

Public Document Pack



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

Bedford Borough Councillors: C Atkins, M Headley and J Mingay

Central Bedfordshire Councillors: F Chapman, J Chatterley, P Downing, P Duckett and D McVicar

Luton Borough Councillors: D Franks, T Khan, R Saleem and Y Waheed

A meeting of **Fire and Rescue Authority** will be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Wednesday, 19 July 2017** starting at **10.00 am**.

John Atkinson
Secretary

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Secretary/ Monitoring Officer	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct.
3.	Communications	Chair	
4.	Minutes	Chair	* To confirm the Minutes of the meeting held on 25 May 2017 (Pages 1 - 6)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Audit and Standards Committee 14 June 2017	Cllr Chapman	* To consider a report (Pages 7 - 18)

Item	Subject	Lead	Purpose of Discussion
7.	Service Delivery Policy and Challenge Group 15 June 2017	Cllr Mingay	* Consider a report (Pages 19 - 28)
8.	Corporate Services Policy and Challenge Group 21 June 2017	Cllr Headley	* To consider a report (Pages 29 - 44)
9.	Human Resources Policy and Challenge Group 29 June 2017	Cllr Waheed	* To consider a report (Pages 45 - 54)
10.	Collaboration Working Group	DCFO	* To consider a report (Pages 55 - 60)
11.	Annual Overarching Performance Report Year End 2016/17	CFO	* To consider a report (Pages 61 - 68)
12.	Inclusive Fire Service Group - Suggested Improvement Strategies	CFO	* To consider a report (Pages 69 - 80)
13.	Information Bulletin	CFO	* To consider a report (Pages 81 - 86)

Next Meeting

10.00 am on 16 October 2017
at Lecture Theatre, Dunstable
Community Fire Station,
Brewers Hill Road, Dunstable
LU6 1AA

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

For Publication

Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 4

BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

25 MAY 2017

PRESENT

Councillors C Atkins, F Chapman, J Chatterley, P Downing, P Duckett, D Franks, M Headley, T Khan, D McVicar, J Mingay, R Saleem and Y Waheed

17-18/fa/002 APOLOGIES

An apology for lateness was received from Councillor Chapman.

An apology for absence was received from Kathryn Holloway, the Police and Crime Commissioner for Bedfordshire.

17-18/fa/001 MEMBERSHIP

The Secretary and Monitoring Officer reported that there had been two changes to the membership from the previous year. Luton Borough Council had appointed Councillors T Khan and R Saleem in the place of Councillors M Ayub and M Riaz.

Councillor Saleem, who had previously served on the Fire and Rescue Authority, was welcomed back to the Authority.

17-18/fa/003 ELECTION OF CHAIR 2017/18

In response to a question, the Secretary and Monitoring Officer confirmed that he had not reviewed the Authority's standing orders for the election of Chairperson as had been suggested at the Authority's Annual General Meeting held last year.

It was anticipated that a report would be submitted to a meeting of the Audit and Standards Committee during this municipal year reviewing the standing orders in relation to the election of Chairperson and of other Member roles when there was an equality of voting.

The Secretary and Monitoring Officer then presided over the election of Chair.

Councillor Atkins was nominated for the position of Chair of the Fire and Rescue Authority. As there were no other nominations for the role, Councillor Atkins was duly elected as the Chair of the Authority for the ensuing municipal year.

RESOLVED:

That Councillor Atkins be elected Chair of the Fire and Rescue Authority for 2017/18.

17-18/fa/004 ELECTION OF VICE CHAIR 2017/18

Councillor Downing was nominated for the position of Vice Chair of the Fire and Rescue Authority. As there were no other nominations for the role, Councillor Downing was duly elected as the Vice Chair of the Authority for the ensuing municipal year.

RESOLVED:

That Councillor Downing be elected Vice-Chair of the Fire and Rescue Authority for 2017/18.

17-18/fa/005 DECLARATIONS OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

There were no declarations of disclosable pecuniary and other interests.

17-18/fa/006 COMMUNICATIONS

Manchester Arena Terror Attacks

The Fire and Rescue Service had participated in the nationwide minute of silence to remember the victims of the terror attack at Manchester Arena which had taken place on 22 May 2017.

Former Councillor Richard Baker

The Chief Fire Officer reported that former Councillor Richard Baker, who had previously been a long-standing County Councillor and Member of the Fire and Rescue Authority, as well as a Station Commander at Potton Fire Station, had recently passed away at the age of 93.

The Fire and Rescue Service had written a letter of condolence to his family and it was likely that there would be a Service presence at his memorial service.

Code of Practice for the Flammability of Children's Dress Up Clothing

The British Retail Consortium had recently issued new codes of practice relating to the flammability of children's dress up clothing which increased the current standard by 30%. The Service had been very active in the campaign and this had been recognised by the Bedfordshire Fire and Rescue Service logo being placed on the Code of Practice in the list of contributors.

Launch of Replacement Special Rescue Unit

This had taken place on 4 May 2017 and had been very successful. A number of Authority Members had attended and positive feedback had been received.

Lord Lieutenant's Service of Thanksgiving

The Chief Fire Officer advised that he had attended the event and that Keiron Stephenson, a Fire Service Cadet, had given a reading at the Lord Lieutenant's Service of Thanksgiving held on 7 May 2017. Positive feedback had been received on his representation of both the Service and the Authority.

Annual Service of Thanksgiving at the National Arboretum

The Chief Fire Officer and former Chairman had attended the annual International Service of Thanksgiving held on 14 May 2017 at the National Arboretum.

Police and Crime Commissioner

Councillor McVicar reported that he had written a letter on behalf of the Members of the Authority wishing Kathryn Holloway a speedy recovery. She had responded and had requested that her thanks and best wishes be passed on to the Members of the Authority.

17-18/fa/007 MINUTES

RESOLVED:

That the Minutes of the meeting held on 27 April 2017 be confirmed and signed as a true record.

17-18/fa/008 PUBLIC PARTICIPATION

Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

17-18/fa/009 AUTHORISATION OF MEMBERS TO REPORT TO THE CONSTITUENT COUNCILS ON MEETINGS OF THE FIRE AND RESCUE AUTHORITY

The Secretary and Monitoring Officer submitted his report which set out the arrangements for reporting to the constituent Councils on meetings of the Fire and Rescue Authority during 2017/18.

RESOLVED:

That Councillors Downing, Mingay and Waheed be authorised to report to their respective constituent Councils on meetings of the Fire and Rescue Authority during 2017/18.

17-18/fa/010 REPRESENTATION ON THE AUDIT AND STANDARDS COMMITTEE, POLICY AND CHALLENGE GROUPS, ETC. IN 2017/8

The Secretary and Monitoring Officer introduced his report which sought Member representation on the Fire and Rescue Authority's Audit and Standards Committee, Service Delivery, Corporate Services and Human Resources Policy and Challenge

Groups and to represent the Fire and Rescue Authority on Local Strategic Partnerships and the Blue Light Collaboration Group.

RESOLVED:

1. That the Membership of committees for 2017/18 be agreed as follows:

Audit and Standards Committee	Councillor F Chapman (Chair) Councillor J Chatterley Councillor P Duckett Councillor D Franks Councillor M Headley Councillor R Saleem Councillor Y Waheed
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Corporate Services Policy and Challenge Group	Councillor F Chapman Councillor P Duckett Councillor M Headley (Chair) Councillor D McVicar Councillor Y Waheed
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Human Resources Policy and Challenge Group	Councillor C Atkins Councillor P Downing Councillor T Khan Councillor J Mingay Councillor R Saleem Councillor Y Waheed (Chair)
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Service Delivery Policy and Challenge Group	Councillor C Atkins Councillor F Chapman Councillor J Chatterley Councillor P Duckett Councillor P Downing Councillor D Franks Councillor T Khan Councillor D McVicar Councillor J Mingay (Chair)
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2. That Membership of the Local Strategic Partnerships for 2017/18 be confirmed as follows:

Bedford	Councillor J Mingay
Central Bedfordshire	Councillor P Downing
Luton	Councillor Y Waheed

3. That Councillor P Downing be elected as the Member representative on the Blue Light Collaboration Group.

17-18/fa/011 DECISION MAKING BETWEEN FRA MEETINGS, BRIEFINGS ETC.

The Secretary and Monitoring Officer presented his report which set out the current

arrangements for decision making between meetings and related matters.

He advised that the Police and Crime Commissioner for Bedfordshire was invited to attend meetings of the Executive as an observer.

RESOLVED:

1. That the Fire and Rescue Authority (FRA) Chair and Vice Chair, together with the three Chairs of the FRA's Policy and Challenge Groups for 2017/18, be appointed as an Executive Panel for the purposes of Authority decision making between meetings, involvement in briefings, Selection Panels, hearing collective grievances/collective disputes and stage 2 of the Internal Dispute Resolution Procedure (IDRP) and other related matters for 2017/18.
2. That a quorum of three Members be present for the hearing of collective grievances/collective disputes and stage two of the Internal Dispute Resolution Procedure (IDRP).
3. That should a party or a constituent authority not be represented on the Executive, a named observer from that party/constituent authority may attend all meetings and briefings of the Executive.

17-18/fa/012 REPRESENTATION ON LOCAL GOVERNMENT ASSOCIATION (LGA) MATTERS 2017/18

The Secretary and Monitoring Officer introduced his report on the appointment of representatives to serve on Local Government Association (LGA) groups and to consider representation at the LGA Annual Fire Conference in March 2018.

RESOLVED:

1. That the Chair and Vice Chair be appointed to serve on the LGA General Assembly.
2. That the Chair and Vice Chair be appointed to serve on the Bedfordshire and Luton Branch of the LGA in 2017/18, with no named substitutes.
3. That the Vice Chair be appointed as the named substitute on the LGA Fire Services Forum in the absence of the Chair.
4. That the Chair be appointed as the Fire and Rescue Authority's representative on the LGA Fire Services Commission.
5. That the Chair, Vice Chair and Chief Fire Officer attend the LGA Annual Fire Conference on behalf of the Fire and Rescue Authority in March 2018.

17-18/fa/013 MEMBER DEVELOPMENT

The Chief Fire Officer presented his report on the arrangements for Member development, including station visits, in 2017/18. He reminded Members that they were able to request items for discussion at Member Development Days and that he would include the content of the overview he had given to Councillor Khan the previous day in the morning session of the Member Development Day on 4 July 2017.

Councillor Khan requested an additional induction session with the Chief Fire Officer as he was unable to attend the first Member Development Day.

A request for the slides and information presented to Members at Development Days to be circulated to Members electronically was made and the Assistant Chief Officer suggested that the induction pack submitted to new Members of the Authority should be circulated to all Members of the Authority for their information.

The Authority was asked to nominate Members to attend the Local Government Association Fire Leadership Essentials Programme in Coventry on 18 and 19 October 2017 and to consider Member representation to the Combined Fire Authorities' conference in Wyboston on 12 October 2017.

RESOLVED:

1. That the arrangements for Member development in 2017/18 be confirmed.
2. That Councillors P Duckett and T Khan be nominated to attend the LGA Fire Leadership Essentials Programme on 18 and 19 October 2017 at Warwick Conference Centre, Coventry.
3. That the Chair and Vice Chair be nominated to represent the Authority at the full Combined Fire Authorities' conference on 12 October 2017 with all Members being given the opportunity to attend the day event.
4. That the visit to Harrold Fire Station arranged for February 2018 be postponed to take place in the summer months.

17-18/fa/014 INFORMATION BULLETIN

Members considered the Information Bulletin covering the period 1 January-31 March 2017. It was noted that there had been no fire fatalities during the reporting period.

In response to a comment on the number of leavers during the reporting period, the Authority was advised that the Service kept its recruitment profile under review to respond to fluctuations.

The Chief Fire Officer reported that, given the length of time between recruitment and when a new recruit was available to work at a station, the Service had also recruited a small number of transfers-in from other fire and rescue services.

The Assistant Chief Officer added that the majority of leavers had been retained staff or support staff. The recruitment and retention of retained staff was an ongoing issue. For operational staff, the Service had a non-predicted level of turnover of 4%, which compared extremely favourably to the average retention figures collected by the Chartered Institute of Professional Development (CIPD).

The Chair suggested that a photograph of all Members of the Authority as a group be taken at the next Authority meeting.

RESOLVED:

That the information bulletin be received.

