ethics and ethical governance;
- 6) Data literacy; and
- 7) Visits to or observation of other FRAs.

4.2 To ensure the best value for money, a project brief, detailed specification, quotes and timetable is being sought from:

- In-house providers, in particular 2), 4), 5) and 7)
- The Centre for Governance and Scrutiny for items 1), 4) and 5)
- RSM auditors for all 6 items
- Two other suppliers who we have observed and are known to us for items 1) to 6)

4.3 Indicative costs vary between £600 to £1,200 per day. Half day sessions based in Dunstable Community Fire Station are being planned, preferably linked to designated Member Development Days in 2023. Discussions on visits to or observations of other FRAs are taking place with East Sussex FRA, Durham and Darlington FRA, and Cambridgeshire FRA who are similar FRAs to Bedfordshire. All three of these FRA currently have or are planning to have online meetings.

## 5 Next Steps

- 5.1 The Authority will move forward in line with our action plan above and report back to FRA and FRA executive meetings.
- 5.2 The Authority will consider the content, costs and benefits of LGA's Development Phase delivered by the Centre for Governance and Scrutiny. We will seek quotes from other suppliers to gain assurance we are receiving value for money.

## 6 Recommendations

- 6.1 That Members approve the new Member Development Programme.

**GAVIN CHAMBERS**  
**ASSISTANT CHIEF OFFICER**

---

**REPORT AUTHOR:** ASSISTANT CHIEF FIRE OFFICER

**SUBJECT:** BRIEFING ON THE INDEPENDENT CULTURE REVIEW OF LONDON FIRE BRIGADE

---

For further information on this report contact: Alison Kibblewhite  
Assistant Chief Fire Officer  
Tel No: 07719004816

---

Background Papers: Independent Culture Review of London Fire Brigade report

---

**PURPOSE:**

To brief members on the findings from the Independent Cultural Review of London Fire Brigade by Nazir Afzal OBE published in November 2022.

**RECOMMENDATION:**

That Members acknowledge the contents of the report.

---

1. Background

- 1.1 The review (report available via <https://www.london-fire.gov.uk/about-us/independent-culture-review/> ) was established by the London Fire Commissioner after the tragic death of firefighter Jaden Francois-Esprit, who committed suicide in August 2020 after concerns were raised that he had been bullied because of his race. Prior to this tragedy there had been accusations that the Brigade had a culture of bullying, racism and discrimination.

- 1.2 A culture audit was carried out in 2020 and its findings were many of those interviewed found the culture of London Fire Brigade (LFB) to be controlling.
  - 1.3 The most recent HMICFRS report from July 2022 acknowledged there had been progress since the first inspection but LFB still needed to improve looking after its people and that the Brigade's values and behaviour are not displayed by all.
  - 1.4 Nazir Afzal OBE was appointed as the lead officer for the review and he appointed a team of 6 to work with him in November 2021. The Terms of reference included identifying areas for improvement, areas of strength and recommendations on the culture of LFB in regard to discrimination, unfairness and inequality.
2. Contents of the Review
    - 2.1 The following lines of enquiry were considered:
      - The impact of policies, processes, systems and ways of working on people and culture
      - The way in which policies, processes and systems are applied and interpreted by staff and how that impacts on people and culture
      - The behaviours and decisions of leaders at all levels and the impact they have on people and culture
      - The impact of individual and group behaviour on people and culture
      - The impact of team-based customs and traditions within the Brigade on people and culture
      - The impact of barriers to progression, real and perceived, on people and culture
      - The difference in experiences of staff based on, but not limited to their age, race, disability and neurodiversity, religion or belief, gender reassignment, sex, marriage and civil partnership, sexual orientation, pregnancy and maternity and other forms of difference, including occupational group and rank.
    - 2.2 The team carried out desktop research, data, reports, documents, focus groups, station visits, and interviews with over 250 staff including those that had left LFB. A private secure email address was also set up and this received over 100 written submissions.

