



Bedfordshire
Fire and Rescue Service

COMMUNITY RISK MANAGEMENT PLAN 2019 – 2023

REFRESHED FOR 2021



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PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING



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

Our Values



WE ARE ACCOUNTABLE
we are transparent,
trustworthy and responsible
for our actions.



WE'VE GOT YOUR BACK
striving to keep us all safe,
while being supportive
and inclusive.



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



WE DARE TO BE DIFFERENT
we are bold in our approach, we
welcome challenge and are
open to innovative ideas.

FOREWORD



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Paul M Fuller CBE QFSM MStJ DL



Chief Fire Officer Bedfordshire Fire and Rescue Authority



Cllr John Chatterley

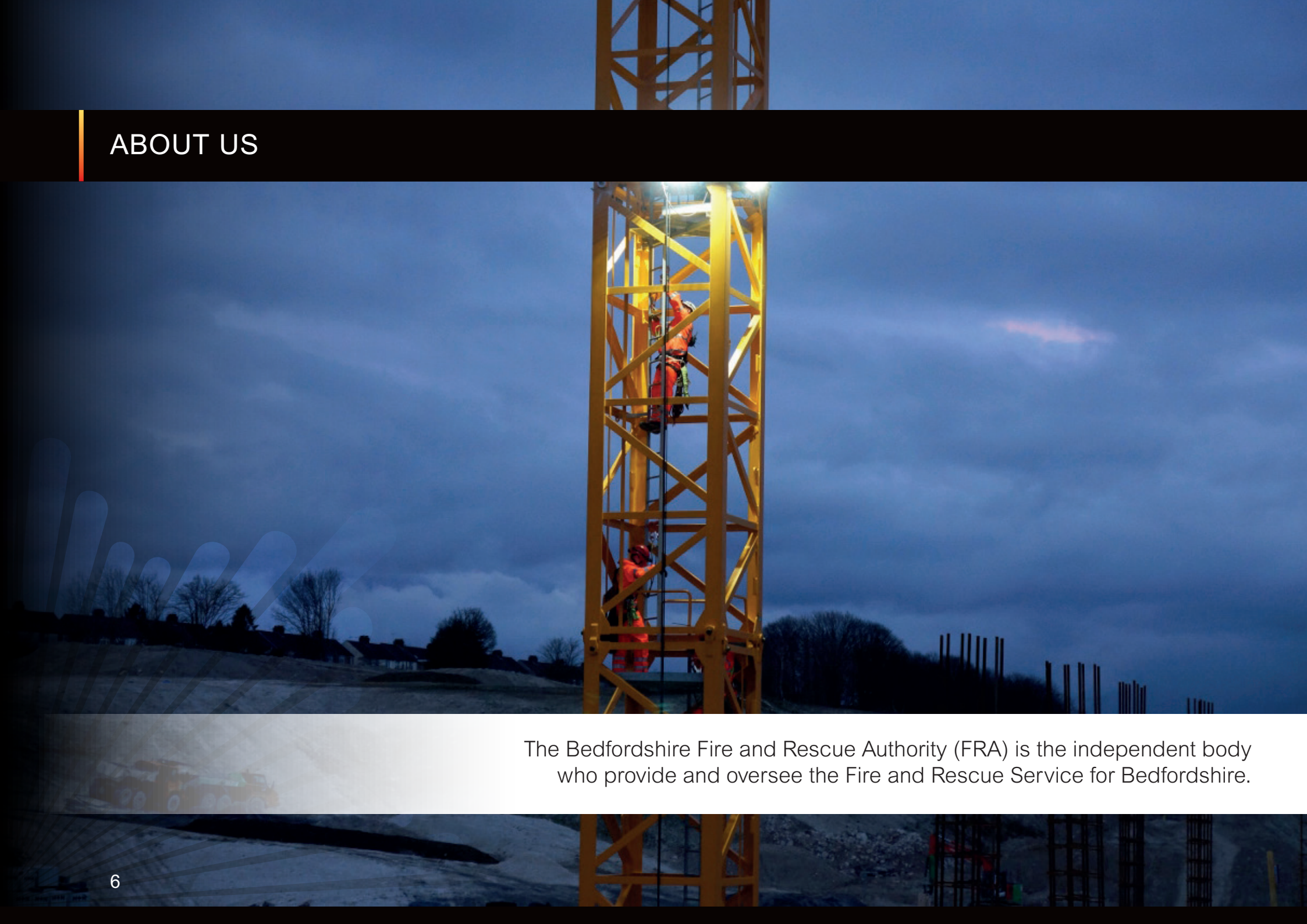


Chairman Bedfordshire Fire and Rescue Authority





ABOUT US

A tall, yellow, lattice-structured tower is the central focus of the image. Two workers in orange safety gear are visible on the tower, one higher up than the other. The scene is set at dusk or dawn, with a dark blue sky and some clouds. In the background, there are silhouettes of trees and buildings. The overall atmosphere is industrial and professional.

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

BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

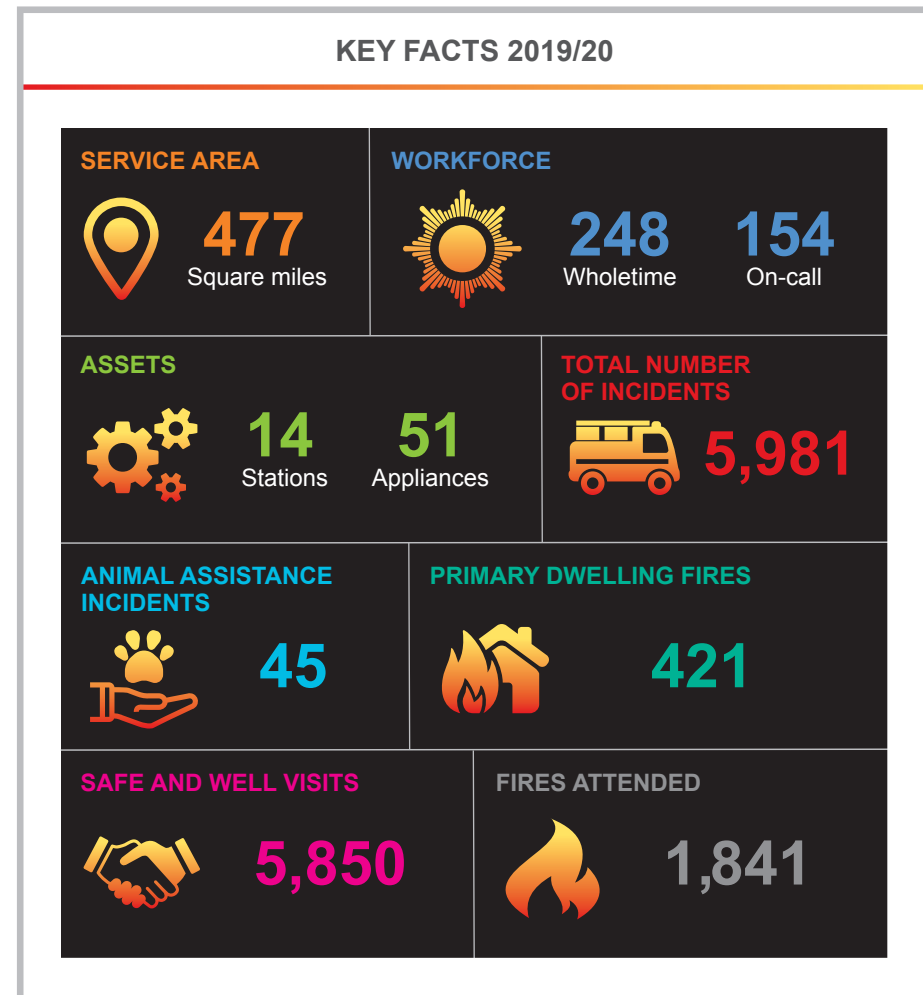
The Bedfordshire FRA comprises elected councillors (**Members**) appointed to it from each of the three unitary authorities, whose numbers are proportional to the populations they represent:

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

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

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

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



BEDFORDSHIRE FIRE AND RESCUE SERVICE

We employ over 580 staff consisting of:

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

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

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

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

Our fleet includes:

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

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

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

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

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

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

OUR MISSION, AIMS AND PRIORITIES

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



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

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

Our Values



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OUR VALUES AND VIRTUES – WHAT WE BELIEVE IN:

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

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

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

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



COLLABORATION AND PARTNERSHIPS

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

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

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

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



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

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

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

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

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

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





HOW WE ANALYSE AND MANAGE RISKS TO OUR COMMUNITIES

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

INTEGRATED RISK MANAGEMENT PLANNING

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

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

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

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

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

LOCAL 'VERY HIGH' RISKS

- Pandemic Influenza
- Energy supply disruptions
- COVID 19

LOCAL 'HIGH' RISKS

- Flooding
- Fuel Disruption
- Severe weather

OUR COUNTY AND COMMUNITIES



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

Bedfordshire occupies a geographically central position within the UK.

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

- Bedford Borough: 476.4 km² (183.9 sq. miles);
- Central Bedfordshire: 715.7 km² (276.3 sq. miles);
- Luton Borough: 43.35 km² (16.74 sq. miles).

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

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

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

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

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

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

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

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

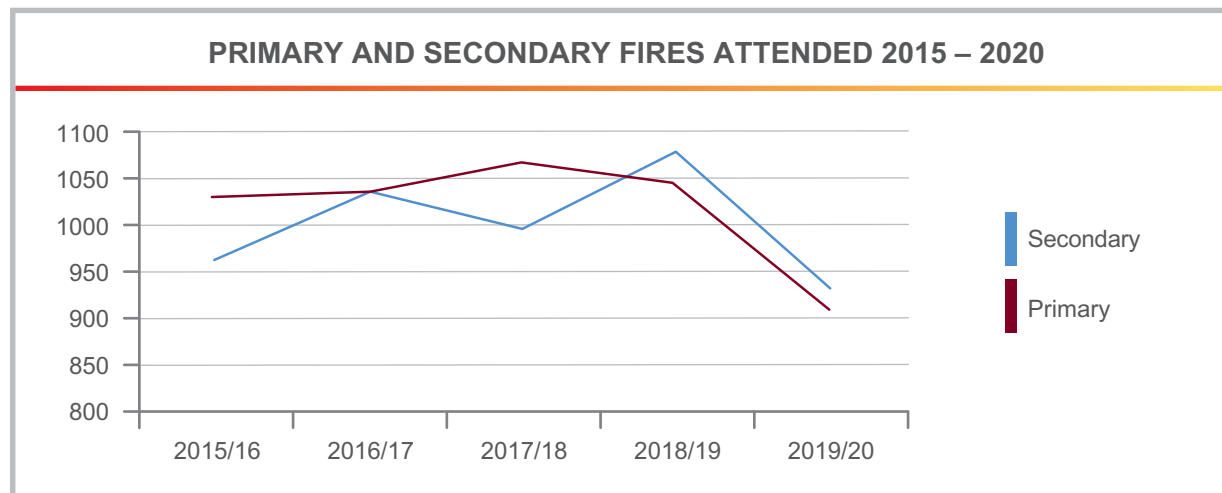
SUMMARY OF RISKS WITHIN BEDFORDSHIRE

FIRE RISK

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

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

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



DWELLING FIRE RISK

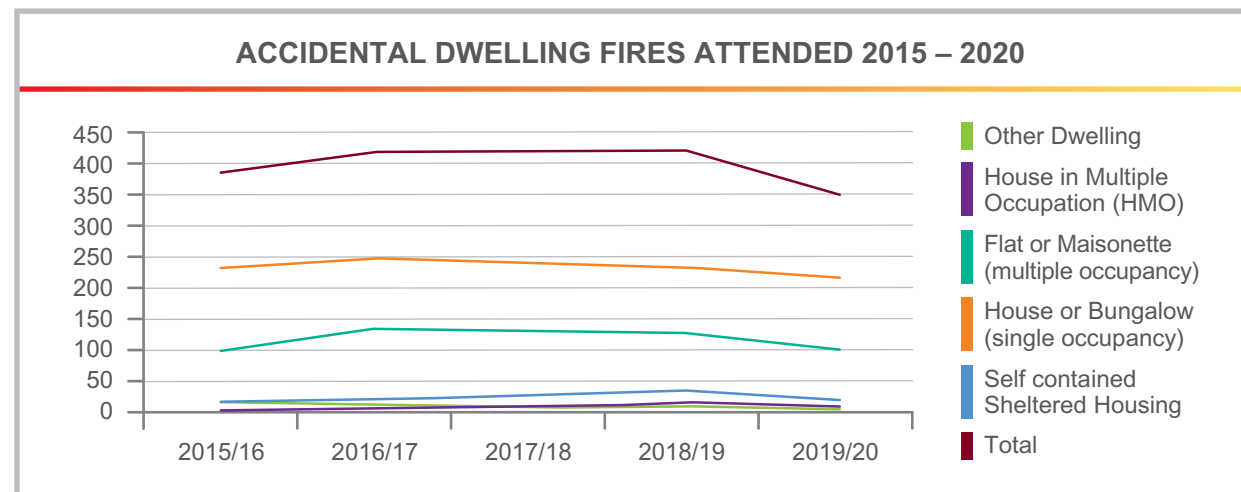
Fires deaths and injuries arising from accidental dwelling fires have reduced significantly over the past decade. We are aware Bedfordshire has a growing and ageing population with the 65+ age group predicted to increase more steeply over the next decade putting pressure on most public services.