The meeting ended at 3.00pm.

For Publication

**Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 6**

REPORT AUTHOR: COUNCILLOR F CHAPMAN

SUBJECT: AUDIT AND STANDARDS COMMITTEE

For further information on this Report contact: Mrs K Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Audit and Standards Committee held on 14 June 2017

RECOMMENDATION:

1. That the submitted draft minutes of the meeting held on 14 June 2017 be received.

1. Introduction

1.1 The draft Minutes of the meeting of the Audit and Standards Committee held on 14 June 2017 are appended for Members' consideration.

1.2 The Audit and Standards Committee made the following recommendation to the the Fire Authority.

2. 17-18/ASC/015 Review of Standing Orders

RECOMMENDED:

The Fire and Rescue Authority be recommended to approve the amendments to Standing Orders set out in the Appendix B.

**COUNCILLOR F CHAPMAN
CHAIR OF AUDIT AND STANDARDS COMMITTEE**

**MINUTES OF THE AUDIT AND STANDARDS COMMITTEE
MEETING HELD ON 14 JUNE 2017 AT 10.00am**

Present: Councillors Chapman (in the Chair), Chatterley, Duckett, Headley and Saleem

Mr J Atkinson, ACO Z Evans, GC D Cook and Mr G Chambers

Ms K Storey, Ernst & Young

Mr D Harris, RSM

17-18/AS/001 Apologies

An apology for absence was received from Councillor Franks.

17-18/AS/002 Election of Vice Chair 2017/18

RESOLVED:

That Councillor Headley be elected Vice Chair of the Committee for 2017/18.

17-18/AS/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

17-18/AS/004 Communications

Alf Hitchcock

The Chair advised that the former Chief Constable of Bedfordshire, Alf Hitchcock, had been taken seriously ill and was currently in Bedford Hospital. The Assistant Chief Officer was asked to make contact with Mr Hitchcock and his family on behalf of Members.

Audit Committee Members' Forum

The Assistant Chief Officer reported on an invitation to Committee Members to attend an Audit Committee Members' Forum hosted by Ernst & Young in London on 7 July 2017 or in Luton on 11 July 2017. It was noted that this was specifically for members of Audit Committees. Committee Members were asked to contact Christine Smith with their availability.

RSM Audit Committee briefing

The Committee considered RSM's Emergency Services Sector Update for June 2017. This provided an update on a number of matters including potential

governance models for Police, Fire and Crime Commissioners, the cyber threat, gender pay gap reporting and the impact of the new intermediaries legislation.

In relation to the cyber threat, the Assistant Chief Officer reported that the ICT Shared Service was currently in the process of responding to a Home Office request on its security and confirmed that all its patches were up to date. The risk level for cyber security had recently been raised following the malware attack on the NHS.

An update on the upgrading of the emergency services communications network had been provided. The Public Accounts Committee had expressed concerns about the delay and deliverability of the Emergency Services Network (ESN) that would be replacing Airwave.

The Assistant Chief Officer advised that Service Operational Commander C Ball had provided an update on the situation locally. The Service was working locally, regionally and nationally to influence the implementation of ESN. A revised national timeline for the delivery of the project was expected by the end of June 2017, with works progressing towards anticipated delivery at the end of 2019. Confidence had been expressed that Airwave would be available during the transition and follow up period.

The Chair requested that the update from Service Operational Commander Ball be circulated to Members of the Committee for information.

The Assistant Chief Officer advised that a report on inclusivity would be submitted to a future meeting of the Fire and Rescue Authority and that the Service would be publishing its gender pay gap information by the end of March 2018.

The Assistant Chief Officer reported that the Service was being significantly affected by the introduction of the new intermediaries legislation which required the deduction of National Insurance and tax for 'off-payroll' workers employed through their own personal service companies or other intermediaries. This reduced the pay those individuals received and made it less profitable for them to work within the public sector, thereby increasing the risk that key talent may choose to work in the private sector. This was especially impactful on the ICT Shared Service, where there was a greater need for specialist contractors.

Ernst & Young Audit Committee Briefing

The Committee then considered the Fire and Rescue sector Audit Committee briefing from Ernst & Young. Topics covered in the briefing included updates on Brexit, the Policing and Crime Bill and the consultation on proposals to stop senior fire officers from being re-employed after they had retired.

The Committee was assured that it had considered all the issues stated above.

RESOLVED:

1. That the communications be received.

2. That Members of the Committee confirm with Christine Smith whether or not they are able to attend the Audit Committee training provided by Ernst & Young in London on 7 July 2017 or in Luton on 11 July 2017.
3. That the update on the Emergency Services Network from Service Operational Commander Ball be circulated electronically to all Members of the Committee for information.

17-18/AS/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 16 March 2017 be confirmed and signed as a true record.

17-18/AS/006 Terms of Reference

Members were requested to review the Terms of Reference for the Audit and Standards Committee and agreed that there were no changes required.

RESOLVED:

That the Terms of Reference be received.

17-18/AS/007 Annual Audit Fees 2017/18

Ms K Storey, Ernst & Young, submitted the proposed annual audit fees for 2017/18. The audit fee remained unchanged from the previous years at £30,222.

Mr G Chambers, the Head of Finance and Treasurer, reminded the Committee that, from 2018/19, the Authority had agreed to take part in the co-ordinated appointment of external auditors through Public Sector Audit Appointments (PSAA).

The Chair congratulated the Head of Finance and Treasurer and his team for their work in ensuring that the auditors had access to all the relevant information and that additional audit work above that which was quoted for at the beginning of the year was not required.

RESOLVED:

1. That the letter dated 5 April 2017 submitting the indicative external Annual Audit Fees for 2017/18 be received.
2. That the hard work of the Head of Finance and Treasurer and his team in assisting the external audit process be recognised.

17-18/AS/008 Internal Audit Annual Report 2016/17

Mr D Harris of RSM introduced a report on the progress made against the internal audit plan for 2016/17.

The Head of Internal Audit's opinion for 2016/17 was that the organisation had an adequate and effective framework for risk management, governance and internal control. Further enhancements to the framework of risk management, governance and internal control had been identified to ensure that it remained adequate and effective.

Of the eight internal audits undertaken during the year, seven had been awarded an opinion of reasonable assurance and one of substantial assurance. The follow-up audit had identified that good progress against actions arising from previous audits had been made.

RESOLVED:

That the report be received.

17-18/AS/009 Internal Audit Progress Report 2017/18

Mr D Harris of RSM introduced a report on the progress made against the internal audit plan for 2017/18. The remaining four audits from 2016/17 had been completed since the last meeting of the Committee. A schedule of the work for 2017/18 audit assignments was included in the report.

Mr Harris added that a suggestion made at the last meeting of the Committee to split the audit of the payroll review into two parts was currently being considered.

Members noted that an internal audit of Collaboration was scheduled to commence in July 2017.

RESOLVED:

That the internal audit progress report for 2017/18 be received.

17-18/AS/010 Audit and Governance Action Plan Monitoring: Exception Report and Summary Analysis

Assistant Chief Officer Evans presented a summary statistical analysis of actions arising from internal audit reports over the last three financial years to date and from the Authority's current Annual Governance Statement.

Over the reporting period, there had been 2 high, 21 medium and 38 low priority actions agreed. Of these, 7 medium and 8 low priority actions were still in progress. None were outstanding and no extensions had been requested.

All actions set out in the Annual Governance Statement Action Plan 2015/16 had also been completed.

RESOLVED:

That the report be received.

17-18/AS/011 2016/17 Annual Governance Statement

Mr G Chambers, the Head of Finance and Treasurer, submitted the 2016/17 Annual Governance Statement to the Committee for its approval prior to external audit.

The Committee was advised that the Authority would be asked to approve the final Annual Governance Statement and the Statement of Accounts for 2016/17 by the

end of July this year, a year earlier than required. This had previously been undertaken at the September meeting.

The Head of Finance and Treasurer reported that the Annual Governance Statement had been updated in accordance with the revised format and seven principles as set out in the CIPFA/Solace Good Governance in Local Government Framework that had been published in 2016. It also detailed the review of effectiveness of internal control and referred to internal and external audits undertaken throughout the year.

The action plan for 2017/18 was to continue the two actions identified in the previous year's statement: to continue to address the medium term funding gap and to complete the actions arising from the review of effectiveness and that this be formally reviewed by Members as part of the following year's process.

Ms K Storey, Ernst & Young, suggested an amendment to the external audit section on page 16 to refer to a value for money conclusion, rather than opinion.

RESOLVED:

That the Annual Governance Statement be approved for its inclusion in the draft 2016/17 Statement of Accounts that will be presented to external auditors, subject to a slight amendment to the wording in the external audit section.

17-18/AS/012 Review of Code of Conduct and Annual Report on Standards

Mr J Atkinson, the Secretary and Monitoring Officer, presented a position statement on developments relating to the standards function during 2016/17. No complaints had been received against Members of the Authority and no wider standards issues had come to light.

The view was expressed that paragraphs 4.14 and 4.15 under the leadership section in the Code of Conduct should be reviewed to clarify the ability of Members to challenge decisions made and to have robust debate about issues without fear of being reported under the Standards regime.

RESOLVED:

1. That the report be received.
2. That the Secretary and Monitoring Officer review sections 4.14 and 4.15 of the Code of Conduct in line with the discussions noted above and resubmit the Code of Conduct to the next meeting of the Committee for approval.

17-18/AS/013 New Internal Audit Reports

The Committee received the Governance: Transparency and Decision Making audit report for information. This had received an opinion of reasonable assurance with 3 medium and 4 low priority actions identified. These related primarily to information which must be published or was recommended for publication on the Service's website.

The Assistant Chief Officer advised that this audit report would also be submitted to the next meeting of the Corporate Services Policy and Challenge Group.

Mr D Harris, RSM, commented that there were a number of other authorities that had the same identified issues with the publication of information on their websites, as it was noted that the publication and subsequent updating of the relevant information could be a time-consuming task.

RESOLVED:

That the audit report be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report for Corporate Services Policy and Challenge Group be noted.

17-18/AS/014 Corporate Risk Register and Review of Corporate Risk Management

Group Commander D Cook presented an update on the review of the Corporate Risk Register. All changes and updates to risks would be considered by the relevant Policy and Challenge Group.

There had been changes to two risk ratings in the Corporate Services Risk Register: CRR39 (*if we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services*) and CRR38 (*if we suffer virus/hacking damage to business critical or vital computer systems then this will significantly affect our ability to deliver risk critical services such as emergency response*) had been updated as a result of the recent malware attack on the NHS. The inherent impact had been increased to 4 for both risks.

There had also been three updates to risks in the Corporate Services Risk Register. Most notably, CRR43 (*if the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected*) had been updated following the recent terrorist attack in Manchester. Communication between relevant partner agencies had been maintained in response to the increase in national threat level to 'critical'.

There had been no changes to the risk ratings in the Service Delivery Risk Register. CRR22 (*if we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our fire-fighters and staff*) had been updated as the Service was working with the National Operational Guidance programme to provide standard operational doctrine.

In relation to the Human Resources Risk Register, the inherent likelihood of CRR32 (*if there is a serious vehicle collision involving a vehicle being driven by Service personnel for work purposes then there is the potential for serious injury or even death to our staff members, a negative reputational impact and the potential for legal action*) had been reduced from 3 to 2 due to control measures being introduced.

There had been an update to CRR25 (*if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to: - Incident Command – Use of Breathing Apparatus – Compartment Fire Behaviour – Water related incidents – High-rise incidents – Work at Height- then there is the potential to cause significant injury or even deaths to our staff*) following the peer review of the Service's Safe Work at Height operational policy and procedures against a national CFOA toolkit. The Service was the first in the country to be subject to a peer review in this area and the initial feedback had been very positive.

RESOLVED:

1. That the continuing development of the Service's Corporate Risk Register be acknowledged.
2. That it be acknowledged that the appropriate Policy and Challenge Groups have considered and reviewed controls proposed to reduce the identified risks.

17-18/ASC/015 Review of Standing Orders

Following a request from Members at the Annual General Meeting of the Fire and Rescue Authority, the Secretary and Monitoring Officer presented a report reviewing the Standing Orders governing the election of the Authority's Chairperson and Vice-Chairperson. This would require an amendment to the current Standing Order 2. An update to Standing Order 21, governing all appointments to the Authority, to clarify the resolution of situations where two candidates had an equality of votes, had also been proposed.

