

For Publication

Bedfordshire Fire and Rescue Authority meeting
14 December 2021

REPORT AUTHOR: HEAD OF STRATEGIC SUPPORT AND ASSURANCE
SUBJECT: COMMUNITY RISK MANAGEMENT PLAN DRAFT 2022-23 ANNUAL ACTION PLAN INCLUDING CRMP AND BUDGET CONSULTATION

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Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To give the Fire and Rescue Authority the opportunity to comment on the development and application of CRMP action planning, identify any gaps or duplication; and approve a set of consultation questions to be launched imminently.

RECOMMENDATION:

1. To review and approve:
 - the progress in developing the Authority's Corporate Action Plan forming year 4 of the 2019-23 Community Risk Management Plan (CRMP).
 - proposals for public consultation on the Authority's 2022-23 Budget and the Corporate Action Plan forming year 4 of the 2019-23 Community Risk Management Plan (CRMP).
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1. Introduction

- 1.1 Our CRMP fulfils our obligations under the UK Government's Fire and Rescue Service National Framework 2018.
- 1.2 First published in April 2019 and covering the four years from 2019/20 - 2022/23, our CRMP sets out how we at Bedfordshire Fire and Rescue Service (BFRS) intend to focus our resources to help deliver on our mission to 'provide outstanding fire and rescue services that help make Bedfordshire safer'.
- 1.3 For us, delivering on our CRMP means focusing on the following six aims:
 - PREVENTING fires and other emergencies from happening.
 - PROTECTING people and property when fires happen.
 - RESPONDING to fires and other emergencies promptly and effectively.
 - EMPOWERING our people as we work together to make Bedfordshire safer.
 - UTILISING our assets and resources efficiently and effectively.
 - MAXIMISING use of data and digital solutions to drive improvements

- 1.4 We included 30 actions in our Year 3 action plan for 2021- 22
- 1.5 The Year 4 action plan includes a small number of new actions and a consolidation of actions carried over from Year 3 2021-22. This year we have 23 actions but some of these are amalgamations of others.

2. Background

- 2.1 Draft consultation questions were presented to Members for comment at their Combined Member Development Day on 23 November 2021.
- 2.2 The CRMP was discussed by Corporate Management Team (CMT) on 27th October and 10th November, and in considered in detail at the CMT Away Day on 3rd November 2021.
- 2.3 At the same time we asked each head of service for a top 5 actions for each service area to be considered by 3rd November. This resulted in the identification of 63 actions.
- 2.4 A review of outstanding CRMP actions finds 96 actions were started, ongoing or planned in 2021-22. This is the highest number of actions ever considered. At 1st November the Authority had 39 actions outstanding and on 3rd November we consolidated and rationalised these.
- 2.5 Our approach this year is to:
- Consolidate current actions and rationalise into a more realistic and deliverable package of activity.
 - Consider our mission critical and transformational activities, for example the Emergency Cover Review.
 - Integrate findings from our recent Horizon Scanning exercise from the summer 2021.
 - Review the current CRMP to help plan for the all-new 2023-26 CRMP. This exercise was completed on 8th November.
 - Get ready for integrated budget and CRMP action plan public consultation from December 2021 to January 2022.
 - **Appendix 1** contains our current thinking on the 2022-23 CRMP action plan

3. 2022-23 CRMP Action Plan highlights

- 3.1 Highlights include:
- A number of actions relate to embedding, mainstreaming, continuing and integrating what we already do. See actions 2, 4, 5 and 6.

- Mission critical actions based on CMT discussions are highlighted in **yellow**. Two of these mission critical actions relate to Aim 5: Utilising Our Assets and Resources Efficiently and Effectively.
- Current 2021-22 CRMP actions are highlighted, as is HMICFRS areas for improvement/weaker areas.
- Action 16 has been developed from our Horizon Scanning workshops and is in line with our local councils and other leading Fire and Rescue Authorities and is: We will develop community resilience.
- Action 22 is derived from the Horizon Scanning workshops. The action is to: Create an accurate baseline of energy and water use, waste, and travel so we can reduce our carbon footprint.