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

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

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

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



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

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

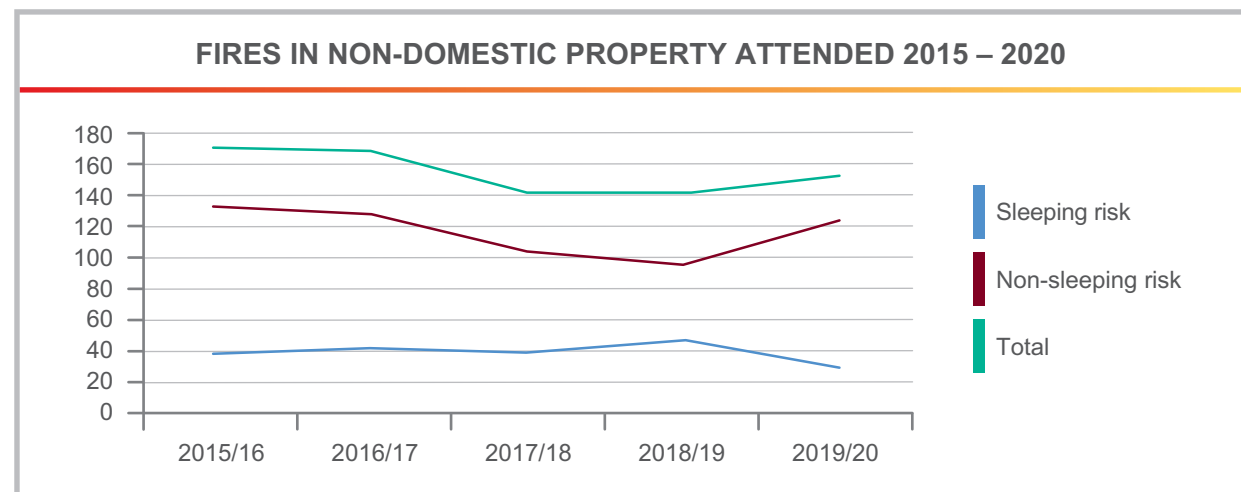
NON-DOMESTIC FIRE RISKS

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

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

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

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



HERITAGE FIRE RISK

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

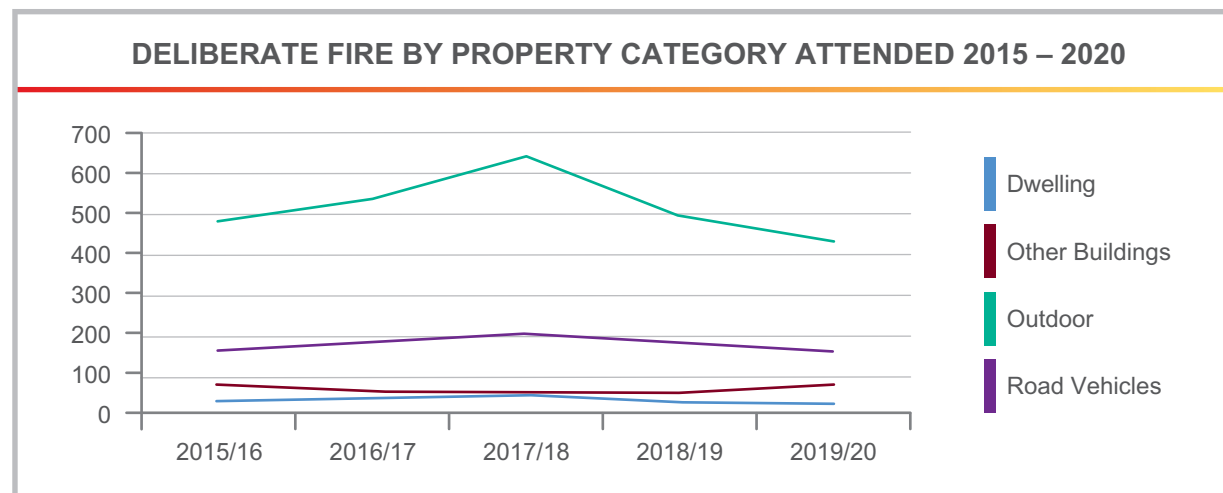