It was proposed that the Secretary and Monitoring Officer preside over the election of the Chairperson and that, in the event that there was an equality of votes for any appointment, the appointment would be decided by the drawing of lots.

Members agreed with the amendment to Standing Order 2 to allow the Monitoring Officer to preside over the election of the Chairperson.

The Secretary and Monitoring Officer was asked to give further consideration to paragraphs 5 and 6 to clarify the position when there are a number of abstentions and no candidate receives an overall majority of the vote. Also, it was suggested that the Standing Orders should provide for the rerun of an election prior to the drawing of lots.

RESOLVED:

That the Secretary and Monitoring Officer be asked to give further consideration to the wording of paragraphs 5 and 6 of Standing Order 21 and circulate the proposed revision to Members of the Committee.

17-18/AS/016 Work Programme

The Committee considered the proposed work programme for 2017/18. The Assistant Chief Officer advised that, as September's meeting had been brought

forward to 26 July 2017 to enable the Authority to submit its final Statement of Accounts to the Committee prior to 31 July, there were a number of cyclical items which the Committee may wish to defer from the meeting as it was unlikely that there would be any changes to report.

This was agreed subject to this being reviewed with the Chair prior to the circulation of the agenda.

In response to a comment by the Chair, the Committee was advised that RSM, the Authority's internal auditors, would be able to provide audit training to all Members at the Member Development Day in November 2017.

RESOLVED:

1. That the Committee's Work Programme for 2017/18 be received.
2. That the following items be removed from the Committee meeting on 26 July 2017 subject to the Chair's agreement prior to the publication of the agenda for that meeting: Internal Audit Progress Report, Audit and Governance Action Plan Monitoring and Corporate Risk Register.

The meeting closed at 11.12am

Standing Order 2

Chairperson and Vice-Chairperson of the Authority

1. The Chairperson and Vice-Chairperson of the Authority shall be appointed at the annual meeting for the ensuing year. When a casual vacancy occurs for either of these offices, an appointment to fill the vacancy shall be made at the next meeting (other than an extraordinary meeting).
2. ***The Monitoring Officer shall preside over the election of the Chairperson.***
3. ***Subject to paragraph 4 below, the election of the Chairperson and Vice-Chairperson of the Authority shall be conducted in accordance with the provisions of Standing Order 21.***
4. ***If, following an election, two candidates have the same number of votes, the appointment shall be determined in the following manner:***
 - 4.1 ***The election shall be conducted again and if, following this second election, both candidates still have the same number of votes, then the appointment shall be decided by drawing lots.***
 - 4.2 ***At any point during the election process, the Monitoring Officer may adjourn the meeting for a short period to allow discussions to take place.***

Standing Order 21

Appointments by the Authority

1. Every candidate nominated to represent the Authority in any capacity or for any position to be filled by the Authority, shall be openly proposed and seconded.
2. At the close of nominations, the Chairperson shall state the names of the candidates who have been duly proposed and seconded and the number of vacancies to be filled if the number is limited.
3. If the number of nominations does not exceed the number of vacancies or if the number of vacancies is not limited, the Chairperson shall immediately put the appointment of the duly nominated candidates collectively as a substantive motion upon which no amendment may be moved.
4. If the number of nominations exceeds the number of vacancies, there shall be a secret ballot of the members present at the meeting in which each

member of the Authority may vote for as many candidates as there are vacancies to be filled.

5. No candidate shall be appointed unless the number of votes cast in his/her favour exceeds half the number of persons voting. If in any ballot no candidate received the number of votes entitling his/her to be appointed, the names of those who receive no votes and the name of the one who received the least number of votes shall be struck off the list and a fresh ballot be taken, and so on, until all the vacancies are filled.
6. ~~*If following an election two candidates seeking appointment to a position have the same number of votes, the appointment to that position shall be decided by drawing lots.*~~
7. Any ballot shall be conducted by the Monitoring Officer whose return shall be final and conclusive.

NOTE:

The proposed amendments to standing orders are shown in italics.

For Publication

**Bedfordshire Fire and Rescue Authority
19 June 2017
Item No. 7**

REPORT AUTHOR: COUNCILLOR J MINGAY
SUBJECT: SERVICE DELIVERY POLICY AND CHALLENGE GROUP

For further information on this Report contact: Mrs K Daniels
 Service Assurance Manager
 Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Service Delivery Policy and Challenge Group held on 15 June 2017.

RECOMMENDATIONS:

- 1.1 The draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 15 June 2017 are appended for Members' consideration.
- 1.2 The recommendation of the meeting, as noted below, be considered.

1. Introduction

- 1.1 The draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 15 June 2017 are appended for Members' consideration. The Service Delivery Policy and Challenge Group made the following recommendation to the Fire Authority.

2. 17-18/SD/006 Terms of Reference

RECOMMENDED:

That the Fire and Rescue Authority be recommended to approve the following amendments to the Terms of Reference for the Service Delivery Policy and

Challenge Group: to remove point 8 (to monitor and review matters arising from the former FirReControl project) and the addition of a point to monitor progress of blue light collaboration projects be included.

COUNCILLOR J MINGAY
CHAIR OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP
MEETING HELD ON 15 JUNE 2017 AT 10.00am**

Present: Councillors C Atkins, J Chatterley, P Downing, P Duckett, T Khan, D McVicar and J Mingay (Chair)

DCFO G Ranger, SOC C Ball, SOC I Evans, SOC G Jeffery, GC J Clayton and GC D Cook

17-18/SD/001 Apologies

An apology for absence was received from Councillor D Franks.

17-18/SD/002 Election of Vice-Chair 2017-18

RESOLVED:

That Councillor Downing be elected as Vice-Chair of the Policy and Challenge Group for 2017-18.

17-18/SD/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

17-18/SD/004 Communications

Grenfell Tower Fire

DCFO Ranger provided an update on the Grenfell Tower Fire. He and SOC G Jeffrey had taken the opportunity to visit the scene when they were in London the previous day attending a course in Regent's Park. There they had spoken to operational staff and gathered valuable information about the construction of the building which would be used internally to review the procedures and inspection programme in place for high-rise blocks in Bedfordshire. This experience would be invaluable in identifying and implementing lessons learnt from the incident locally.

DCFO Ranger added that the message that had been sent to Members regarding the incident would be revised and released to the media and the public at the appropriate time.

SOC G Jeffrey reported that the fire had started in the early hours of the morning and the first fire crew arrived within 6 minutes of the emergency call being received to attend the fire in the 24 story tower block. Over 200 firefighters were on scene at the height of the incident. The latest fatality count was 12 but it was anticipated that this would rise significantly following the completion of a thorough search of the building.

He further advised that it was highly unusual for a building fire to spread from top to bottom as had been the case at Grenfell Tower as high-rise buildings were built to be compartmentalised to contain the spread of fire.

The Service had also adopted a “stay put” policy whereby members of the public were advised to stay within their flats with the doors shut if they were on a floor/compartiment that was not affected by the fire. This policy was predicated on the fact that the compartmentalisation of the building was still fully functional.

SOC I Evans highlighted that the “stay put” policy was more likely to keep a greater number of people out of risk of harm. The evacuation of a large number of people, with a range of mobility, was also likely to hamper firefighting operations.

A previous tower block fire in Lakanal House in 2009 had resulted in an inspection of all the high-rise properties in Bedfordshire and a re-inspection of all high-rise premises in Bedfordshire would now be undertaken following the fire at Grenfell Tower.

SOC I Evans assured Members that the Service worked closely with the local authorities and housing associations in the county.

In relation to publicity and reassurance to residents living in high-rise buildings, DCFO Ranger reported that the inspections of the premises would be very visible. It was also likely that the organisations responsible for the management of such premises would be reassuring their residents of the fire safety measures in place.

The Chair requested that a written statement outlining the Service’s response to the Grenfell Tower incident be prepared for the Members responsible for feeding back to the constituent authorities.

In response to a question, SOC I Evans confirmed that operational response arrangements, including access, were regularly reviewed.

The community spirit demonstrated in response to the fire was recognised.

DCFO Ranger reported that following a motorbike accident, a member of the Service was currently being treated in University Hospital, Coventry after sustaining life-changing injuries. It was hoped that he would be transferred to a more local hospital in the near future.

The individual and his family were being supported by the Service.

Award from Bedfordshire Chamber of Commerce

DCFO Ranger reported that the Service had been awarded a Certificate of Appreciation from the Bedfordshire Chamber of Commerce as it had been a member of the Chamber for 20 years.

It was noted that the Service’s membership provided a good link with the business community for the Service to spread fire safety messages.

17-18/SD/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 23 March 2017 be confirmed and signed as a true record.

17-18/SD/006 Terms of Reference

The Group received its terms of reference. In recognition of the cessation of the FiReControl project, it was agreed that the reference to that, set out as point 8 of the terms of reference, be removed.

It was suggested that the terms of reference should also be amended to include the monitoring of collaboration projects with the other blue light services.

RESOLVED:

That the Fire and Rescue Authority be recommended to approve the following amendments to the Terms of Reference for the Service Delivery Policy and Challenge Group: to remove point 8 (to monitor and review matters arising from the former FirReControl project) and the addition of a point to monitor progress of blue light collaboration projects be included.

17-18/SD/007 Service Delivery Performance Monitoring Report (Annual Review) and Programmes to date

DCFO Ranger submitted the end of year performance report for 2016/17 and an update on the progress and status of the Service Delivery Programme and projects to date.

In relation to the Emergency Services Mobile Communications Project (ESMCP), SOC C Ball advised that an updated project timeline was expected to be released by the end of June 2017.

He also reported that the Replacement Mobilising System (RMS) had recently been awarded the Code of Connection (COCO) by the Home Office. Testing of the mobile data terminals and production system would now be undertaken. Upon the successful completion of these tests, the mobile data terminals would go live.

In response to a question, SOC C Ball reported that the review of the Service Level Agreement with Essex was nearing completion. A number of issues identified by the legal and procurement teams had been considered by Essex and a response was due by 16 June 2017. It was then anticipated that the final document could be signed off.

DCFO Ranger advised that progress was being made against the Retained Duty System Improvement Project (RDSIP).

In presenting the year-end performance report for 2016/17, DCFO Ranger reminded Members that they had set more stretching targets for the performance year.

PI01 (primary fires) had missed its target by 2%, with 23 fires more than the target of 1010. It was noted that this was an improvement on the five-year average.

PI02 (primary fire fatalities) had also missed its target as there had been 4 fatalities during the year. However, it was noted that two of the deaths were caused by situations that were outside the control of the Fire Service and that the number of accidental dwelling fires (measured by PI05) had decreased and was below the target levels. These were the fires in which fatalities were most likely to occur.

PI03 (primary fire injuries) had missed its target by 3. The Service was looking to improve its performance against this indicator.

PI04 (deliberate (arson) fires) had missed its target by 4%. Performance was better than the five-year average but had not recovered from a spike in Quarter 2. The number of deliberate building fires (PI06) had reduced and met its target.

The Service classified fires as either accidental or deliberate.

Councillor Downing, as the Member representative on the Collaboration Working Group, commented on the low “clear-up” rate relating to arson incidents. He expressed the view that collaborative working on arson would be beneficial to both organisations (Fire and Police). Out of the 757 incidents recorded by the Service, the Police had only recorded 207. Out of 27 crimes of arson endangering life, only 5 had been solved.

SOC I Evans advised that not all deliberate fires were reported to the Police. Fires where there was no evidential value and no likelihood of prosecution were not referred to the Police. Six categories of fire were reported to the Police by Fire Control staff. These were: all fatal fires, all fires resulting in serious injury, all deliberate fires involving property (building or vehicles), all deliberate fires resulting in injury, all fires that were hate crime related and all fires that were part of a series or pattern.

The Service had a Memorandum of Understanding with the Police whereby the Police agreed to attend the scene of reported deliberate fire incidents.

Regular meetings with the Police and local authorities to reduce the opportunities for arson were held.

SOC G Jeffrey added that the Service employed two Arson Reduction Officers. Part of their job was to study all the data and identify if there were trends or patterns that could then be reported to the Police or used to target community safety activities.

Deliberate fires were recognised as a considerable strain on the Service’s resources and SOC I Evans suggested that a report providing a breakdown of the types of deliberate fires attended by the Service be presented to the next meeting of the Policy and Challenge Group.