4. CRMP and budget consultation

- 4.1 Last year we combined the budget and Community Risk Management Plan (CRMP) action plan consultation process. We intend to do the same this year and ask broader questions giving respondents space to express themselves more freely.
- 4.2 Key features of this year's consultation are about consolidating our learning, plan better, and reach out to more communities and as a result be more proactive and inclusive.
- 4.3 Last year we asked:
- 1) The Fire and Rescue Authority is currently considering a council tax increase of 1.99% for a Band D house. Do you support an increase of below 2%? This would increase the Band D charge for the Fire & Rescue Service from £100.41 to £102.41.

 Yes No
 - 2) The council tax referendum cap/limit for next year is 2%. If this cap is increased in 2022 or a future year above the current limit of 2%, or we are permitted to have up to a financial limit increase (e.g. £5), would you support an increase of more than 2% for a Band D property, to protect and invest in your local Fire & Rescue Service?

 Yes No
 - 3) Are there any other savings, efficiencies, income generation or areas of collaboration that you would suggest should be looked into further?
 - 4) Our CRMP Annual Action Plan for 2021/22 (pages 6-11) sets out the key deliverables underpinning our 6 strategic aims we propose to focus our efforts on delivering over 2021/22.
 - a. Do you agree delivering on these actions will help us achieve our Mission to provide outstanding fire & rescue services that help make Bedfordshire Safer?

Yes No Unsure

b. Is there anything you feel could improve our proposals for 2021/22?

4.4 Our approach this year is to:

- Get better at consolidating our learning, plan ahead better, and reach out to more communities and as a result be more proactive and inclusive.
- Consolidate current and rationalised CRMP actions into a more realistic and deliverable package of activity.
- Consider our mission critical and transformational activities, for example the Emergency Cover Review.
- Integrate findings from our recent Horizon Scanning exercise.
- Review the current CRMP to help plan for the all-new 2023-26 CRMP. This exercise was completed on 8th November.

4.5 Our review of national guidance and noteworthy practice includes:

- [National Fire Chiefs Council CRMP Guidance](#)
- [Home Office Consultation Principles](#)
- [Build back local: Building back better | Local Government Association](#)

4.6 Common principles of all three documents include:

- Consultations should be informative and be written in plain language.
- Consultations are only part of a process of engagement.
- Consultations should last for a proportionate amount of time.
- Consultations should be targeted.
- Consultations should not be leading nor give few options for comment.
- Consult stakeholders in a way that suits them.

4.7 Other fire and rescue services are consulting on their 2022-23 proposals. We examined proposals by:

- Nottinghamshire Fire and Rescue Authority. See [Launch of our CRMP consultation \(notts-fire.gov.uk\)](#)
- Gloucestershire Fire and Rescue Service. See [Have Your Say Gloucestershire](#) and [Have Your Say Gloucestershire](#)
- Oxfordshire Fire and Rescue Service. See [Let's Talk About Your Fire and Rescue Service](#)

4.8 The consultations above all refer to recent Fire Cover Reviews. All new CRMP action plans project a much more inclusive, outward focused and community centred approach.

4.9 Survey consultations do not give an option for Unsure or Don't Know.

4.10 However, these consultations are very lengthy, technical and very detailed and whilst they may provide a rich source of information, they may not be giving consultees enough freedom and space to respond.

4.11 Changes this year include:

- A review and consolidation of what we have learnt from previous years and recent community engagement activity.
- A longer-term focus and consideration of our service value to: Make Every Contact Count.
- More open text questions asking about investment priorities and what the long-term future of the service could look like.
- More face to face engagement with community groups and representatives of vulnerable communities.
- Feedback on our website about what changed as a result of consultation in the form of You Said We Did.

4.12 Proposed Consultation Questions for 2022-23 are:

1) The Fire and Rescue Authority is currently considering a council tax increase of 1.99% for a Band D house. Do you support an increase of below 2%? This would increase the Band D charge for the Fire & Rescue Service from £102.41 to £104.45.

Yes No

2) If in another year the council tax referendum cap is increased above the current 2%, or we are permitted to have up to a £5 increase, would you support an increase of up to £5 for a Band D property to protect and invest in your local Fire & Rescue Service?