2.3 The report covers the following areas:

- Strategic direction
- The impact of the Grenfell Tower fire and subsequent inquiries
- Leadership styles
- Workplace culture
- Morale across the Brigade
- Impact of Industrial relations
- Role of people services
- Diversity and Inclusion
- Mental Health and wellbeing
- Communication and engagement
- Training and career development

2.4 23 recommendations and 33 expected outcomes are included in the report.

### 3 Actions for Bedfordshire Fire and Rescue Service

3.1 The contents of the report have been reviewed and a gap analysis is being completed against the recommendations contained within the report. It should be noted that a number of these recommendations are LFB specific.

3.2 The gap analysis will be reviewed by the Corporate Management Team and any areas which are found to be amber or red will be addressed.

## 4 **RECOMMENDATION:**

4.1 That Members acknowledge the contents of the report.

**ALISON KIBBLEWHITE**  
**ASSISTANT CHIEF FIRE OFFICER**

## Appendix 1

### Recommendations

Area	Recommendation Number	Recommendation	Outcome Number	Outcome
Creating a workplace where everyone is afforded dignity	1	All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken to root out a toxic culture.	1	EDI training for managers and an independent complaints service.
Creating a workplace where everyone is afforded dignity	1	All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken to root out a toxic culture.	2	Managers can identify inappropriate behaviours and values and act decisively to tackle them.
Creating a workplace where everyone is afforded dignity	2	Consider anonymised reporting of incidents relating to bullying, misogyny and racism. In a closed team-based culture individuals /groups can and have become stigmatised for reporting poor behaviour or bad experiences.	3	Staff can report incidents anonymously with no fear of the repercussions.
Creating a workplace where everyone is afforded dignity	3	Consider historic review of complaints about bullying, racism and misogyny over the last five years. This would establish a team to determine whether further action is necessary in cases where justice has been denied.	4	Review past cases and ensure all complaints over the past five years have been managed appropriately and the correct sanctions applied and where not an

appropriate remedy has been introduced.

Creating a workplace where everyone is afforded dignity	4	Recognise the 'Safe to Speak' programme is not sufficiently trusted and that further policies and dedicated resources are needed to make it easier for people to report clear examples of racism, misogyny and bullying of staff.	5	Ensure staff are confident to speak up when they witness or experience racism, misogyny or bullying.
Creating a workplace where everyone is afforded dignity	5	In conversation with the workforce and stakeholders, develop Brigade values that are 'public service' first, underpinning how we behave within the organisation and towards our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff engagement, leadership development and strategic planning.	6	Eliminate the potential for bias or unfair treatment.
Creating a workplace where everyone is afforded dignity	5	In conversation with the workforce and stakeholders, develop Brigade values that are 'public service' first, underpinning how we behave within the organisation and towards our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff	7	For this to be successful the values must be visible in everything from the most strategic plans through to staff appraisals. They must run as a golden thread through recruitment, promotion, discipline, talent management, Industrial Relations, staff

		engagement, leadership development and strategic planning.		engagement. All of which must be transparent and open to challenge. Action must also be visible where there have been transgressions.
Creating a workplace where everyone is afforded dignity	6	Build a culture dashboard of LFB stations and teams that uses a mix of metrics to assess whether these are red, amber or green on a scale of risk where the working environment is concerned. The worst offenders (red) will demonstrate toxic behaviours, while at risk stations (amber) will demonstrate some areas of concern, and good practice stations (green) will demonstrate a healthy and supportive culture. Data to use includes grievances, staff turnover, exit interviews, people survey data, diversity and more. Use these dashboards to proactively address problem teams and identify and learn from good practice.	8	The Brigade can identify where toxic culture is a threat and managers take swift action to address it. Good practice is identified and shared, so that others can learn from it.
Creating a workplace where everyone is afforded dignity	7	Develop a robust mechanism for measuring LFB culture, which operates on an ongoing basis using a number of tools and metrics, including big data, social media, exit	9	LFB can monitor the health of its culture on an ongoing basis and take action to address emerging issues.