PI11 (the percentage of occasions when our response time for critical fire incidents were met against agreed response standards) had missed its target by 5%. This had

been affected by the availability of RDS staff and it was hoped that, upon conclusion of the RDSIP project, target performance levels would be achieved.

Configuration issues had resulted in data for PI16 (percentage of calls answered in 7 seconds) not being able to be abstracted for the performance report. It was hoped that this should be resolved by the next meeting.

PI17 (percentage of calls mobilised in 60 seconds or less) had missed its target by 9%. Performance was being investigated and an update would be given to the next meeting of the Policy and Challenge Group.

PI18 (number of FAM/hoax calls mobilised to) and PI19 (percentage of FAM and hoax calls- not attended) had missed their targets. This was about call challenge and ways to improve performance were being investigated.

PI26 (total number of fire safety audits carried out on high and very high risk premises) had missed its target as there were no longer as many high risk premises in the County. This target was being reported as a percentage from the 2017/18 performance year to resolve this issue. The number of audits undertaken would also be provided to Members for information.

PI28 (Automatic Fire Detectors (AFD) False Alarms in non-domestic properties) had missed its target for the year-end, but with the introduction of the new mobilisation procedure would improve performance for the next performance year. Since the introduction of the new policy in April 2017, the Service was attending approximately one third less activations than before.

Information on the number of searches for vulnerable people and forced entries that the Service attended as part of its collaboration work with the Police and Ambulance Service was requested for inclusion in the report.

RESOLVED:

1. That progress made on the Service Delivery Programmes and the high level of performance against the indicators be acknowledged.
2. That the Policy and Challenge Group receive a breakdown of the deliberate fires attended by the Service at its next meeting.
3. That the number of searches for vulnerable people and forced entries that the Service attended as part of its collaboration work with the Police and Ambulance Service be included in the performance report as information items.

17-18/SD/008 Audit and Governance Action Plans Monitoring Report

DCFO Ranger reported that all actions in the report had been completed.

RESOLVED:

That progress made against current action plans be acknowledged.

17-18/SD/009 Customer Satisfaction Survey Report End of Year Report – 1 April 2016-31 March 2017

SOC G Jeffery presented the year-end results of customer satisfaction surveys conducted from 1 April 2016-31 March 2017. During this period, the Service received a 99.6% satisfaction rate from survey respondents.

Improvements had been made throughout the year to improve the quality of the information received from the surveys.

RESOLVED:

1. That the high levels of customer satisfaction achieved throughout the year be acknowledged and that it be noted that changes in the method of gathering data have been trialled during 2016/17 and will be implemented in 2017/18.
2. That changes in the way customer satisfaction surveys will be conducted in 2017/18 following the change from Home Fire Safety Checks to Safe and Well Visits be noted.

17-18/SD/010 Operational Decision Making Procedures – Exception Report

For the benefit of the new Members of the Policy and Challenge Group, SOC I Evans advised that the Service had a policy to allow Incident Commanders to operate outside Standard Operating Procedures in exceptional circumstances.

There were no exceptions to report.

17-18/SD/011 Corporate Risk Register

GC D Cook presented the review of the Corporate Risk Register. There had been no changes to risks in the Service Delivery Risk Register.

There had been an update to CRR22 (*if we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our firefighters and staff*). The National Operational Guidance programme was due to be completed in August 2017 to ensure consistency in the application of firefighting standards across all Fire and Rescue Services.

In response to a question, Members were advised that there may be additional risks added to the register arising from the Grenfell Towers incident.

RESOLVED:

That the review by the Service of the Corporate Risk Register in relation to Service Delivery be approved.

17-18/SD/012 Draft Community Risk Management Plan

SOC G Jeffery submitted the first draft of the 2017-2021 Community Risk Management Plan (CRMP). The CRMP was refreshed the previous year; however, it was decided that, in order to reflect the significant increase in collaboration and in

response to the reform agenda, a complete revision of the CRMP was required to communicate these improvements to partners and the public. As this was the first draft, there were still minor amendments to be made. The final draft would be resubmitted to the Policy and Challenge Group prior to its publication.

In response to comments about the amount of information contained within the CRMP, SOC G Jeffery advised that a summary leaflet would be produced for wider publication with the full version available for partners, in electronic form and on the Service website.

Both social and traditional media would be used to publicise the CRMP at its publication.

It was suggested that the Council Tax figure should be broken down to its weekly amount to highlight the cost effectiveness of the Service.

The inclusion of deliberate fires in the chart on the number of fires 2009/10-2015/16 was also requested.

RESOLVED:

1. That the progress made on developing the new Community Risk Management Plan for 2017-2021 be acknowledged.
2. That a Council Tax figure broken down into tax per week and the number of deliberate fires in the number of fires in 2009/10-2015/16 be included in the next draft of the Community Risk Management Plan.

17-18/SD/013 Work Programme

DCFO Ranger suggested that Members visit the Specialist Rescue Unit following the Policy and Challenge Group's next meeting.

An update on the re-inspection of high-rise residential tower blocks in Bedfordshire was requested for submission to the Policy and Challenge Group's next meeting.

RESOLVED:

1. That the Work Programme be received.
2. That a tour of the Specialist Rescue Unit be arranged to follow the next meeting of the Policy and Challenge Group.
3. That an update on the re-inspection of high-rise residential tower blocks in Bedfordshire be submitted to the next meeting of the Policy and Challenge Group.

The meeting finished at 11.28am.

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For Publication

**Bedfordshire Fire and Rescue
Authority
19 July 2017
Item No. 8**

REPORT AUTHOR: COUNCILLOR M HEADLEY

**SUBJECT: CORPORATE SERVICES POLICY AND
CHALLENGE GROUP**

For further information on this Report contact: Mrs K Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Corporate Services Policy and Challenge Group held on 21 June 2017.

RECOMMENDATIONS:

- 1.1 The draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 21 June 2017 are appended for Members' consideration.
- 1.2 The recommendations of the meeting, as noted below, be considered.

1. Introduction

- 1.1 The draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 21 June 2017 are appended for Members' consideration. The Corporate Services Policy and Challenge Group made the following recommendations to the Fire Authority.

2. 17-18/CS/006 Terms of Reference

RECOMMENDED

Members were requested to review the Policy and Challenge Group's terms of reference.

The Chair commented that there was no Corporate Services Directorate (as referred to in point 6) and all references to a Director in the Group's Terms of Reference should be replaced with reference to Corporate Services functions.

COUNCILLOR M HEADLEY

CHAIR OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP

**MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE
GROUP MEETING HELD ON 21 JUNE 2017**

Present: Councillors Chapman, Headley (Chair) and Waheed

CFO P Fuller, ACO Z Evans, GC D Cook, Mr J Atkinson and Mr
G Chambers

17-18/CS/001 Apologies

Apologies for absence were received from Councillors Duckett and McVicar.

17-18/CS/002 Election of Vice Chair 2017/18

RESOLVED:

That Councillor Chapman be elected Vice Chair of the Policy and Challenge Group for 2017/18.

17-18/CS/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

17-18/CS/004 Communications

The Policy and Challenge Group received the Minutes of the ICT Shared Service Governance Board held on 23 March 2017 for information.

There were no other communications.

RESOLVED:

That the Minutes of the ICT Shared Service Governance Board held on 23 March 2017 be received.

17-18/CS/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 14 March 2017 be confirmed and signed as a true record.

17-18/CS/006 Terms of Reference

Members were requested to review the Policy and Challenge Group's terms of reference.

The Chair commented that there was no Corporate Services Directorate (as referred to in point 6) and all references to a Director in the Group's Terms of Reference should be replaced with reference to Corporate Services functions.

RESOLVED:

That the Fire and Rescue Authority be recommended to approve the following amendment to the Corporate Services Policy and Challenge Group's Terms of Reference: that all references to the Corporate Services Directorate be replaced with references to Corporate Services functions.

17-18/CS/007 Corporate Services Performance Monitoring Year End Report and Programmes to date

ACO Evans submitted the 2016/17 year-end report on the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets.

The HR and Payroll System Project, iTrent, went live in February 2017. Systems integration with the previous system was still ongoing and Workbench was currently with HR staff for testing. The project had been RAG rated as Amber pending completion of a final budget analysis.

In relation to asset tracking, GC D Cook reported that the resource costs required to support the project needed to be redefined and a budgetary allocation bid submitted before this project was progressed further. The specification had been developed for a fully automated system that would allow equipment to be scanned in at the stations with all items monitored so that appropriate maintenance and testing could be undertaken. Eventually, the tracking system would also be rolled out across workshops and property.

ACO Evans drew Members' attention to the year-end performance report. All workshops indicators and all ICT indicators, with the exception of IM1 which had been discussed at the previous meeting, had achieved their target levels.

Mr G Chambers, the Head of Finance and Treasurer, reported on the finance indicators that were rated amber or red. He advised that FNP2a and FNP2b, relating to the accuracy of the net budget forecast, would not be available until the closure of the 2016/17 accounts and would be reported at the Group's next meeting.

FNP5 (percentage of uncontested invoices paid within 30 days) had missed its target by 1%. The Group had agreed to reduce the target for this indicator from 97% to 96% from 2017/18 in line with historical performance.

FNP6 (percentage of outstanding debt over 90 days old): the total of outstanding debt was £43,782.47 with just over £2,000 being over 90 days old. These related to special services rendered and the debts were being pursued through small claims courts.

FNP7 (percentage of planned efficiencies achieved) had missed its target as one of the identified efficiencies, income from Luton Borough Council to contribute to the cost of the Rogue Landlord Scheme, had not been achieved.

FNP8 (return on investment) had missed its target as a result of low interest rates. Whilst the percentage target was missed, the budgeted income had been exceeded.

The Head of Finance and Treasurer reported that all the measures of utility usage had come in under the benchmarked figures.

RESOLVED:

That the progress made on Corporate Services Programmes and Performance be acknowledged.

17-18/CS/008 New Internal Audit Reports Completed to date

ACO Evans introduced the audits of Governance, Transparency and Decision-Making, Risk Management and the Follow-Up Audit. The first two audits had been awarded audit opinions of reasonable assurance.

The result of the follow-up audit was that the Authority had demonstrated good progress in implementing the agreed management actions.

The majority of the recommendations identified in the audit of Governance, Transparency and Decision-Making had already been completed. The amount of work in complying with the requirements of transparency legislation and in ensuring that all the information published was up to date was acknowledged.

In response to a question about the suggestions identified within the audit report, ACO Evans advised that suggestions had no compliance status and that they had been noted but would not form part of the action plan arising from the audit.

The Chair suggested that a management response to the suggestions should be included in future audit reports for Members' benefit in relation to any audits that included suggestions, even if this simply stated that the suggestions had been acknowledged and would not be acted upon.

Four medium priority recommendations had arisen from the Risk Management audit and these would be completed by the due dates set out in the action plan.

RESOLVED:

That the internal audit report be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

17-18/CS/009 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and all the actions from previous audits had been completed.

The actions from the internal audits discussed earlier in the meeting would be added to the monitoring report from the Group's next meeting.

There were no outstanding actions arising from the Annual Governance Statement.

The view was expressed that this report gave Members reassurance that actions identified in audit reports were completed within the relevant timescales.

RESOLVED:

That progress made to date against the action plans be acknowledged.

17-18/CS/010 Revenue Budget and Capital Programme Monitoring 2017/18

The Head of Finance and Treasurer introduced the report on the revenue budget and capital programme monitoring and the forecast year-end budget monitoring position as at 30 April 2017.

There was currently a surplus of £11,000 under the Head of Community Safety arising from a payment from Luton Borough Council for the Rogue Landlord Scheme.

There was currently no forecast salary underspend or overspend and the Capital Programme items were rated as green.

The Policy and Challenge Group was advised that there was a large sum of money due to the Authority from the Home Office in relation to pensions and it was hoped that this would be received by the end of July/early August. Members would need to agree how to allocate this sum as part of the budget-setting process for 2018/19.

RESOLVED:

That the forecast outturn for revenue and capital be noted.

17-18/CS/011 Treasury Management Annual Report 2016/17

The Head of Finance and Treasurer presented the Treasury Management Annual Report for 2016/17.

The report set out the Authority's borrowing and investment strategy, as well as the range of investments held by the Authority during the year.