Yes No (Free Text Area)

3) Are there any other savings, efficiencies or areas of collaboration that you would suggest should be looked into further? By way of background, we already share some of our estate with the Police and Ambulance Services. We have a shared IT service with Cambridgeshire Fire and Rescue, work with our local Clinical Commission Group (CCG) and collaborate on procurements.

Yes No (Free Text Area)

4) Do you support us prioritising investment in our property based on changes to housing, economic and social change, and the impact of Covid-19 on how we work?

Yes No Free Text Area

- 5) We are planning to run a series of tests to see if we can maximise our resources and see if we have existing fire station in the best locations to deal with changes to community risks following the covid pandemic. For example, we will examine the impact on response standards of mobilising an additional fire engine from different locations and also temporarily basing an existing fire appliance in a different location. These are time-limited pilot activities to gather data and underpin our modelling before making more permanent proposals and we will consider a range of factors. Do you support us in innovating with our fleet and testing different ideas?

Yes No (Free Text Area)

- 6) What should our investment priorities include?

(Free Text Area)

- 7) What should Bedfordshire Fire and Rescue Service look like in 2050?

(Free Text Area)

5. Next Steps

5.1 Our timetable is as follows:

Action	By when	By
Examine and consolidate what we know already about what the public and stakeholders are telling us.	15 th December 2021	HSSA
Develop a list of partners we wish to engage with and consider which ones we want to talk to in more detail. We will work with our local authority partners on this to avoid duplication and consultation fatigue.	15 th December 2021	HSSA
Consider any FRA comments	15 th December 2021	HSSA
UK Government Comprehensive Spending Review (CSR) confirmation	End of December 2021	ACO
Launch 4-week consultation	20 th December 2021	HSSA

carry out any face to face meetings with partners, and with representatives of people with protected characteristics	14 th January 2022	HSSA
Update FRA Executive Committee	20 th January 2022	
Evaluate consultation	28 th January 2022	ACO
Set budget and CRMP Action Plan for 2022-23	10 th February 2022	ACO
Publish Budget and CRMP Action Plan	10 th February 2022	HSSA

Appendix 1 - Emerging shortlist for Community Risk Management Plan Objectives for 2022-23

Aim 1: PREVENTING FIRES AND OTHER EMERGENCIES FROM HAPPENING	
What we want to do	Why we want to do it
<p>1. We will develop a more comprehensive profile of risk in our service area by:</p> <ul style="list-style-type: none"> Revising and updating our Community Risk Analysis (CRA) document that assesses the evolving risks within Bedfordshire, ensuring it captures the impacts of the Covid19 pandemic; (current CRMP action 73) Engaging better with our local communities and find out what risks they face; (HMICFRS AFI 1) (CRMP action 79) developing a customer insight tool which will give us a refreshed analysis of the population of Bedfordshire's at-risk groups; (CRMP Action 45) Ensuring firefighters have vital information about buildings and other installations available to them when they need it. (CRMP action 52) 	<p><i>We will identify and assess the full range of foreseeable fire and rescue risks our community faces. As a result, we will continue to target our fire prevention and protection activities to those who are at greatest risk from fire and make sure fire safety legislation is being enforced.</i></p>

