

## **PROPOSED LEAD MEMBER AREAS**

### **Prevention and Protection (DCFO Chris Bigland)**

- Using a range of quantitative and qualitative analysis, we produce our Community Risk Analysis (CRA) document to help inform our work and 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. We also work hard to improve our understanding of community risk through better and more innovative engagement with our diverse and hard to reach communities;
- We work to PREVENT fires and other emergencies from occurring in the first place with our firefighters, other front-line staff and partners undertaking thousands of safe and well visits each year, delivering fire and road safety talks in schools, and working with partner agencies to inform our communities about fire and road safety and reduce arson. Our vital role in safeguarding children and adults is also part of this portfolio;
- We also work to PROTECT people when emergencies do happen with our firefighters and fire safety officers undertaking inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary. The outcomes from the Building Regulation Review and the Public Inquiry into the Grenfell Tower tragedy have led to greater interest and investment by the Govt to expand our work in this important area.

### **Emergency Response (DCFO Chris Bigland)**

- 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 and our priority is to always ensure we always provide an effective and timely response;
- We know from our emergency cover review analysis we need to improve response times and invest to keep pace with the growth across our county and the evolving risk profile locally and nationally. Like many services, maintaining availability of our on-call fire appliances is challenging and remains a top priority as does the ensuring the range of specialist capabilities we have to deal with more complex incidents and emerging risks such as climate change and electric vehicle fires.
- Although the long term trend for fires is reducing, the number of other incidents we attend are increasing, due primarily to undertaking more collaborative activity in support of our partners and through expanding our capabilities to deal with a broader range of incidents (e.g., forced entry for medical emergencies, co-responding and falls, and assisting the Police with missing persons), which we believe will help future-proof our Service by diversifying our 'offer' to UK plc.
- Our organisational resilience is dependent on working closely with the National Fire Chiefs Council (NFCC) and multi-agency and cross-border partners to develop policies, plans and procedures and to regularly exercise these. Our approach is to continually drive improvement and organisational learning through

effective debriefing of these exercises and incidents and to take learning from other services shared through the NFCC's national and joint organisational learning frameworks.

### **People & Culture (ACFO Alison Kibblewhite)**

- Our staff are our greatest asset, so if we are to have any chance of achieving our ambitions, it is essential we are visibly investing in our people to be the best they can be, so they can serve our communities better. We strive to be an employer of choice, recruiting, retaining and developing a highly skilled and diverse workforce who uphold and model our values;
- We seek to foster a positive and inclusive learning culture which responds positively to change and where all staff have a voice and provide a safe and healthy working environment with low absence, accidents and injuries;
- As well as investing in providing all our staff with the best training and development opportunities, we also need to develop our managers to value, lead, motivate, develop and empower their teams to be the best they can be;
- Our strategic planning and performance management framework needs to keep pace with the demands of a modern fire and rescue service, supported by effective programme and project management arrangements.
- We strive to develop all our people to consistently demonstrate the behaviours in the code of ethics, the behaviours which underpin the Service values and possess a shared understanding of the value of diversity, consistently demonstrating the behaviours, skills, knowledge, and attributes required in a modern fire and rescue service.

### **Physical and Digital Assets (ACO Gavin Chambers, T/DACO Jason Tai)**

- Our Assets and Environmental Strategy seeks to ensure we are supporting our staff to perform in their roles by providing the right vehicles, equipment and PPE, in the right place, at the right time and housed in modern, inclusive and fit for purpose buildings.
- This Service has invested in providing innovative new vehicles and equipment to improve efficiency and effectiveness and to keep our staff safe. When investing we are mindful of our duty to collaborate and we are used to challenging and achieving value for money on everything we buy. We look for innovation and the best deals available to meet our specified needs and support the national procurement agenda wherever there is a clear business case to do so, always seeking to specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, and providing value for money;
- Our estate consists of fire stations, stores and workshops, training venues, office buildings and some houses. The majority of these were built in the 1950s and 1960s and are showing their age. Despite making alterations to our fire stations to make them better to work in and more inclusive to meet the needs of our

diverse workforce, and to facilitate sharing with our partners, many simply do not meet our current and future needs. The Covid pandemic has led us to change how and when we use our buildings, and we are keen to reduce our running costs and carbon footprint.

- We have secured agreement to establish a Blue Light Estates strategy for Bedfordshire which puts co-location and collaboration at the heart of our estate's investment plans for the next two to three decades.
- Investing in the right Digital, Data and Technology (DDaT) solutions can act as real enablers, not only speeding up our processes but also insight richer insight into many areas thereby allowing more evidence-based decisions to be made about where best to utilise our limited resources to the greatest effect. For us, digital transformation means the integration of digital technology into all areas of an organisation, fundamentally changing how we operate and deliver value to our customers. Our DDaT strategy underpins all BFRS business from front-line response to the targeting of our community interventions; from how we manage risk to how we look after our most important asset, our people. We aim to be a digital by design organisation also known as Digital First.

#### **Finance, Productivity and Efficiency (ACO Gavin Chambers)**

- 'Making Every Penny Count' is one of our 6 strategic commitments within our CRMP and financial sustainability is the top-rated threat according to our strategic risk assessment. Although we have proactively delivered changes to ensure the continuity of our core services whilst delivering the required savings and efficiencies in recent years, the future financial outlook remains challenging and we continue to plan accordingly.
- All FRS in England have national productivity and efficiency targets for the 2021/22-2024/25 Spending Review period, namely to create 2% of non-pay efficiencies and to increase productivity by 3% in this period.
- Alongside these, we need to ensure a balanced budget over the medium term and minimise drawdown on our reserves to protect them for investment in key assets such as our vehicles, equipment and buildings.
- Recent pay awards and the ongoing high levels of inflation present additional challenges.
- To help achieve this we have established a Productivity and Efficiency Board, chaired by the Assistant Chief Officer/FRA Treasurer, to oversee the identification and delivery of improvements in productivity and efficiency, opportunities for redirecting resources to improve the wide range of services we provide and to enable investment in our CRMP priorities.
- Generating income is an area that should not be overlooked when it comes to responding to austerity and adopting a more commercial mindset has identified a number of potential revenue streams, particularly in terms of collaborating with other public sector partners.