

For Publication

Bedfordshire Fire and Rescue Authority  
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**SUBJECT:** PORTFOLIO LEADS UPDATE (RESPONSE)

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Background Papers: None

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**PURPOSE:**

The purpose of this report is to update members of the Fire & Rescue Authority (FRA) on the latest things happening to Response services in 2021-22. The work highlighted in this report will act as a foundation to launch us into the new fiscal year and ensure we have the right people in place for tackling our Community Risk Management (CRMP) priorities and projects, whilst continuing to operate in a challenging global pandemic.

**RECOMMENDATION:**

That Members acknowledge the content of this paper.

1. Background

- 1.1 Response have undertaken an temporary restructure during December 21 and extended this through to 2022-23 to make us more agile and able to respond to demands placed on us during the global pandemic. We have also released a Station Commander to work more flexibly with the Head of Strategic Support and Assurance (HSSA) on various assurance projects.

- 1.2 A more formal preference and posting exercise was conducted during the same period as this emergency restructure. This has allowed the promotion of all candidates eligible for promotion in promotion pools creating stability for individuals and the organisation.
- 1.3 Our Deputy Chief Fire Officer (DCFO) and Head of Response (HOR) have begun working on detailed business cases to develop further, Luton pump trial, A1 Roaming pump as well as Collaboration work with the East of England Ambulance Service (EEAST) and the other six FRS in region to support the ongoing global pandemic.
- 1.4 Existing CRMP priorities including the On Call project and implementation of National Operational guidance will be refreshed with extra resourcing and a sharper focus on results.

## 2. Preference and Posting Exercise

- 2.1 Response have seen some interim changes to help us respond to challenges posed by the pandemic whilst maintaining progress on several projects. We have reverted to a North and South Command structure to simplify reporting lines. This was reviewed in January 2022.
- 2.3 CMT carefully considered a range of factors when deciding where to post people including past appraisals, their preferences, skills and knowledge, promotions and retirements and identified organisational needs.
- 2.3 The new postings and structure release some capacity for project work for EEAST and On Call improvement as well as building business cases for the first parts the risk cover review project work.

## 3. Promotions

- 3.1 The senior team listened to feedback at Officers Forums and Leadership meetings about promotions and the number of people in temporary posts and have committed to promoting all temporary SC and GC in the promotion pools.
- 3.2 We have carefully considered the promotion and retirement profile of the Service when planning these promotions. These promotions took place from the 1st February 2022, this is before the proposed posting exercise to allow us to move forward with a new round of middle manager selections in the next fiscal year.

3.3 The DCFO and HOR was pleased to announce the following substantive promotions:

- Robert Hulatt- GC Prevention
- Steve Fowler- SC continues in current temporary Prevention post
- Matt Blanchard- SC Kempston / Ampthill / Biggleswade
- Simon Daniels- SC Fire Control / Sandy
- Chris Molloy- SC Response Support
- Anthony Doherty- SC Luton / Toddington
- Mark Garrett- SC Workplace Development

#### 4. Projects Business cases

4.1 We are developing our business case to carry out two pilots, both will focus on the balance of Prevention, Protection and Response activity:

- Base a fire appliance in the Luton Borough Council area to an alternative temporary location in the northern part of Luton at key times to test how this affects response times and response standards – including all incident types and first and second appliance performance; and
- Position an additional appliance within the Eastern part of the county during specific time periods to examine the impact of mobilising from various locations on response times and response standards. This may inform both crewing requirements and an optimum location for a new community fire station.

4.2 Response will work to help the 6 Eastern Fire and Rescue Services achieve consistency in supporting pressures across the operating environment specifically in Health while the global pandemic continues. BFRS are leading a piece of work to produce an Emergency Medical Response Concept of Operations paper setting out the process for Fire and Rescues Service managing and maintaining emergency medical response capability and the coordination of this response with the East of England Ambulance Service Trust (EEAST).

4.3 Our Emergency Medical Response Concept of Operations paper serves as a basis for coordination between EEAST and the six Fire and Rescue Services which form the Eastern Region (Bedfordshire FRS, Hertfordshire FRS, Cambridgeshire FRS, Suffolk FRS, Norfolk FRS Essex FRS) in meeting EEAST's Emergency Medical Response throughout the pandemic. It will

only be targeted at areas where data shows we can have the greatest impact saving lives while colleagues in Health are under intense pressure (It will always be done on a voluntary basis)

- 4.4 On-Call improvement will be redefined to build upon and compliment the work done since it's inception. We recognise some of the challenges have continued and we are yet to fully realise some of the transformational work we set out to achieve in 2015. Focus for delivery will sit with the new Operations North Commander with full support from the project team. Lessons learnt are being compiled and a realistic set of new deliverables agreed with cross functional delivery teams pulled together from across BFRS.
- 4.5 We recognise all of this is only possible with support from the BFRS project team and all functional areas. DCFO and HOR are keen no new project work is taken on until we have finalised work already started on phasing these projects across the year, giving visibility of project work and capacity of individuals and teams across all our functional areas. We expect to have detailed timelines worked up before the postings exercise goes live in April.

## 5. Next Steps

- 5.1 Some of the work earmarked for being started in April 2022 includes building detailed business cases for the pilots for different response options in Luton and the Eastern part of the County. We also want to recognise the pressure the pandemic has created and the different operational conditions we are working in. To better react to this, we will continue to support EEAST (East of England Ambulance Service Trust) and of course restart the On Call improvement project to increase our own operational performance and resilience.

We are pleased to see several projects move to completion and become BAU including:

- Gartan phase 2
- Airbus Command support software roll out
- ESN mobilising project

**STUART AUGER**  
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