<p>This will allow us to target our prevention work at people most at risk (HMICFRS AFI 2)</p>	
<p>2. Embed our new paperless Safe and Well system in line with the latest national guidance on the person-centred approach to home fire safety visits.</p>	<p><i>Our new paperless system represents a step change in how we manage our resources effectively and target them most at risk. Our station productivity assessment finds we need to more to reduce the administrative burden on our front line staff. Our new paperless Safe and Well system is an excellent way of doing this. At the same time, we need can satisfy ourselves we are looking at the right things when our staff do their visits.</i></p>
<p>3. Improve quality assurance processes for safe and well activity to ensure that prevention work is effectively targeted, prioritised and delivered to the highest standards. (HMICFRS AFI 3)</p>	<p><i>Our Safe and Well Visits are reducing risks from fire, falls, alcohol, crime, bad weather and other health problems. By understanding the impact of our work to gain a better insight into what works well and why will enable us to demonstrate impact and in ensuring we maximise our resources.</i></p>
<p>4. Continue to improve our evaluation of prevention and activity in line with the latest national guidance in order to ensure our approach is effective in reducing risk in the community. (includes HMICFRS AFI 5)</p>	<p><i>We need to demonstrate we are working in line with national good practice.</i></p>
<p>AIM 2: PROTECTING PEOPLE AND PROPERTY WHEN FIRES HAPPEN</p>	
<p>What we want to do</p>	<p>Why we want to do it</p>
<p>5. Continue to develop more efficient and effective processes to administer and oversee our risk-based inspection programme. This includes maintaining our investment in reviewing & refining our risk-based building inspection programme in line with the latest national guidance. HMICFRS AFI 4) and (CRMP action 78 and 81)</p>	<p><i>To maximise the positive impact on our communities, in particular the business community and make the best use of our resources. To embed our fire safety management IT system, refining our databases to improve intelligence of premises.</i></p>
<p>6. Continue to improve quality assurance processes in order to ensure that protection work is consistently carried out to the highest standards.</p>	<p><i>Our risk-based inspection programme is reducing risks and supporting the economic wellbeing of our communities. By understanding the impact of our work to gain a better insight into</i></p>

	<i>what works well and why will enable us to demonstrate impact and in ensuring we maximise our resources.</i>
<p>7. Continue to refine our processes for effectively targeting protection activity towards higher risk premises in line with the latest national guidance. This includes developing an enforcement plan.</p> <p>(HMICFRS AFI 6)</p>	<p><i>We need to demonstrate we are working in line with national good practice. We have implemented a new fire safety management system and 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 and accurate information on those premises in Bedfordshire to which the Regulatory Reform Order applies.</i></p>
<p>8. Continue to invest in improving our protection capability and developing the competence of those undertaking protection work. this includes expanding our specialist Protection team & introduce different ways of working to attract, retain and train staff.</p> <p>(CRMP action 79 and 80)</p>	<p><i>Expand the skills and capabilities of our specialist Protection team and introduce different ways of working to attract and retain more operational staff to support the new Fire and Building Safety legislation. 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.</i></p>
AIM 3: RESPONDING TO FIRES AND OTHER EMERGENCIES PROMPTLY AND EFFECTIVELY	
What we want to do	Why we want to do it
<p>9. Improve On-Call availability including:</p> <ul style="list-style-type: none"> • rebooting the oncall project to include a wider scope, examine parity of pay and reward, and get to the heart of the issues; (CRMP action 85) • ensuring it is using our on-call crews effectively to respond to incidents based on risk; (HMICFRS AFI 7) • empowering more autonomy and decision making to on-call station; and • involve our oncall staff in finding solutions. 	<p><i>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 and rescue services, we find it challenging to recruit & retain people so need to develop new innovative ways of working to improve the availability of our On-Call appliances.</i></p>

<p>10. We will use the outcomes from our emergency cover review, develop options for improving our emergency response cover to meet current and future risks and demand. This will include our reviews of</p> <ul style="list-style-type: none"> • Productivity (HMICFRS AFI 10) • Estates and property; (CRMP action 96 and 97) • Flexible Duty System (CRMP 88) • specification and capability of our standard fire appliances. (CRMP action 86) • Specialist appliances; (CRMP action 87) • Finance; and • Risk and Workload Modelling (CRMP action 54) 	<p><i>We will develop our planning process by using a simulation model of our service to predict the impacts of potential changes. This enables us to ensure that we have the right resources in the right places at the right times to respond effectively and efficiently. Some of the questions this will address include:</i></p> <ul style="list-style-type: none"> • <i>Where is the optimal location for a station?</i> • <i>What is the ideal balance between on-call and wholetime resources?</i> • <i>How will housing or infrastructure changes affect response?</i>
<p>11. Step up the implementation of National Operational Guidance including the integration of regional product packs as hosted on UKFRS.</p>	<p><i>We will continue to adapt, integrate and rationalise operational policy in line with appropriate national guidance.</i></p>
<p>11. 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. (CRMP action 89)</p>	<p><i>A multi-agency information cell (MAIC) will not need to be established at the start of every incident involving a tactical and strategic co-ordinating group, but the multi-agency response to complex and/or protracted incidents should be supported with a multi-agency information cell (MAIC). The multi-agency information cell (MAIC) may come together in either a physical, co-located form, or in a virtual form.</i></p>
<p>AIM 4: EMPOWERING OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER</p>	
<p>What we want to do</p>	<p>Why we want to do it</p>
<p>13. We will ensure safe systems of work and empower our staff by:</p> <ul style="list-style-type: none"> • developing the contaminants project through the contaminants working group; and • delivering our new Tactical Firefighting training programme for Breathing Apparatus use and maintenance. 	<p><i>To further develop our safety critical training and ensure we are up to date with the latest techniques whilst following National Operational Guidance and best practice</i></p> <p><i>With research indicating an emerging risk to firefighters and to the Organisation, provide strategic direction and ownership for the reduction of risk associated with exposure to fire effluents and the work streams identified through the CWG.</i></p>