sites to ensure they comply with fire safety legislation and our operational firefighters gather on-site risk intelligence to inform tactical plans. These plans assist with effectively extinguishing any fires and with protecting and preserving these important buildings and their often valuable contents.





DELIBERATE FIRE RISK

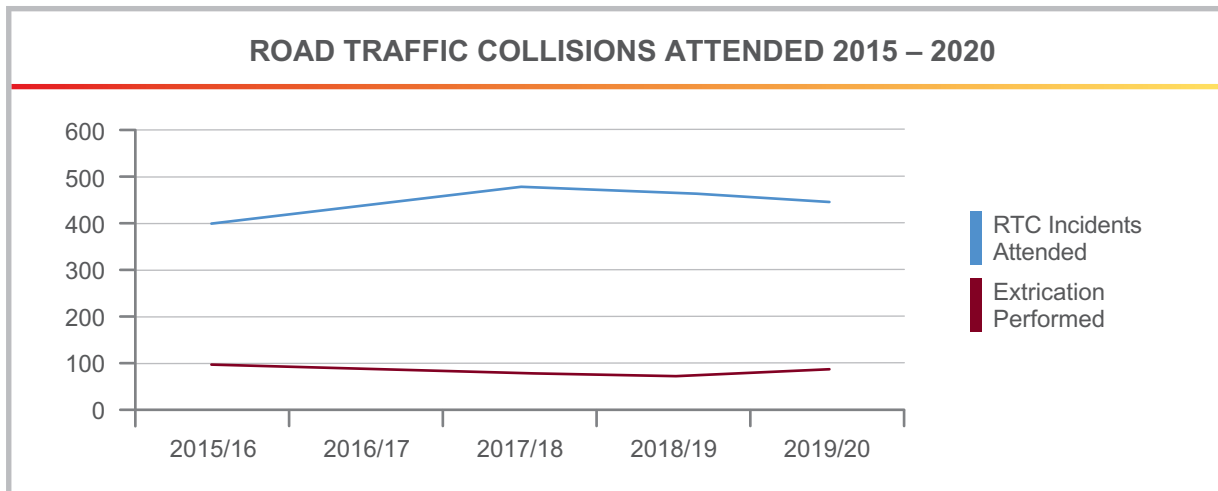
Due to the specific legal definitions associated with the term ‘arson’ the FRS generally refers to fires which are not accidental in nature as ‘deliberate’ fires. In 2019/20 37% of all fires attended by Bedfordshire FRS were determined to be deliberate, this compares favourably to the national average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



