

For Publication

Bedfordshire Fire and Rescue Authority  
Service Delivery Policy and Challenge  
Group  
30 November 2017  
Item No. 14

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**REPORT AUTHOR:** ASSISTANT CHIEF FIRE OFFICER

**SUBJECT:** REVIEW OF SERVICE DELIVERY POLICY AND  
CHALLENGE GROUP EFFECTIVENESS 2017/18

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Background Papers: None

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Implications (tick ✓):

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

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

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**PURPOSE:**

To review the effectiveness of the Service Delivery Policy and Challenge Group during 2017.

**RECOMMENDATIONS:**

That:

1. Members consider the effectiveness of the Service Delivery Policy and Challenge Group (SDPCG); and comment on whether:
  - i. SDPCG have been effective and discharged their responsibility in regard to their terms of reference (SDPCG Terms of Reference are attached as an Appendix);
  - ii. There are any areas of their terms of reference which have not been considered and should be addressed; and
  - iii. There is any Training and Development would assist them with the areas of the work of SDPCG.

2. The recorded Minutes of the meeting will be fed into the facilitated meeting to be held on 20 January 2018 to review the Fire Authority's Effectiveness in 2017/18.
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1. Introduction

The Fire Authority publishes an Annual Review of its Effectiveness and Record of Member Attendance. This Review and a resultant Action Plan are included in the Fire Authority's Annual Governance Statement, which forms part of the Statement of Accounts.

2. 2017/18 Review of the Fire Authority Effectiveness

On 28 September 2017, the Audit and Standards Committee considered proposals for a review of the Fire Authority's effectiveness in 2017/18 and agreed that the Policy and Challenge Groups and Committees review their effectiveness by considering three overarching questions:

- i. Does the Group/Committee consider they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?
- ii. Considering the Group's/committee's terms of reference are there any areas that have not been considered and should be addressed?
- iii. Does the Group/Committee consider any Training and Development would assist them with the areas of work of Group/Committee?

The minutes will be fed into the facilitated meeting to be held on 18 January 2018 following the Budget Workshop to review the Fire Authority's effectiveness in 2017/18. Consideration would also be given at the Budget Workshop to Members' statutory responsibilities and the terms of reference to the full Authority

3. Review of Service Delivery Policy and Challenge Group Effectiveness

Service Delivery is one of three Policy and Challenge Groups established by the Fire Authority to focus on the following areas of Bedfordshire Fire and Rescue work:

- Emergency Response
- Prevention
- Protection

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

Members are requested to review the terms of reference attached to confirm that they are content that the responsibilities for the Service Delivery Policy and Challenge Group have been discharged effectively or whether there are any areas which have not been met.

In relation to the Terms of Reference and span of responsibility, Members are asked to consider if there are any training or information items they would like added to the work programme for next year, either to the SDPCG or to the wider Member Development days.

### 3.1 Regularity of Meetings

The Service Delivery Policy and Challenge Group meets four times a year, meetings for the current year were:

- 10 March 2017;
- 15 June 2017;
- 14 September 2017; and
- 30 November 2017.

The meeting dates are agreed when the Calendar of Meetings for the following year is presented to the FRA at their December meeting.

Attendance against the meetings will be reported to the Audit and Standards Committee on 28 March 2018.

### 3.2 Support

The Group is supported by the Principal Officer with responsibility for Service Delivery.

Officers with responsibility of the areas of work overseen by the Service Delivery Policy and Challenge Group attend to present reports and respond to Members.

Officers who attended regularly during 2017 were:

- Deputy Chief Fire Officer;
- Head of Operations;
- Head of Operational Support;
- Head of Safety and Strategic Projects; and
- Head of Training and Development;

Other personal also attended to present reports and if the leads above were unavailable a Deputy has attended.

### 3.3 Review of Work Carried Out:

The Service Delivery Policy and Challenge Group reviews their Work Programme each meeting and the following items have been discussed:

- Review of Terms of Reference (first meeting of the year)
- Performance Monitoring and Report on Programmes (each meeting including updates on Replacement Mobilising System, Retained Duty System Improvement, Emergency Services Mobile Communications Programme Projects)
- Audit and Governance Action Monitoring Reports (each meeting)
- Corporate Risk Register (each meeting)

- Annual Service Delivery Performance Indicators and Targets for the next financial year
- Customer Satisfaction Report (each meeting)
- Operational Decision Making Procedures – Exception Report (each meeting)
- Community Risk Management Plan (CRMP)
- Attendance Standards – Update on Performance Figures
- Police and Ambulance Collaboration
- Review of the Fire Authority's Effectiveness

**IAN EVANS**  
**ASSISTANT CHIEF FIRE OFFICER**

## **SERVICE DELIVERY POLICY AND CHALLENGE GROUP**

The Service Delivery Policy and Challenge Group has been established to ensure that the following areas of Service are functioning efficiently and effectively, challenging areas of under performance as required and approving any associated policy as necessary:

- Emergency Response
- Prevention
- Protection

### **Membership**

The Group is to consist of those Members appointed by the Fire and Rescue Authority for the ensuing year or as determined by the Fire and Rescue Authority.

One elected Member will be nominated as Chair of the Group by the Fire and Rescue Authority at its annual meeting and another elected Member will be nominated as Vice Chair at the first Group meeting held after the annual meeting. The Group may co-opt onto its membership any person, such as representatives or members of groups, who may provide specialist information or skills in assisting the Group to reach its aims and objectives set out below.

### **Quorum**

Business shall not be transacted at any meeting of the Service Delivery Policy and Challenge Group unless at least three Members are present and at least one Member from two constituent authorities.

### **Support**

The Group will be supported by the individual Principal Officer with responsibility for Service Delivery, the Service Delivery Team and members of the Strategic Support Team.

### **Regularity of Meetings**

The Group is to meet a minimum of four times a year. Other meetings can be called when deemed necessary by any member of the Group and following agreement with the Group Chair.

### **Reporting**

The Group has no delegated power to take decisions but its minutes are submitted to the FRA under a covering report from the Group's Chair with any recommendations.

## **Terms of Reference**

1. To consider and report as necessary on performance in respect of the Service Delivery Directorate functions and be involved in the setting and monitoring of Service targets.
2. To approve the Service Delivery Sections of the Fire and Rescue Authority's Community Risk Management Plan (CRMP) and associated annual action plans.
3. To consider and approve the Service Delivery Strategy and associated annual action plans.
4. To monitor the progress of the Service Delivery projects identified in the Community Risk Management Plan.
5. To commission and oversee reviews into specified areas of work within the Service Delivery Directorate.
6. To oversee the Community Risk Management Plan consultation processes, consider any responses, and make changes where appropriate.
7. To consider any external reports relating to the Service Delivery functions.
8. To Monitor progress of Blue Light Collaboration projects
9. To monitor the effective identification and management of corporate risks relating to Service Delivery functions.

*Revised Terms of Reference agreed by the CFA on 7 September 2011*

*Updated for change of Authority name – December 2012*

*Quorum included – 25 June 2014*

*Reporting Statement included – FRA Meeting 21 July 2016*

*Revised Terms of Reference Item 8 added and item FiReControl project removed – FRA Meeting 19 July 2017*