<p>14. We will recruit, develop and retain the most talented people by integrating and mainstreaming all new HR policies (CRMP action 59) and practices including:</p> <ul style="list-style-type: none"> • health surveillance for operational staff; • disciplinary procedures; (CRMP action 28) • integrating learning from the covid-19 pandemic; (CRMP action 91) • the identification, development, reward and support to all high potential staff across the organisation; (HMICFRS AFI 14) (CRMP action 92) • mental health awareness programmes for managers to support their staff; and (CRMP action 90) • the results of our benefits and recognition survey to ensure it reflects what our workforce finds valuable to enable us to. 	<p><i>Our workforce is truly our biggest asset, so it is important we look after them. Staff will be encouraged to get involved in developing and using health surveillance because it is only effective with their co-operation. Workplaces where employees are involved in taking decisions about health and safety are safer and healthier. Collaboration with staff on health surveillance will help all of us manage the workforce in a practical way by spotting workplace risks, finding practical solutions, and increasing the level of commitment to health surveillance and control measure.</i></p> <p><i>To expand & promote the range of mental & physical well-being support services we provide for our staff.</i></p> <p><i>To 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.</i></p>
<p>15. We will facilitate open and safe conversations with staff and Members to understand, influence behaviour and embed equality, diversity and inclusion. innovative approaches such as inclusive staff forums will be further developed (CRMP action 93). Supporting those with neurodiversity challenges is a high priority.</p> <p>We will use any feedback and insight to develop more robust processes to undertake equality impact assessments. (HMICFRS AFI 13)</p>	<p><i>The definition of neurodivergence is broad and within the range of conditions covered there is huge variation in the impact of any one of them on daily life. For example, people with autism can have increased memory ability and other specialist individual skills, including reading, drawing, music and computation, while people with dyslexia can have strong practical skills, visual-spatial skills and storytelling ability. However, individuals with neurodivergent conditions may experience difficulties with language and speech, motor skills, behaviour, memory, learning and other neurological functions.</i></p> <p><i>Alongside the need for signposting more formal support and training, people with neurodiversity challenges can make a powerful plea for their managers to make full use of their ‘soft skills’ – listening, empathy and compassion. By managers routinely listening to staff and knowing where to find help and support for colleagues, many immediate needs could be understood and met.</i></p>