The Head of Finance and Treasurer advised that levels of investment fluctuated from £6.7 million at the start of 2016/17 to £11 million and then down to £8.5 million as at 31 March 2017.

The Authority's investments had generated £129,436 of income during the year against a target of £99,400.

No debt rescheduling had been undertaken during the year. The Authority had long-term borrowing of just under £10 million and there was a high penalty to reschedule this debt.

The prudential indicators were also set out in the report, as were the interest rate forecasts and a general review of the economy and interest rates from Capita. It was noted that Capita would be providing treasury management training to Members at the Development Day on 4 July 2017.

In response to a question, the Head of Finance and Treasurer advised that the maturity structure of borrowing was not a formal limit and that the information was only for Members to note. The word “limit” would be removed from the prudential indicator table. 99% of borrowing had been for a period of 10 years and above, with 1% relating to a loan that was repaid during the year. Therefore, at 31 March 2017, 100% of borrowing was for 10 years and above.

The Chair asked for additional information on the prudential indicators and, in particular, the borrowing limits, to be sent to Members of the Committee.

RESOLVED:

1. That the report be noted.
2. That the Members of the Committee be sent an update on the prudential indicators and borrowing limits.

17-18/CS/012 Asset Management Policy and Plans – ICT, Property and Fleet

The Chair suggested that, in future years, the asset management plans be phased across a number of the Group’s meetings to allow Members sufficient time to consider the individual plans in detail. This could be considered for future years’ work programmes.

He also expressed the view that Members should be given the opportunity to review the Asset Management Strategy itself.

The Head of Finance and Treasurer presented the covering report to the Asset Management Plans for 2017/18 to 2020/21 for Fleet & Transport, Information & Communications Technology and Land & Buildings. The total value of assets as at 31 March 2017 was £31,326,000: £5.7 million of vehicles, plant and equipment, £24 million of land and buildings and £1.6 million of assets under construction.

Further to queries raised at previous meetings of the Group, the Head of Finance and Treasurer reported that investigations had been undertaken into the water usage at Ampthill, Toddington and Shefford stations.

The result of this was that it had been determined that the Ampthill benchmark had been set too high as it was set on inaccurate measurements, the actual usage measured at Shefford was too high and had been revised down, and

the benchmark for Toddington was low based on previous year averages and the actual usage was used to set the 2017/18 benchmark.

The Group then went on to consider the individual Asset Management Plans.

Fleet & Transport

GC D Cook introduced the updated Fleet & Transport Asset Management Plan. He highlighted the following changes that had been made to the Plan:

- The section on assets, locations and cost had been updated. The current fleet numbered 115 and there were currently no vehicles on lease.
- Capita was employed to provide advice on investments and borrowing and, in the current financial climate, it was more prudent to buy vehicles and other assets rather than lease.
- The age profile of the fleet had decreased from 8 years to 7 years. 10 new vehicles had been purchased in the year with 7 more planned for 2017/18.
- The carbon footprint of the fleet had increased slightly as the mileage travelled by the fleet had increased, as had the cost of fuel, although the Aerial Platforms were now fuelled with red diesel.
- The Service had been successful in recruiting to vacant workshop posts which had reduced the outsourcing budget.
- The projects for the next three year period had been updated.
- End of year performance indicators were included, all of which had met or exceeded targets.
- Achievements during the year were set out in the appendix to the Plan. These included the purchase of fire bikes, rescue pumps and the Special Response Unit.

In response to questions on the mileage of the fleet, which had increased significantly from 152,000 in 2015/16 to 192,000 in 2016/17, GC D Cook advised that this was the result of the additional collaboration work, such as co-responding and forced entry, taken on by the Service.

The view was expressed that if the collaboration work was at a cost to the Service, and in terms to the mileage travelled by the fleet it was, than this should be acknowledged and some form of cost recovery should be introduced.

ACO Evans confirmed that in other collaborative arrangements, such as the ICT Shared Service, costs were shared. Other blue-light services were also being charged for premises use. Co-responding was a national pilot and the actual model for delivery in the future had not yet been determined.

The Chair requested that, in reports to the FRA, this was highlighted as an issue as Members had not been aware of the increase in mileage previous to discussing this Plan.

In response to a question on forecasting the fleet maintenance revenue budget, GC Cook explained the difficulties that arose in forecasting maintenance costs, particularly for vehicles aged over 5 years. Even vehicles of the same age could have different faults.

It was acknowledged that, although the age profile of the fleet was decreasing, the Service operated a “long life” policy to extend the life of some equipment and this made it difficult to predict what future revenue costs would be.

The Head of Finance and Treasurer reassured Members that he scrutinised all budgets line by line with the relevant Principal Officer. There had not been a significant overspend or underspend in this area and the budget contained a high level of detail.

Members were advised that this budget could be considered during the budget-setting process.

Information and Communications Technology

ACO Evans referred Members to the summary of the ICT Asset Management Plan provided by the Head of ICT and advised that the annual review of the ICT Shared Service would take place at the Group’s next meeting.

ACO Evans highlighted the following points from the summary:

- The Asset Management Plan detailed the assets of the ICT Shared Service, including networks, hardware and software.
- Work was ongoing to replace the Pharos system with “best of breed” products. The first migration away from Pharos had been the new HR and payroll system, iTrent.
- Projects for the next four years were set out in the Plan. This included work on shared servers and disaster recovery. The procurement of a Wide Area Network, Eastnet, was being led by Cambridgeshire County Council. In the interim period, the life of the current arrangement was planned to be extended to December 2019.
- Security and resilience would also need to be enhanced.
- Server replacements were being planned for 2018. The desktop infrastructure replacement programme (VDI) was coming to an end, with VDI evolution commencing in 2018/19.
- An assessment of cloud-readiness had begun to ensure that the Service was able to utilise cloud technologies and infrastructure.
- The action plan had been updated and revised.

In response to a question, ACO Evans confirmed that iTrent was cloud-based.

Funding for the VDI evolution had not yet been approved to form part of the Capital Programme and would be considered as part of the budget setting process for 2018/19.

It was noted that this was required as the Citrix system currently used by the Service was being discontinued, therefore an upgrade was required.

Land & Buildings

The Head of Finance and Treasurer introduced the Asset Management Plan for Land & Buildings.

He drew Members' attention to the following points:

- A section on collaboration and the Policing and Crime Act had been included.
- The Service continued to share its stations with the Police, Ambulance Service and other organisations.
- One Public Estate funding had been made available for a feasibility study to be undertaken on a joint blue-light headquarters facility.
- It had now been recognised in the Plan that the unique reference number of properties should be included in the transparency information published by the Service.
- A summary of the Service's properties was set out in the Plan, including the age profile of the premises. The Service still owned 7 houses and 6 garages. A number of stations were built in the 1960s and 70s and had flat roofs. There was a plan to replace these.
- Re-roofing of the older stations was included in the planned programme of works from 2017/18 to 2020/21, as were the refurbishment of male and female toilets and showers at Luton Fire Station and car parks and drill yards.
- The total water usage for 2016/17 was 7,235 metres cubed against a target of 7,940. A baseline of 7,325 metres cubed had been set for 2017/18.
- The total electricity usage for 2016/17 was 1,146,000 kilowatts per hour against a benchmark of 1,131,000 kilowatts per hour.
- The total gas usage for 2016/17 was 161,000 metres cubed against a benchmark of 192,000 metres cubed.
- There was no gas supply at Bedford or Stopsley.
- Fluctuations in usage were investigated.
- Options for the monitoring of usage were being considered to determine whether this task should be kept in house or outsourced.

In response to a question, the Head of Finance and Treasurer confirmed that all fluctuations in utility usage were investigated. The water usage in Control was much higher in 2016/17 than during the previous year and this was most likely due to the refurbishment of the Control Room in 2015/16 which meant that the area was not fully staffed during that year.

RESOLVED:

1. That the updated Asset Management Plans for Fleet & Transport, Information & Communications Technology and Land & Buildings be approved.

2. That consideration be given at the next Chair's briefing to the scheduling of Asset Management Plans in future years.
3. That the Group receive the Asset Management Strategy at a future meeting.
4. That the Group be provided with an update on the investigations into the fluctuations of utility usage in stations/premises at a future meeting.

17-18/CS/013 Fire and Rescue Indemnity Company

The Head of Finance and Treasurer submitted his report setting out the Authority's current position regarding the Fire and Rescue Indemnity Company (FRIC).

The Authority had approved the establishment of a protection pool to replace conventional insurance arrangements in February 2014. The arrangements were finalised in the autumn of 2015 and FRIC began operating on 1 November 2015.

The Service was one of 9 Fire and Rescue Services in the pool. During the first year of operation, to 31 October 2016, a surplus of £471,000 had been generated. This was in addition to a £658,000 reserve for late claims. There had been no claims over £100,000 during the year.

Membership of FRIC and its risk management group provided a forum for Services to share best practice and to be encouraged to adopt more risk management measures, hopefully reducing the number of future claims.

CFO Fuller reported that the Service would be giving a presentation on FRIC to the CFA Conference in the autumn.

RESOLVED:

That the report and the positive achievement of the first year's operation be noted.

17-18/CS/014 Corporate Risk Register

GC D Cook presented his report on the Corporate Risk Register.

He reported that changes had been made to the risk ratings of CRR39 (if we have inadequate data management due to poor implementation, inappropriate specification of requirements or poor quality control measures then we are at risk of using the wrong information throughout the organisation and thus potentially affecting the delivery of our services) and CRR38 (If we suffer virus / hacking damage to business critical or vital computer systems then this will significantly affect our ability to deliver risk critical services such as emergency response). The inherent impact and likelihood had been increased as the result of the recent virus attacks on the NHS. Control measures were in place to manage these risks.

A number of risks on the Corporate Services Risk Register had been updated as follows:

CRR05 (If we are unable to provide adequate asset management and tracking facilities then we may cause serious injuries to our staff due to a lack of safety testing. We may also incur unnecessary significant costs and be in breach of health and safety legislation): the development of an asset tracking system was discussed earlier in the meeting. A bid for funding would be made following the completion of a full feasibility study, with a report presented to the Authority later on in the year.

CRR15 (If we do not properly manage the work issues that can potentially be caused by collaboration or shared services including: 1. Redundancy 2. Relocation 3. Cost of work for the convergence of procedures 4. Use of inexperienced staff familiar with FRS operations 5. Increase in staff numbers and associated cost; then there will be a negative cultural impact upon the service and the projects may fail): the Replacement Mobilising System went live for voice mobilisation in November 2016. Code of connection accreditation had recently been received from the Home Office and the mobile data terminals would be coming on stream in the near future.

CRR43 (If the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected): following the terrorist attack at Manchester Arena, the national threat level had been raised from severe to critical. Communication across the Service and with other blue-light services had been maintained with reminders to staff to remain vigilant and aware.

In response to a question on the risk rating for CRR43, GC D Cook explained that a number of control measures were in place and that, on review, the recent attacks had not increased the inherent or residual risk ratings.

RESOLVED:

That the development of the Service's Corporate Risk Register in relation to Corporate Services be noted and approved.

17-18/CS/015 Work Programme 2017/18

Members received the Work Programme for 2017/18.

RESOLVED:

That the Work Programme be agreed subject to the inclusion of VDI Evolution in the ICT Capital Strategy report on the agenda for the next meeting of the Policy and Challenge Group.

17-18/CS/016 Local Government Act 1972: Exclusion of Public

RESOLVED:

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act (as amended):

Item

Fraud Update

The meeting finished at 11.47am

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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For Publication

**Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 9**

REPORT AUTHOR: COUNCILLOR Y WAHEED

SUBJECT: HUMAN RESOURCES POLICY AND CHALLENGE GROUP

For further information on this Report contact: Mrs K Daniels
Service Assurance Manager
Tel No: 01234 845013

Background Papers: None

Implications (tick ✓):

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

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

PURPOSE:

To report on the meeting of the Human Resources Policy and Challenge Group held on 29 June 2017.

RECOMMENDATIONS:

1. That the submitted draft Minutes of the meeting held on and 29 June 2017 be received.
2. The recommendations of the meeting, as noted below, be considered.