		interviews, complaints levels, turnover etc.		
Creating a workplace where everyone is afforded dignity	8	Consider introducing body worn video for fire safety home visits.	10	Drive up standards of behaviour and professionalism.
Creating a workplace where everyone is afforded dignity	8	Consider introducing body worn video for fire safety home visits.	11	To be rolled out across station and inspection teams.
Creating a workplace where everyone is afforded dignity	9	Ensure there are secure facilities for all women in stations.	12	Afford greater dignity for all staff.
Better engagement with London Communities	10	Borough Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the input of diverse staff and the communities themselves.	13	Borough Commanders will own and implement their local Borough Community Risk Management Plan, informed by the community and local partners.
Better engagement with London Communities	10	Borough Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the input of diverse staff and the communities themselves.	14	By 2024, local fire stations are seen as a community resource. Services are shaped by a deep understanding of local community needs.
Better engagement with London Communities	11	Recruit and progress firefighters who reflect and can demonstrate their commitment to London's diverse communities.	15	All Brigade staff understand London and its communities and are proud to serve

				them. Diversity is visible in all levels in the Brigade.
Better engagement with London Communities	12	Improve post-incident care by providing a named person to members of the public directly impacted by an event that required LFB attendance.	16	Members of the public affected by incidents are provided with an LFB Family Liaison Officer who offers sensitive and compassionate support. This increases community trust and confidence.
Building a leadership model of trust	13	Consider ways to integrate Head Office with operations immediately, and longer term when the lease of the Unions Street HQ expires in 2027.	17	Senior leaders work alongside operational and control staff regularly. Senior leaders are visible and regularly demonstrate their commitment to Brigade values and their understanding of the workforce at all levels.
Building a leadership model of trust	14	Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests, including membership of the Freemasons.	18	Ensure there are transparent processes around ethics and conduct that reassure staff and communities that selection processes are fair. Selection data demonstrates that no groups of people experience bias in the process.

Building a leadership model of trust	14	Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests, including membership of the Freemasons.	19	LFB staff declare potential conflicts of interest and memberships of any organisation that may conflict with our values and expectations.
Improved wellbeing	15	Increase the focus on mental health prevention by providing training for leaders and managers to identify and respond to stress at work; to understand their role in creating healthy cultures and understand the connection between inclusion and wellbeing	20	Training is delivered across all leadership roles. By 2024 - leaders and managers build and maintain inclusive, healthy and high performing teams. They can spot the signs of stress and anxiety and know their team members well, understand sources of stress and where more specialist support is needed to maintain or restore individual health and wellbeing. This is well funded, well signposted, well known and well used. The link between inclusion and wellbeing is well understood, and wellbeing metrics are integrated into culture measures.
Improved wellbeing	16	Gather better information on employee red fags that signal the need for early intervention to prevent deteriorating mental health.	21	Staff are able to spot red flags that indicate deteriorating mental health and know how to access

				appropriate support for those at risk.
Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.	22	Ensure the sources of stress for FRS colleagues have been identified and appropriate support introduced to reduce occurrences
Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.	23	By April 2024 the particular workplace sources of stress for FRS colleagues have been reduced, so that stress, anxiety and depression are at or below national levels.
Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.	24	FRS staff are an integral part of the LFB community and their knowledge and expertise are valued and rewarded.
Improved wellbeing	18	Make it a priority to try to understand the reasons for suicide by ensuring that a clear and robust system of reporting is established. Capture the learnings in a Guidance document that includes a communication plan and action plan to support staff in the event of a colleague's death by suicide.	25	In the event of a suicide, the Brigade is prepared to act promptly and compassionately to offer staff information and support. LFB gathers and records information to build an understanding of the issues and design