<p>16. We will develop community resilience by:</p> <ul style="list-style-type: none"> • Expanding our Volunteer Scheme to improve engagement with communities and increase our capacity to deliver our prevention activities. (CRMP action 75) . 	<p>We believe recruiting volunteers to work alongside our staff can help us reach out to and better reflect the diverse communities we serve, helping improve the quality of our services and target people who live in circumstances that make them vulnerable.</p> <p>Our Horizon Scanning workshops from July 2021 identified community resilience as a key future risk and opportunity to support communities to help themselves and take more responsibility for their own safety.</p>
<p>AIM 5: UTILISING OUR ASSETS AND RESOURCES EFFICIENTLY AND EFFECTIVELY</p>	
<p>What we want to do</p>	<p>Why we want to do it</p>
<p>17. Update and develop our policy on fleet, its management and its maintenance including effective consideration of:</p> <ul style="list-style-type: none"> • Government announcements banning the sale of petrol and diesel cars from 2030; (CRMP action 98) • a set of Key performance indicators to measure our response, repair and fleet effectiveness; • fleet and asset management tracking (CRMP action 33); • vehicle MDT and CCTV systems to enable remote viewing and downloading of data; and (CRMP action 100) • regular review and evaluation to maximise potential efficiencies (HMICFRS AFI 12) 	<p><i>We need to demonstrate we have the right fleet and equipment in the right place with the right capabilities that suit local risks. This includes developing a replacement plan and supporting project team for type B and other Fire appliances based on the completed review of specialist appliances and equipment.</i></p> <p><i>In addition to our standard fire appliances, we maintain a range of specialist appliances and equipment across Bedfordshire including aerial ladder platforms, water carriers and heavy rescue & water rescue boats. We intend to review the disposition and capabilities of these specialist appliances to ensure they continue to meet the risks & demand within Bedfordshire.</i></p> <p><i>We need to monitor our performance and response to vehicle and equipment defects ensuring that we reduce the time that vehicles and equipment is unavailable.</i></p>
<p>18. our procurement staff will work with local and regional colleagues to support our strategic aims by procuring:</p> <ul style="list-style-type: none"> • new Breathing Apparatus sets and associated equipment including exploring telemetry technology; • an electronic Appraisal system; and • a website that supports Transparency and have excellent site navigation, showcase our new brand identity, and be accessible to all members of the community. 	<p><i>To improve Firefighter safety by introducing new telemetry technology and BA sets that are both innovative and improved. The Team's role is to support and facilitate the organisation to achieve its objectives and deliver the best service they can to the local community.</i></p> <p><i>A good website is the shop window to the service and should tell people about what we do and help support people keep themselves safe. BFRS is also completing a rebranding that gives a fresher, more</i></p>

	<p><i>modern, and engaging image. With BFRS is also taking a leading role on the NFCC Digital workstream and will need to demonstrate we are practicing what we are preaching.</i></p>
<p>19. We will ensure operation resilience by conducting effective reviews and evaluation of:</p> <ul style="list-style-type: none"> • Emergency Cover including integrating the results of our reviews of specialist appliances, estates, oncall shift systems, and station productivity; • Oxygen therapy equipment; • Technical support unit; and • technological advancements in hydraulic rescue equipment protective equipment requirements for Water First Responder and Water Technicians; and • Business Continuity Arrangements so that the Service is resilient and aligned to ISO 22301. (HMICFRS AFI 9) 	<p><i>To improve our capabilities at Road traffic collision and ensuring that we can resolve incidents as quickly and safely as possible. To support partners and seek efficiency savings through collaborative working with EEAST</i></p> <p><i>To ensure that the service capability for dealing with complex patient incidents remains functional, effective and in line with EEAST.</i></p> <p><i>To enhance firefighter safety and our rescue capability for water incidents</i></p> <p><i>To ensure that we comply with our duties under the Civil Contingencies Act and following feedback from HMICFRS. Serious reputational risk if our BC arrangements are found to be inadequate. It is a requirement of the Civil Contingencies Act 2004 and the Fire and Rescue Services Act 2004 that Fire and Rescue Services (FRS) have appropriate business continuity arrangements in place, so that a required level of response can always be maintained.</i></p> <p><i>The main principles of business continuity are in identifying critical activities and any threats to them, developing a plan which sets out how the Authority will maintain services, and to train staff and exercise plans, so the Authority can be</i></p> <p><i>confident planning arrangements will work. Effective business continuity should be</i></p> <p><i>embedded into organisations so that its application becomes second nature to staff</i></p>
<p>20. We will ensure financial resilience, anticipate potential funding pressures arising from the Covid19 pandemic and the 2021 Comprehensive Spending Review, by identifying a range of potential efficiency options to maintain front line services. As a result, we will continue to develop our medium-term financial plan and supporting elements. (CRMP action 99)</p>	<p><i>To ensure we can deal with new funding pressures, afford bids, and maintain financial resilience in the longer term. determining financial resilience is not an exact science but what we do know is that fire and rescue services need a sound strategic approach to inform decision-making.</i></p> <p><i>To ensure that there is a robust, balanced, medium term financial plan with efficiency options, appropriate reserves & an Authority</i></p>