1. Introduction

- 1.1 The draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 29 June 2017 are appended for Members' consideration. The Human Resources Policy and Challenge Group made the following recommendations to the Fire Authority

2. 17-18/HR/006 Terms of Reference

RECOMMENDED:

- 2.1 That the Fire and Rescue Authority be recommended to include “to approve the annual corporate health and safety objectives” to the Human Resources Policy and Challenge Group’s terms of reference.
- 2.2 That the Fire and Rescue Authority be recommended to review the membership of the Policy and Challenge Groups and the Audit and Standards Committee to ensure that a sufficient number of Members is appointed to each Group/Committee.

**COUNCILLOR Y WAHEED
CHAIR OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP**

MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP MEETING HELD ON 29 JUNE 2017

Present: Councillors Y Waheed (Chair), C Atkins, P Downing and J Mingay
ACO Z Evans, SOC A Peckham, GC D Cook, Ms R Barker and Mr R Jones

17-18/HR/001 Apologies

An apology for absence was received from Councillor T Khan.

SOC G Jeffery and Ms D Clarke were not able to attend the meeting due to other commitments. Ms R Barker attending on Ms D Clarke's behalf.

17-18/HR/002 Election of Vice Chair 2017/18

Members requested that the election of Vice Chair for 2017/18 be postponed as two of the members of the Policy and Challenge Group were not present at the meeting.

Following a comment about the number of Members appointed to the Policy and Challenge Groups and the Audit and Standards Committee, the Chair of the Authority advised that she would consider this matter prior to the next meeting of the full Authority.

RESOLVED:

1. That the election of Vice-Chair for 2017/18 be postponed to the next meeting of the Policy and Challenge Group.
2. That Councillor Downing be elected Vice Chair of the Policy and Challenge Group for the period until a permanent Vice Chair is elected at the next meeting of the Policy and Challenge Group.

17-18/HR/003 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interests.

16-17/HR/004 Communications

Councillor P Downing reported on the meeting of the National Joint Council that he had recently attended with the Chief Fire Officer. This was one of three regional meetings taking place throughout the country, which would inform the decisions around the 2017 pay award.

The expanding role of firefighters had been discussed, with the following five areas being highlighted: environmental challenges; youth and social engagement; inspection and enforcement; multi-agency emergency response and emergency medical response.

17-18/HR/005 Minutes

RESOLVED:

That the Minutes of the meeting held on 21 March 2017 be confirmed and signed as a true record.

17-18/HR/006 Terms of Reference

Members were requested to review the Policy and Challenge Group's terms of reference.

The Chair suggested that an additional point be added to the Terms of Reference "to approve the annual corporate health and safety objectives" which the Policy and Challenge Group did on an annual basis.

It was noted that, following the discussions earlier in the meeting, the Authority should review the membership of the Policy and Challenge Groups and the Audit and Standards Committee to ensure that a sufficient number of Members was appointed to each Group/Committee.

RESOLVED:

1. That the Fire and Rescue Authority be recommended to include "to approve the annual corporate health and safety objectives" to the Human Resources Policy and Challenge Group's terms of reference.
2. That the Fire and Rescue Authority be recommended to review the membership of the Policy and Challenge Groups and the Audit and Standards Committee to ensure that a sufficient number of Members is appointed to each Group/Committee.

17-18/HR/007 Human Resources Performance Monitoring Year End Report and Programmes to date

ACO Evans submitted the 2016/17 year-end report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.

The HR and Payroll System Project went live in February 2017. Integration between the old system and the new system was still ongoing and the final budget status was pending completion of analysis. As such, the project was rated amber awaiting completion of this work.

ACO Evans introduced the end of year performance report. All of the equality indicators had met target, with the exception of EQ2 (recruitment of minority ethnic staff across the whole organisation), which had missed its target by 4%.

Members asked for the number of staff, as well as the percentage, to be included in the next performance report for that indicator.

Mr R Jones, the Service's Diversity Adviser, advised that, although the target had not been met, there was a significant amount of work around positive action being

undertaken. He referred to a recent meeting with mosques in Luton that had been very successful and had resulted in a number of positive connections being made with the local community.

He added that the Service was working closely with the Police to learn lessons from their recent successful recruitment of Police officers from ethnic minority backgrounds and a new positive action plan, which would be submitted to Members upon its completion, was currently being developed. A positive action group focused on the forthcoming wholetime recruitment campaign had been constituted.

In relation to a comment on promoting careers in the fire service to young people in schools, the Diversity Adviser reported that information was being included in an educational career guide called Futures that particularly targeted young people from Asian and ethnic minority backgrounds and would be circulated during the first week of July.

Opportunities to develop literature to distribute during prevention visits and visits to Key Stage 2 pupils were also being explored.

ACO Evans added that the Home Office was currently considering supporting a project similar to "Ordinary People, Extraordinary Careers" that encouraged women and people from ethnic minority backgrounds to consider careers, such in the fire service.

Members commented on the diversity of the Service's Fire Cadets and that these young people should be encouraged to consider a career in the fire service.

In relation to HR1 (the percentage of working time lost due to sickness), this indicator had missed its target by 13% as the year-end target was 4.39% against a target of 3.9%. Long-term absence had been identified as the main challenge, with 28 employees having an absence of 21 or more days, mainly as a result of musculoskeletal or mental health issues. During the period, 51 employees had been given an informal warning for their attendance levels, with 8 given a formal warning. The sickness absence rate continued to be monitored and it was hoped that the performance against this target would improve in the next reporting year. The presentation later on the agenda will provide more detail on the position.

In response to a question, Ms R Barker, Senior HR Adviser, reported that the Service employed circa 630 individuals and explained that the process set out in the absence management policy was that an informal warning and a monitoring period was followed by two formal warnings before a final disciplinary meeting was held.

A Member requested the number of employees who had been given an informal written warning for attendance levels in 2015/16 for comparative purposes.

ACO Evans reminded Members that, as part of the target-setting process for 2017/18, the target for HR1 had been increased to 4.3%, in line with the Chartered Institute of Professional Development (CIPD) average.

ACO Evans drew Members' attention to the excellent performance against HR3a (percentage of returned appraisal documents to HR within 3 months of reporting year (end September) Support staff & Station Managers and above) and HR3b (percentage of returned appraisal documents to HR within 3 months of reporting year (end September) firefighters/ Crew & Watch Managers), which had achieved 91% and 100% in Quarter 4 respectively.

SOC A Peckham reported on the training indicators. All had met target with the exception of T5 (percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years) and T8b (percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months).

T5 had been red in Quarter 3 of 2016/17 and had improved by 7% to reach amber levels for year end. The target was for 60% of staff at each station and in each Watch to have the relevant training and performance was subject to fluctuations caused by one or two individuals. Two RDS stations and two Watches were currently not achieving 60%. Further training would continue to be targeted to pursue improvement against this indicator.

Performance against T8b was in line with the five-year average of 90% and 92% was a very stretching target. There was a small number of RDS staff affecting the performance against this target and these individuals would be identified and supported.

Overall, in comparison to the five-year average, significant improvements in performance had been made, including increases of 17% on T3 (percentage of station based operational staff that have attended Water First Responder course within the last three years) and T8c (percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months). PDRPro was recognised as a major improvement to the management control of training records.

In response to a question about the compartment fire behaviour course, SOC A Peckham explained that this consisted of a series of training activities based at London Luton Airport that provided a fire experience in a controlled environment. This allowed firefighters to experience how fires developed and could be controlled, and also how human behaviour could influence fire. This experience allowed firefighters to react appropriately when they attended operational incidents.

The view was expressed that members of the public would find it reassuring that this type of training was regularly undertaken, given the recent incident at Grenfell Tower.

SOC A Peckham reassured the Policy and Challenge Group that after any serious incident the Service sought to learn practical and technical lessons from the investigation reports.

GC D Cook reported on the health and safety indicators. H1 (number of serious accidents per 1000 employees) and H2 (number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees)) had exceeded their targets, whilst H3 (number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees) had missed target due to one case of long-term sickness. The individual concerned had now returned to work and with the periods lost from the incident removed, the indicator would have achieved its target.

As a result of this, ACO Evans advised that the Policy and Challenge Group had agreed that the indicator should report on actual time lost and not the the 24 hour equivalent, which would provide more accurate information.

RESOLVED:

That the progress made on Human Resources Programmes and Performance be acknowledged.

17-18/HR/008 New Internal Audit Reports Completed to date

ACO Evans introduced the audit of Retained Recruitment. This had received an audit opinion of reasonable assurance with one medium and five low priority actions identified. The medium priority action had already been completed and all the low priority actions were either completed or in progress.

In response to a comment, ACO Evans confirmed that the Service, in collaboration with Cambridgeshire, had adopted an electronic application procedure that would allow applicants to make and monitor their applications online.

RESOLVED:

That the internal audit report be received and the associated management comments/actions which will be added to the Audit and Governance Action Plan Monitoring report be endorsed.

17-18/HR/009 Audit and Governance Action Plans Monitoring Report

ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. No extensions had been requested and both actions in the current monitoring report had been completed and confirmed by follow-up audit.

The actions arising from the audit of Retained Recruitment would be included in the report to the next meeting.

RESOLVED:

That progress made to date against the action plans be acknowledged.

17-18/HR/010 Absence Year End Report

Ms R Barker, Senior HR Adviser, gave a presentation on Employee Absence Year End 2016/17. Against the target of 3.9% of working time lost to sickness, the Service

absence rate had been 4.42% at year-end. This was below the CIPD average for public sector.

The main causes of absence for the year were gastrointestinal (21.8%), coughs, colds and flu (19.2%) and musculoskeletal (17.2%). These were the same three groups as the previous year, just in a different order. The top three reasons given for working days lost were musculoskeletal (42.3%), injury/fractures (14%) and mental health (8.9%). There had been a marked decrease in the percentage of working days lost due to mental health from 14% in 2015/16 to 8.9% in 2016/17. This was against the national trend of an increase in working days lost due to mental health.

This could be attributed to a greater awareness of mental health throughout the Service, with a mental health awareness roadshow and training based on MIND guidance run during the year. This had resulted in more employees accessing information through the Employee Assistance Programme.

The Service provided a high level of support to its employees. It employed an in-house Occupational Health Practitioner, a full-time Fitness Adviser and access to a contracted medical advisor. Employees also had access to a wide range of services in addition to the Employee Assistance Programme.

The Fitness Adviser also provided nutrition advice and information.

The Senior HR Adviser also reported on the critical incident support provided by the Service. The provision of this support had recently been reviewed in light of the additional responsibilities undertaken by firefighters, such as co-responding.

The Service had adopted a Trauma Risk Management (TRiM) process and the Occupational Health Practitioner had received additional training to take on the role of TRiM Co-ordinator. There were 10 employees throughout the Service that were trained as TRiM practitioners and were able to carry out TRiM assessments. The assessments were undertaken between 3-14 days following the incident and would enable the relevant signposting to occur and follow-up support to be provided. Individuals could self-refer to TRiM or be referred by others.

Ms R Barker reported that actions planned for 2016/17 to reduce employee absence included ongoing mental health awareness promotion, continuing support of the workforce and ongoing training and HR support. The Sickness and Attendance Management Procedure would be reviewed and a Service-wide stress survey would be undertaken during the year. This would enable the Service to compare current stress levels to those recorded in previous years.

The view was expressed that, given the percentage of days lost as a result of coughs, colds and flu, the Service could consider reimbursing employees for costs incurred for those who wished to obtain flu jabs privately.

RESOLVED:

That the presentation be noted.

17-18/HR/011 Occupational Accidents Year End Report

GC D Cook presented a report on Service occupational accidents from 1 April 2016-31 March 2017. There had been a total of 52 accidents in the year, which was a significant reduction from the 84 accidents that were recorded in 2015/16. It was also 32% below the five year average.

The number of days lost to workplace accidents reported during 2016/17 had also reduced to 388 from 501 days in 2015/16. Retained employees had accounted for 86% of the days lost and 316 of the days were attributed to the one accident referred to earlier in the meeting.

There had been an increase in manual handling injuries from 10 in 2015/16 to 21 in 2016/17. Some of this increase was attributable to “Method of Entry” training that had been conducted during the year.

GC D Cook reported that the Health and Safety Support Team closely scrutinised completed safety event investigations and the Health and Safety Steering Committee tracked any recommendations or actions arising to ensure their completion.

RESOLVED:

That the report be endorsed.

17-18/HR/012 Corporate Risk Register

GC D Cook presented his report on the Corporate Risk Register. There had been one change and one update to risks within the Corporate Risk Register relating to Human Resources.