				interventions to address them.
Improved wellbeing	19	Review the triggers that are needed to generate interventions to support mental health and wellbeing. A more detailed critical incident log of all firefighters will show what they have been exposed to and indicate where wellbeing support is necessary.	26	Ensure LFB has a clear understanding of the range of incidents their staff are exposed to and systematically reaches out to those who could be particularly at risk. There is a range of easy to access support and all colleagues are offered a comprehensive programme of support for their mental health.
Transforming HR Services	20	Conduct an independent review of People Services resourcing and provision to improve the professionalism and effectiveness of the service and deliver leading-edge HR solutions that managers and staff trust.	27	Ensure your HR service is valued and respected by all colleagues and plays an integral role in maintaining an inclusive culture.
Transforming HR Services	21	Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People Services' strategies, policies and practices (including the 'Togetherness Strategy'), as well as lead the	28	The LFB people strategy and underpinning decisions will be evidence based and will use data to support a process of continuous improvement across people management practices.

organisation in the desired cultural change.

Transforming HR Services	21	Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People Services' strategies, policies and practices (including the 'Togetherness Strategy'), as well as lead the organisation in the desired cultural change.	29	LFB staff will always understand why decisions are made that affect them at work.
Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes enable people to fulfil their talent, particularly underrepresented groups.	30	LFB's recruitment and promotion processes are reviewed and revised.

Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes enable people to fulfil their talent, particularly underrepresented groups.	31	By April 2024 LFB are trusted by all colleagues. The selection of leaders is a transparent, well understood process based on merit, capability, and demonstration of clear, well-communicated values. Many colleagues across all levels help to select LFB leaders and there is never any doubt that leaders are in post because they are the right people for the role.
Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes	32	Within 5 years - LFB's workforce composition better reflects the communities they serve at all levels, including a diverse talent pipeline for the most senior leadership roles.

enable people to fulfil their talent, particularly underrepresented groups.

Transforming HR Services	23	Investigate the root causes why BAME staff are more likely to raise a grievance and twice as likely to be subject to disciplinary hearings in comparison to their White counterparts. Review the ways in which grievance and discipline policies are currently used and received by staff with protected characteristics across all occupational	33	Ensure LFB has a clear approach to responding to inappropriate behaviour that everyone trusts, understands and acts upon. Groups will use this in numbers that reflect their representation in the workforce. LFB staff subsequently feel confident in, and protected by, policies and systems to be able to raise concerns regarding other people's behaviour; they know they are safe and that their complaints will be taken seriously.
--------------------------	----	--	----	--



**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** WORK PROGRAMME 2022-23

---

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

---

Background Papers: None

---

**PURPOSE:**

To review and report on the work programme for 2022-23 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings.

**RECOMMENDATION:**

That Members consider the work programme for 2022-23 and note the 'cyclical' Agenda Items for each meeting in 2022-23.

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

This page is intentionally left blank

**FIRE AND RESCUE AUTHORITY - WORK PROGRAMME 2022/23**

02.02.23	<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Minutes from 14.12.22                  Executive Committee Minutes from 10.01.23                  ASC Minutes from 12.01.23                  The 2023/24 Revenue Budget, Capital Programme and Council Tax setting                  CRMP draft                  Treasury Management Strategy and Practices                  Members’ Allowances Scheme                  Review Constitutional aspects of the Members' Handbook (MO, BSM)                  Localism Act 2011 – Pay Policy Statement 2023                  Portfolio Leads Updates: Prevention &amp; Protection and Operational Response and Resilience (DCFO, HPP, HoR)                  Business Continuity Annual Review                  Work Programme</p>	<p><b>CFO Review (select from drop down list)</b></p>	<p><b>Notes</b></p> <p>Deferred from December 2023                  Deferred from December 2023</p>
	<p><b>Additional/Commissioned Items</b></p>	<p>Final approval of new Governance Framework</p>		