	<p><i>that is providing value for money.</i></p> <p><i>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.</i></p>
<p>21. BFRS will continue to explore collaboration opportunities with other public sector partners with the aim of driving value for money, promoting sustainable services and improving outcomes for the community of Bedfordshire. This includes exploring collaborations on:</p> <ul style="list-style-type: none"> • Joint vehicle workshops; • expanding the successful Falls Team pilot established in January 2020. (CRMP action 77); • joint fire investigation teams for the Bedfordshire, Cambridgeshire and Hertfordshire area in collaboration with Police, Cambridgeshire and Hertfordshire FRS 	<p><i>By working collaboratively, we can share information and expertise and in doing so maximise our resources. Emergency Services have a strong track record of working together in immediate emergency situations. However, communities are changing and the impact of the Covid-19 pandemic on communities is significant. We need to be more agile and smarter in spotting these changes. In addition, we must navigate a complex partnership landscape and a clearer strategic approach will help us understand how our communities are changing and identify any gaps in community engagement. As a result, we can work with any new partnerships that might help us deliver services better.</i></p>
<p>22. Create an accurate baseline of energy and water use, waste, and travel so we can reduce our carbon footprint and</p>	<p><i>We see a clear public interest in reducing carbon emissions. Our Horizon Scanning workshops from July 2021 identified the environment as a key future risk and opportunity to reduce carbon emissions. This baseline should identify the sources of the Service's emissions such as consumption from energy, fuel and water and establishes a baseline target derived from year 2021/22 against which progress will be measured. It should set out the Service's approach towards carbon management and climate change mitigation and will form a key part of the Service's Environmental Management System and identifies key actions to take in order to meet carbon emission targets.</i></p>
<p>AIM 6: MAXIMISING USE OF DATA AND DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT</p>	
<p>What we want to do</p>	<p>Why we want to do it</p>
<p>23. Embed new ways of working in the organisation to improve efficiency and effectiveness including:</p>	<p><i>We need to make it as easy as possible to work effectively. To ensure that we consider the demand for remote working and to seek opportunities for efficiencies and productivity gains.</i></p>

<ul style="list-style-type: none"> • increasing the number of E-forms, improving Business Process Automation, and reducing system duplication; • Identifying new & innovative ways for delivering training utilising virtual and augmented reality technology, which will enable us to deliver immersive training in a COVID secure way; (CRMP action 102) • integrating risk management, benefits realisation, and resourcing requirements into complex ICT projects to assure ourselves our ICT systems are resilient, reliable, accurate and accessible; (HMICFRS AFI 11) • Introducing more effective telephony and voice communication technology throughout the organisation; and • Strengthening our Customer Relationship Management (CRM) capability to better manage our interactions with the public and partners (CRMP action 69) 	
<p>24. We will support our operational staff more effectively by delivering new technological capabilities including:</p> <ul style="list-style-type: none"> • new operational debrief software to improve the way in which we record the outcomes of operational debriefs and capture the learning. • new digital fire ground communications to increase Fire Fighter safety 	<p><i>To ensure that the learning outcomes from operational debriefs are captured and recorded in the most effective manner, in order to assist in developing new operational policies, equipment, audit processes and improving firefighter safety.</i></p> <p><i>To improve Firefighter safety by enhancing the communications on the fire ground, ensuring that messages are exchanged seamlessly and constantly received.</i></p>
<p>25. Continue to develop our virtual training capability in order to provide command simulation scenarios for all operational commanders as realistic as possible.</p>	<p><i>To explore new ways of delivering training to adopt new and innovative ways of working.</i></p>
<p>26. Integrate and fully utilise the Business Management Information System (BMIS) across the organisation and use it as a tool to support transformational change. (CRMP action 103)</p>	<p><i>BMIS represents a step change in how we understand and manage performance and will assist in improving accountability and in supporting new ways of working. BMIS has been an important investment by the Service, and we need to develop the internal capacity to support its integration.</i></p>

	<i>Further strengthen our data insight & analysis capabilities through the introduction of an updated business management information system.</i>
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STEVEN FRANK
HEAD OF STRATEGIC SUPPORT AND ASSURANCE