The risk rating for CRR32 (if there is a serious vehicle collision involving a vehicle being driven by Service personnel for work purposes then there is the potential for serious injury or even death to our staff members, a negative reputational impact and the potential for legal action) had been reduced as the inherent likelihood had reduced from 3 to 2 as a result of the control measures and training that had been put in place.

CRR25 (if operational personnel either individually or collectively at any or all levels do not meet the minimum level of competence to safely deal with the full range of incidents which may be encountered, particularly areas of competencies relating to:- Incident Command- Use of Breathing Apparatus – Compartment Fire Behaviour – Water related Incidents – High-Rise Incidents – Work at Height- then there is the potential to cause significant injury or even deaths to our staff) had been updated as skills certification reporting was now in place through PDRPro for operational training courses. In April 2017, the Service had been subject to a peer review of the Safe Work at Height operational policy and procedures against the CFOA national toolkit. Initial feedback had been positive and the Service was awaiting the final peer review report. A number of areas of notable practice had been identified that would be cascaded to other Fire and Rescue Services.

RESOLVED

That the development of the Service's Corporate Risk Register in relation to Human Resources be noted and approved.

16-17/HR/013 Work Programme 2017/18

Members received the Work Programme for 2017/18.

It was noted that a report on positive action would be submitted to the Policy and Challenge Group's next meeting, as requested by Members. The Annual Report on the Provision of External Training and the Public Sector Equality Scheme Review would also be considered at that meeting.

An election for the Vice Chair for 2017/18 would also be held at that meeting.

RESOLVED:

That the Work programme be agreed.

The meeting finished at 11.40am

For Publication

**Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 10**

REPORT AUTHORS: DEPUTY CHIEF FIRE OFFICER

SUBJECT: BLUE LIGHT COLLABORATION

For further information on this Report contact: Chris Ball
Head of Operational Support
Tel No: 845089

Background Papers: Blue Light Workstream update Document.

Implications (tick ✓):

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

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

PURPOSE

The purpose of this report is to inform Members of the current status of Blue Light collaboration workstreams

RECOMMENDATION(S)

1. That Members acknowledge the content of the report.
2. That Members note that a formal process of Internal Audit of BFRS collaboration Governance arrangements and project management is due to commence on 24 July and be of 3 days duration.

1 Background

- 1.1 The Policing and Crime Act 2017 provides a mandate for Blue Light services to achieve closer working, collaboration and integration where appropriate in the interests of greater transparency, efficiency gains and provide improved value to the tax payer. This report provides an update on the workstreams currently in progress and being delivered jointly and primarily between Bedfordshire Fire and Rescue and Bedfordshire Police. East of England Ambulance Service NHS Trust are also partners in one of the operational initiatives and in estate joint occupancy.

- 1.2 The Project is managed through a Project Board which benefits from joint Chair arrangements between Deputy Chief Fire Officer and Deputy Chief Constable. It is this Project Board and its means of delivery of collaborative service improvements together with its Governance arrangements which are being audited in July 2017.

**PAUL M FULLER CBE QFSM
CHIEF FIRE OFFICER**

Blue Light Collaboration update

Project Management

- Management Group Continues to meet monthly and alternating Police/Fire Chair and host premises at DCFO and DCC level.
- Police have appointed a full time Collaboration liaison commenced in post 19th June.
- New jointly branded Project paperwork designed and agreed.

Estates:

OPE funded joint Headquarters

- Final draft of bid agreed and will be submitted in July.
- Agreement to form a separate working group for this project rather than Blue Light Collaboration group managing it.
- **Ampthill**
 - An additional PCSO has joined the team. Now 2 x PCSO and Police Officer x 1.
 - 6 NHS Clinical staff are now using the car park. Severe parking in the Health Centre car park and the local area meant that the clinicians had found it virtually impossible to park. This impacted upon their service delivery times.
 - There are further talks taking place about placing a portakabin on station land to provide some limited NHS services. This may occur whilst some local redevelopment and change of use of local buildings takes place as the NHS restructures its services.
- **Shefford**
 - Waiting Police Broadband and wi-fi
 - Waiting Photocall to be organised
- **Leighton Buzzard**
 - A meeting at the station on 30th June to review available options is planned. The Community Policing plan for the town was amended in April and an increase in size of the local Police team occurred. We need to review our capacity and facilities in light of that to identify any options.

- **Harrold**
 - Station now removed from all consideration as Police do not have an identified need to use it.
- **Luton**
 - Police hotdesking x 3 in SAO agreed with GC Foolkes.
 - Waiting police to install Broadband and wi-fi.
 - Waiting Police to provide identification of their officers wishing to use facility.
 - BFRS staff hotdesking in Police Station is an option following security clearances and the process for this being identified. Meeting with HR planned to take forward.
- **Barkers Lane Bedford**
 - Police moved in and now operational.
 - Further works to upgrade the room and furniture in progress.
 - Midshires Search and Rescue have commenced the vehicle garaging arrangement.
 - Road Victims Trust has moved into NAO and is now working there full time.

Bury Park Community Centre, Luton

- Fully agreed with new management.
- Waiting office painting and signage.
- Signage agreed all parties and sanctioned by Blue Light Collaboration Project Group.
- Photocall with PCC, FRA, senior BFRS/Police and Community leaders will be organised when completed.

NB. There are currently no agreements for provision for Police front desks in any of the co-location sites.

Co-responding

- The trial continues with Leighton Buzzard and Biggleswade station personnel responding as required.
- BFRS waiting national developments and information to inform next steps of trial.

Body Worn Cameras

- Draft Policy in consultation.
- Equality Assessment – completed.
- Expected to be deployed operationally for trial in July.

Searching for Vulnerable missing persons.

- Currently being evaluated and BFRS working with Police to validate the data.
- The collaboration will continue with the benefit of learning from the evaluation.

Forced entry

- Currently being evaluated and FRS working with Police and EEAST to validate data.
- Collaboration will continue and benefiting from good communications between Police and Fire Control rooms to share data.

Reporting of Arson

- Work currently being undertaken to identify the reasons for reported arson figures being different across BFRS and Police systems.

Drone(s)

- Drone specification reviewed and upgraded in light of new information from CFOA Drone Communities Group and national working party.
- Waiting Privacy Impact Assessment, Policy and Equality Evaluation
- Procurement of Drone to commence October.
- BFRS/Police Responsibilities re meeting running costs clarified.

Joint Chaplaincy

- Bishop has been approached by DCC Colbourne informally to seek his views on how to approach this, given previous absence of response to recruitment advert.
- DCC Colbourne now to write formally to Bishop with request to source a Joint Chaplaincy provision as part of Parish income generation.

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For Publication

**Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 11**

REPORT AUTHOR: CHIEF FIRE OFFICER

**SUBJECT: ANNUAL OVERARCHING PERFORMANCE REPORT
YEAR END 2016/17**

For further information on this Report contact: Amrik Dosanjh
Head of ICT & Improvement
Tel No: 01234 845015

Background Papers:

Audit and Standards Committee Paper 26 June 2014 - 'Annual Overarching Performance Report Year End 2013/14'

Implications (tick ✓):

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

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

PURPOSE:

To provide Members of the Fire and Rescue Authority with an overarching performance report for year end 2016/17 that is aligned to the Service's strategic objectives.

RECOMMENDATIONS:

1. That Members' acknowledge the Service's performance against the delivery of the Authority's strategic objectives for 2016/17.
2. Subject to any amendments following review by Members' it is proposed that the Overarching Performance Report will be published on the Service's Internet site.

1. Background

- 1.1 As part of the Authority's internal audit programme the Business Planning function of the Service was audited in March 2013 by RSM Tenon (now RSM).
- 1.2 Following completion of the audit by RSM Tenon a report was produced and presented in June 2013 to the Corporate Services Policy and Challenge Group in line with normal internal reporting arrangements.
- 1.3 The report from RSM Tenon incorporated several recommendations which have been completed, one of which was for the establishment of an overarching performance report aligned to the Authority's strategic objectives and the underpinning strategies. The purpose of which is to provide an overview of the Service's performance throughout the previous financial year.
- 1.4 The Authority reviewed the overarching performance for year end 2013/14 at its meeting on the 22 July 2014 and approved the Overarching Performance Report to be presented annually at full Fire and Rescue Authority meetings yearly.

Performance Management Process

- 1.5 The Authority's Policy and Challenge Groups are responsible for reviewing the performance indicators which fall within their remit, either quarterly, bi annually or yearly according to the particular reporting frequency. End of year performance indicators are reported to the appropriate policy and challenge group with exception reporting if necessary.
- 1.6 The Overarching Performance Report is made up of a range of performance indicators selected from all three Policy and Challenge groups. The purpose of which is to inform Members of the Service's performance against the Authority's strategic objectives in the previous financial year.
- 1.7 In 2016/17 the Service achieved or performed better than target in 71% of its strategic objective measures.

Strategic Objective 1 To Respond Effectively, manage risks and reduce the number of emergency incidents that we attend	Achieved or performed better than target in 8 out of 14 indicators
Strategic Objective 2 To ensure high standards of corporate governance and continued service improvement	Achieved or performed better than target 9 out of 14 indicators reported. (FNP2 performance will be available following external audit in September 2017.)
Strategic Objective 3 To develop our employees and create a safe, fair and caring workplace for our staff.	Achieved or performed better than target in 20 out of 24 indicators.

1.8 Following Members' review of 2016/17, and subject to any amendments, it is proposed that the Overarching Performance Report will be published on the Service's Internet site.

2. Implications

2.1 Corporate Risk – Known:

The overarching performance report aims to provide assurance to the Authority and the community that the Service is efficient and effective and measuring performance against the delivery of the strategic objectives.

2.2 Financial:

In addition to effective external and internal audit and governance arrangements the performance indicators that make up the overarching performance report assists in demonstrating how the Authority's strategic objectives are supported and delivered.

2.3 Legal:

The overarching performance report pulls together a range of indicators demonstrating an overview of corporate health.

2.4 Equality Impact:

The Public Sector Equality Duty (PSED) places a statutory obligation on public bodies to pay due regard to the requirements of the Duty. Commitment to this agenda is reflected in the Service's performance indicators.

2.5 Policy:

Any policy change as a consequence of issues raised within this report will go through normal policy development structures.

**PAUL M FULLER CBE QFSM
CHIEF FIRE OFFICER**

Bedfordshire Fire and Rescue Service

To provide an excellent fire and rescue service for the communities of Bedfordshire.
We aspire to achieve this vision, not only now but into the future.

Strategic Objective 1: To respond effectively and manage risks and reduce the number of emergency incidents that we attend.

Strategic Objective 2: To ensure high standards of corporate governance and continued service improvement.

Strategic Objective 3: To develop our employees and create a safe, fair and caring workplace for our staff.