30.03.23	<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Minutes from 02.02.23                  ASC Minutes from 02.03.23                  Executive Committee Minutes from 14.03.23                  Proposed Indicators and Targets for 2023/24                  Collaboration Update                  Q3 2022/23 Performance Report Update (Sept – Dec)                  Portfolio Leads Updates                  CRMP pre-publication report                  Asset Management Strategy (reviewed every 3 years, next review 2022/23)                  Procurement Policy and Contract Procedures (reviewed every 2 years, due 2023)                  Disposal of Assets under the Scheme of Delegated Authority                  Work Programme</p>	<p><b>CFO Review (select from drop down list)</b></p>	<p><b>Notes</b></p>
	<p><b>Additional/Commissioned Items</b></p>	<p>Report back the results of the Constitutional aspects of Members' Handbook Review                  Finalise FRA Elements of website (Modern.gov)</p>		

This page is intentionally left blank

**EXECUTIVE COMMITTEE - WORK PROGRAMME 2022/23**

10.01.23

<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Executive Committee Minutes from 15.11.22                  CRMP Update                  Governance Action Plan Update                  Budget Update                  Business Continuity Update                  Work Programme</p>	<p><b>CFO Review (select from drop down list)</b></p>	<p><b>Notes</b></p> <p>HSSA                  ACO                  DCFO</p>
<p><b>Additional/Commissioned Items</b></p>			

14.03.23

<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  Executive Committee Minutes from 10.01.23                  CRMP Update                  Governance Action Plan Update                  Test FRA Elements of the new website                  Work Programme</p>	<p><b>CFO Review (select from drop down list)</b></p>	<p><b>Notes</b></p> <p>HSSA                  HSSA</p>
<p><b>Additional/Commissioned Items</b></p>			

This page is intentionally left blank

**AUDIT AND STANDARDS COMMITTEE - WORK PROGRAMME 2022/23**

Audit &  
Standards  
Committee  
Meeting Date  
12.01.23

<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  ASC Minutes from 29.09.22                  Internal Audit Progress Report (RSM)                  Audit Results Report (E&amp;Y)(Results of 2021/22 audit including any matters outstanding)                  Review of the Effectiveness of the Fire &amp; Rescue Authority's Internal Auditors                  Internal Audit Actions Update                  Review of Monitored policies                  Report on Registration of Interests and Gifts/Hospitality                  Corporate Risk Register - Exception report                  Work Programme</p>	<p><b>ACO Review (select from drop down list)</b></p> <p>Deferred</p>	<p><b>Notes</b></p> <p>At September 2022 meeting E&amp;Y confirmed that it will be March 23 before they undertake the audit</p>
<p><b>Additional/Commissioned Items</b></p>			

02.03.23

<p><b>Cyclical Agenda Items</b></p>	<p><b>Agenda item (locked for editing)</b>                  Communications                  ASC Minutes from 12.01.23                  External Audit Plan 2023/24 (E&amp;Y)                  Ernst &amp; Young Quality Assurance Processes                  Internal Audit Progress report                  Internal Audit Strategy 2023/24 to 2025/26                  Internal Audit Actions Update                  Update to the Authority's Finance Regulations (Biennial review - due 2023)                  Annual Review of the entire Corporate Risk Register                    Annual Review of the Fire Authority's Effectiveness (Biennial review – due 2022/23)                  Work Programme</p>	<p><b>ACO Review (select from drop down list)</b></p> <p>Removed</p>	<p><b>Notes</b></p> <p>LGA Governance Review steps to be implemented from June 2023</p>
<p><b>Additional/Commissioned Items</b></p>			

This page is intentionally left blank



**MEMBER DEVELOPMENT DAYS 22/23**

23.02.23 (4)

Cyclical Agenda Items	Agenda item (locked for editing)	CFO Review (select from drop down list)	Notes
Additional/Commissioned Items	Driving Training		Requested at the 31.10.22 FRA Meeting

This page is intentionally left blank

## BUDGET WORKSHOP 2022/23

Budget  
Workshop  
Meeting Date  
 25.01.23 (2)

Cyclical Agenda Items	<b>Agenda item (locked for editing)</b> Council Tax Consultation - Summary of Responses Revenue Budget Capital Programme 2023/24 - 2026/27 Summary and next steps	CFO Review (select from drop down list)	Notes
Additional/Commissioned Items	CRMP update		

This page is intentionally left blank