SPECIAL SERVICES AND ROAD TRAFFIC COLLISIONS

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

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



RISK OF EXTREME WEATHER

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

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

NATIONAL RISKS

RISK OF TERRORIST ACTIVITY

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

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

HOW WE USE OUR RESOURCES TO MAKE BEDFORDSHIRE SAFER

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

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



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING



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

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

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

PREVENTION STRATEGY





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

Our prevention **priorities** are to:

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

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

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



SAFE AND WELL VISITS

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

ARSON REDUCTION STRATEGY

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

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

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



OUR FIRE CADETS

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



REDUCING THE RISK OF DEATH OR INJURY FROM ROAD TRAFFIC COLLISIONS

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

Examples include:

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

PROTECTION STRATEGY





AIM: PROTECTING PEOPLE AND PROPERTY WHEN FIRES HAPPEN

Our protection **priorities** are to:

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

Our **approach** will be to:

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

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

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

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

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

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

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

RESPONSE STRATEGY





AIM: RESPONDING TO FIRES AND OTHER EMERGENCIES PROMPTLY AND EFFECTIVELY

Our response **priorities** are to:

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

Our **approach** will be to:

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



OUR EMERGENCY RESPONSE STANDARDS

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

For emergency calls, we will:

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

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

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

For road traffic collisions (RTCs), we will:

- Arrive within 13 minutes on 80% of occasions.

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

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

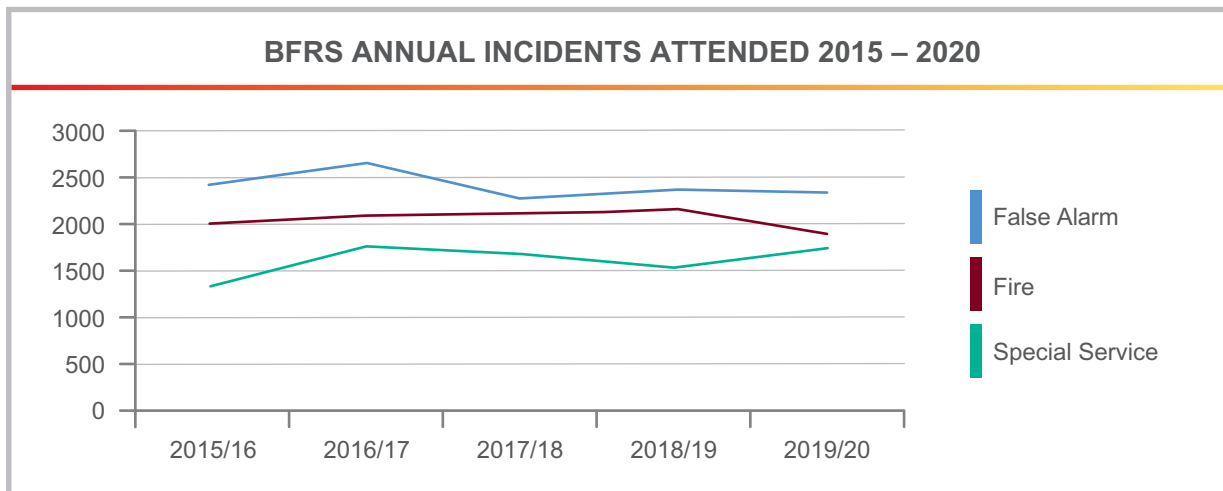
Our response strategy is designed to provide a resilient emergency response if an incident does occur.

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

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

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

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



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

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

PEOPLE STRATEGY





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

Our people **priorities** are to:

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

Our **approach** will be to:

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

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

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

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

ASSETS STRATEGY





AIM: UTILISING OUR ASSETS AND RESOURCES EFFECTIVELY

Our assets **priorities** are to:

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

Our **approach** will be to:

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

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

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

DIGITAL AND DATA STRATEGY





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

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

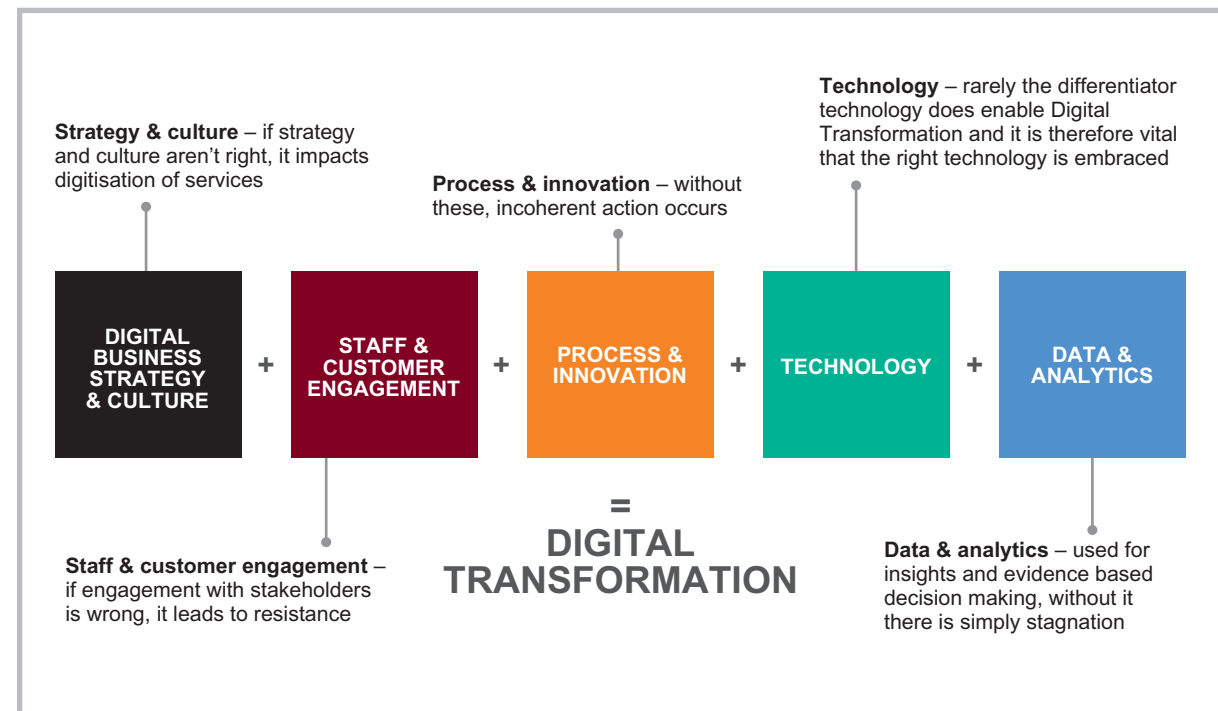
We know we can also improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. Giving staff access to more information will enable us to empower them to take greater ownership in driving improvements in everything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

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

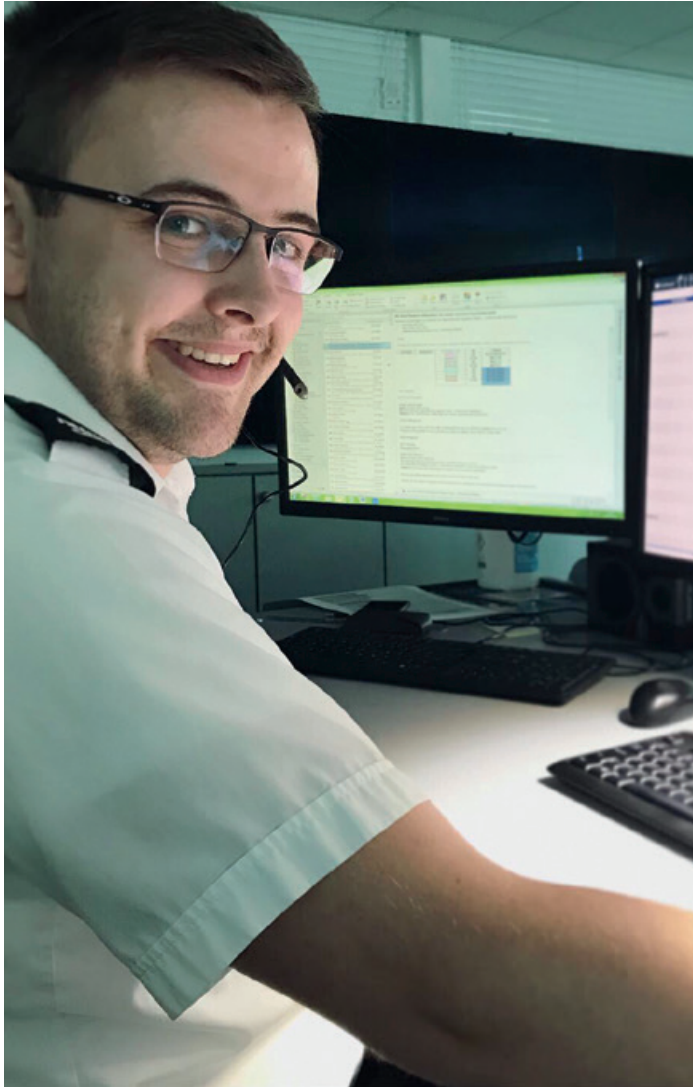
Digital transformation means the integration of digital technology into all areas of an

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

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



Kind permission of ionology



Our digital and data priorities are to:

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

Our approach will be to:

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



FINANCIAL STRATEGY



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

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

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

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

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

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

Our financial priorities are to:

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

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

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

EFFICIENCY SAVINGS

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

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

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

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

REVENUE BUDGET

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

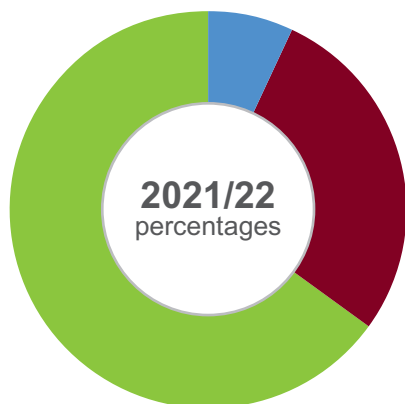
CAPITAL BUDGET

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

Capital projects for this year include:

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

WHERE DOES THE MONEY COME FROM 2021/22



7%

Income

28%

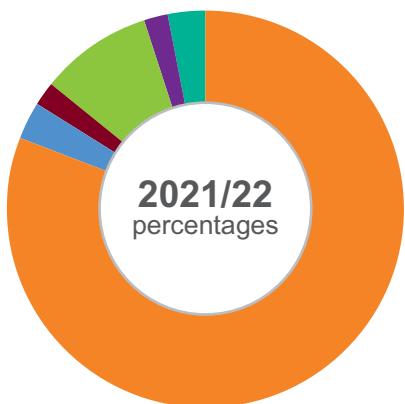
Central and Local Government Funding

65%

Council Tax

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

WHAT THE MONEY IS SPENT ON 2021/22



81%

Employees

3%

Premises

2%

Transport

9%

Supplies and Services

2%

Agency and Contracted Services

3%

Capital Financing

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

ACCOUNTABILITY



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

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

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

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

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

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

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

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

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

CONSULTATION AND ENGAGEMENT



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

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

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

Find out more at www.bedsfirealert.co.uk.



APPENDIX A



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

OUR 2021/22 ANNUAL ACTION PLAN

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

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



PREVENTING



PROTECTING



RESPONDING



EMPOWERING



UTILISING



MAXIMISING

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





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

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



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

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



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

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



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

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



AIM 5: UTILISING OUR ASSETS AND RESOURCES EFFICIENTLY AND EFFECTIVELY

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



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

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

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

HMICFRS December 2018



Bedfordshire Fire and Rescue Service

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