Service Delivery
Protecting our communities and keeping our firefighters safe

Partnerships
Develop, nurture and sustain partnerships that deliver our strategic objectives

Engagement
Enhancing our customer focus in everything we do

Governance
Governance that is open, accountable and enables achievement of strategic objectives

Finance
Having robust financial planning, controls and audit processes in place, to ensure that services are delivered to the community within the budget available

Assets
Making the best use of our assets and continue to develop our ICT Systems to create safer communities

Employees
Transparent, fair recruitment process, engage and develop our staff, creating a safe, healthy workforce with the right people with the right skills and knowledge

Improvement
Striving to improve our services to the community in everything we do

Priorities
Prioritising our resources to make continuous improvement

Organisational Thread



Corporate Planning Framework

Strategic Objective 1

Strategic Objective 1	What does this mean?	
To respond effectively manage risks and reduce the number of emergency incidents that we attend.	We continuously review the service we provide to the communities to ensure that the risks they face are accurately identified and targeted with the appropriate resources to reduce the risk. We work in partnership with agencies in a co-ordinated method to deliver prevention and protection activities, such as Home Fire Safety Checks and Safe and Well visits to drive down risk further. We undertake audits and inspections in the workplace to ensure that businesses stay safe and enable them to comply with the law effectively and protect their businesses.	
<p>How will this be done?</p> <p>We will provide 'Civic Leadership' in delivering our services by:</p> <ul style="list-style-type: none"> • Matching operational response resources to risk; • Focussing on policy, procedures and processes that underpin firefighter and community safety; • A continued focus on operational excellence and safety through the provision of high quality systems and equipment; • Demonstrating pro-active leadership within the community and amongst our partners in delivering a wide but risk-focused portfolio of Services, where our brand and capabilities make us best placed to act (such as young people, sport focused initiatives, the elderly, social cohesion, etc.); • Enhanced strategic partnerships with other Services and agencies in the public, private and voluntary sectors in pursuit of achieving shared local priorities. <p>And:</p> <p>We will enhance our customer focus through:</p> <ul style="list-style-type: none"> • Use of customer insight techniques (customer segmentation, customer journey mapping etc.); • Enhanced consultation with and involvement of communities; • Improved use of risk and socio-demographic data to identify our 'at risk' groups and emerging issues such as an ageing population and the impact of mental health/dementia etc.; • Use of social marketing techniques, including the effective use of social media, to change behaviours in regard to staying safe; • Using an 'embedded' approach to diversity in relation to our customers and the community. 		
Performance Indicators for Strategic Objective 1	2016/17 Target	2016/17 Actual
CPI 01 - Primary Fires per 100,000 Population	156.28	157.71
CPI 02 - Primary Fires Fatalities per 100,000 Population	0.5	0.61
CPI 03 - Primary Fires Injuries per 100,000 Population	3.41	3.82
CPI 04 - Deliberate (Arson) Fires per 10,000 Population	11.31	11.56
CPI 05 - Accidental Dwelling Fires per 10,000 dwellings	15.52	14.41
FSO 6a - AFD FA's Non Domestic Properties per 1,000 Non Domestic Properties	44.41	57
FPI 11 - The % of Occasions when our Response Time for Critical Fire Incidents were met against Agreed Response Standards	80%	75%
FPI 12 - The % of Occasions when our Response Time for RTC Incidents were met against Agreed Response Standards	80%	85%
FSO 2 - Total number of Fire safety audits completed	1900	1956
FSO 5b - Total No of Fires in Non-domestic Buildings	152	125
After the Incident (Domestic) - Customer Satisfaction Survey	98%	99%
After the Incident (Non-Domestic) - Customer Satisfaction Survey	98%	100%
Home Fire Safety Check - Customer Satisfaction Survey	98%	98%
Fire Safety Audits - Customer Satisfaction Survey	98%	100%

Strategic Objective 2

Strategic Objective 2	What does this mean?		
To ensure high standards of corporate governance and continued service improvement	We will review our governance arrangements to ensure that we provide an excellent fire and rescue service that meets the needs and expectations of our communities. We will ensure that we are open and accountable in what we do and act with integrity. We will deliver value for money at all times to provide an effective and efficient service and to be there when you need us.		
How will this be done?			
We will ensure a rigorous, business-like approach through:			
<ul style="list-style-type: none"> • Robust financial scenario planning to meet the continued programme of austerity measures; • Improved strategic planning and quality control systems including robust business cases for strategic expenditure; • Improved performance measurement, reporting and management and enhanced audit and developed Quality Assurance processes; • Rigorous evaluation of outcomes; • Process improvements to achieve efficiencies; • Collaboration and where appropriate shared services to achieve resilience and efficiencies; and, • A focus on sustainability in all our business processes. 			
And:			
Using Transformational Information and Communication Technology (ICT) by:			
<ul style="list-style-type: none"> • Further enhancement and development of ICT systems to support our service delivery functions; • Improved Management Information System applications; • Continuing to develop ICT systems to share data and information with partners and make such data and information more accessible whilst ensuring the continued security of our systems; • Implementing the Service Transformation and Efficiency Programme (STEP). 			
Performance Indicators for Strategic Objective 2		2016/17 Target	2016/17 Actual
FNP 1 - Cost of Fire Service per Head of Population (Information Only)		n/a	£44.25
FNP 2 - Accuracy of net budget forecast outturn at periods 6 & 9 (Sept & Dec) against actual outturn - variance between forecast and actual outturn		£600k	n/a*
FNP 3 - Percentage of Routine Financial Reports Distributed Within 6 Working Days of Period		90%	100%
FNP 4 - Compliance of Annual Statement of Accounts Processes with Statutory Timescales and Quality Criteria		100%	100%
FNP 5 – Percentage of Uncontested Invoices Paid Within 30 days		97%	96%
FNP 6 – Percentage of Outstanding Debt Over 90 Days Old		1.5%	5.43%
FNP 7 – Percentage of Annual Planned Efficiency Savings Achieved by Year End		100%	92%
FNP 8 – Return on Investment		0.90%	0.86%
IM1 - The percentage of Incidents on Mission Critical services resolved within 1 Hour		98%	92%
IM2 - The percentage of Incidents on Business Critical services resolved within 2 Hours (incidents requiring swap-out equipment or third party services are outside the scope of this measure)		96%	99%
IM3 - The percentage of Incidents on Business Operational services resolved within 4 Hours, Priority A and B (incidents requiring swap-out equipment or third party services are outside the scope of this measure)		90%	100%
IM4 - The percentage of Incidents on Administration Services resolved within 8 Hours (Priority A and B incidents)		90%	93%
AV1 - Core ICT services availability		97%	100%
AV2 - Business Applications Availability		97%	100%

*Data for this measure cannot be provided until after the external audit September 2017

Strategic Objective 3

Strategic Objective 3	What does this mean?	
To develop our employees and create a safe, fair and caring workplace for our staff.	We will provide high quality training and development for our staff ensuring that they are appropriately equipped to carry out their role to the highest standards in a safe and professional manner.	
How will this be done?		
We will have the right people with the right skills by:		
<ul style="list-style-type: none"> • Having a continued focus on operational excellence through safety and training; • Having a continuing ethical and moral leadership approach; • Developing an expanded skills-base and flexible workforce that will provide public value and a wider range of service delivery outcomes; • The use of effective change management processes; • Using an 'embedded' approach to Diversity in relation to our staff; • Maintaining robust individual performance management systems aligned to service strategy; • Utilising knowledge, skills and succession planning; and, • Supporting innovation. 		
Performance Indicators for Strategic Objective 3	2016/17 Target	2016/17 Actual
EQ1a – A % of new entrants to the Retained Duty System to be women.	6%	14.29%
EQ1b – A % of new entrants to the Whole-time Duty System to be women.	5%	14.81%
EQ2 – Recruitment of minority ethnic staff across the whole organisation	13%	11.86%
EQ3 – Parity in retention rates between ME and white employees (All Staff)	14%	5.17%
EQ4 – Parity in retention rates between men and women (Operational Staff)	4%	2.44%
HR1 – The percentage of working time lost due to sickness	3.9%	4.39%
HR2a - Turnover excluding retirement or dismissals – Excluding Retained	6%	3.59%
HR2b - Turnover excluding retirement or dismissals – Retained Only	10%	9.36%
HR3a – Percentage of returned appraisal documents to HR (Support Staff & Station Managers and above)*	90%	91%
HR3b – Percentage of returned appraisal documents to HR (Fire Fighters to Watch Managers)*	90%	100%
OH1 - % of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS)	97%	98%
OH2 - % of operational personnel achieving a pass category in their annual fitness test	95%	97%
T1 – Percentage of station based operational staff that have attended an assessed BA course within the last two years	98%	98%
T2 – Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	98%	98%
T3 – Percentage of station based operational staff that have attended Water First Responder course within the last three years	98%	98%
T4 – Percentage of station based operational staff that have attended Compartment Fire Behaviour course within the last three years	98%	98%
T5 – Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years	98%	91%
T6 – Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	98%	98%
T7 – Percentage of Flexible Duty Officers that have attended an assessed Incident Command Assessment within the last 12 months.	98%	100%
T8a – Percentage of Safety Critical Maintenance training programme completed by W/T operational personnel via PDRPro within last 12 months.	92%	95%

Performance Indicators for Strategic Objective 3	2016/17 Target	2016/17 Actual
T8b – Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	92%	89%
T8c – Percentage of Safety Critical Maintenance training programme completed by Control personnel via PDRPro within last 12 months.	92%	93%
T8d - Percentage of Senior management roles (SC to AC) personal attainment in maintaining core, operational safety critical training modules within a rolling 12 month period.	92%	92%
H1 – Number of serious accidents (over 28 days) per 1000 employees	5.38	0

*Within 3 months of reporting year end (September).

For Publication

**Bedfordshire Fire and Rescue Authority
19 July 2017
Item No. 12**

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: NJC CIRCULAR NJC/8/17 – INCLUSIVE FIRE SERVICE GROUP SUGGESTED STRATEGIES

For further information on this Report contact: Zoe Evans
Assistant Chief Officer (Human Resources and Organisational Development)
Tel No: 01234 845019

Background Papers:

Bedfordshire Fire and Rescue Service People Strategy
NJC Circular NJC/8/17

Implications (tick ✓):

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

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

PURPOSE:

To inform elected Members of the work of the Inclusive Fire Service Group.

RECOMMENDATIONS:

1. To consider the strategies suggested by the Inclusive Fire Service Group.
2. Consider elected Member support to progressing the strategies and agree for continued monitoring through the elected Member chaired Corporate Equality Group.
3. Respond to the Inclusive Fire Service Group with the detail given within the report.

1. Background

- 1.1 The Inclusive Fire Service Group is independently chaired by Professor Linda Dickens and includes employer and employee representation from the National Joint Council and representation from the National Fire Chiefs Council, the Fire Officers Association and the Retained Firefighters Union. It has also engaged with special interest groups such as Stonewall, Asian Fire Service Association, Women in the Fire Service, Women in the Police Service, FBU women's, BME and LGBT groups, Unison, GMB etc.
- 1.2 Both elected Members and Officers have been asked to consider the strategies suggested and how they can be taken forward in our Service, and provide a response by **28 July 2017**.
- 1.3 The remit of the Inclusive Fire Service Group is as follows:
- i. the purpose of this group is assessment of the current position in respect of equality, diversity, behavioural and cultural issues;
 - ii. identification of guidance in relation to any further strategies that could be used at local level to further encourage improvement; and
 - iii. in respect of (i) above, to consider whether it is necessary to gather new monitoring data or whether there is sufficient monitoring data already available that can be drawn from, eg the NJC survey, the survey conducted by the FBU, local employee satisfaction surveys, and other sources.
- 1.4 The NJC have asked that the strategies suggested by the group are considered positively at both elected Member and Officer levels. To that end the paper is split into two parts. The first considers the overarching general improvement strategies detailing progress going forward. Appendix A contains the tactical actions which have been considered and the Services response.
- 1.5 It is recommended that these actions are monitored through the Services' Corporate Equality Group.

2. Improvement Strategies

The overarching general improvement strategies are:

- 2.1 Inclusivity should be embedded in every aspect of the Fire and Rescue Service.

Inclusivity is a key consideration from recruitment, induction, training, knowledge, progression and retention demonstrated through the Service's focus to be an employer of choice detailed within its People Strategy.

Going forward there is more that can be done and this will continue to be supported utilising good practice and with a review of the People Strategy for National alignment.

- 2.2 There is a need for visible senior ownership and leadership - to lead by example and to ensure that local strategies and initiatives become reality on the ground, thereby embedding inclusion as the norm. Within a Service this should be at Chief Officer level. Within a Fire Authority a specific Member of the Authority should hold the portfolio.

The Chief Fire Officer launched BFRS's first Single Equality Scheme in 2012 ensuring the monitoring of cross-organisational equality objectives. In 2013 the Chief Fire Officer published a comprehensive Equality Statement setting out how BFRS will embed equality, diversity and fairness.

The internal governance structures includes a Corporate Equality Group, delegated to the ACO, with functional areas represented to monitor progressing the equality duty and the single equality action plans. The elected Member of the Human Resources Policy and Challenge Group holds the equality portfolio and chairs the Corporate Equality Group.

The Service has in place a positive action plan to focus progress on inclusion and diversity outcomes.

Going forward: BFRS will work with partners to share good practice for delivering local strategies and initiatives. Progress against the Single Equality Scheme and the Positive Action Plan will continue to be reported to the Corporate Equality Group.

We hope to build on our successful female wholetime recruitment process from last year in 2018.

Training gaps are being identified with the introduction of a suite of unconscious bias training being delivered this year.

The Positive Action Plan and outcomes will continue to be rooted to Corporate Equality Group and Human Resources Policy and Challenge Group.

Following the NFCC's agreement to a Memorandum of Understanding for Inclusion, BFRS will update its actions and issue its own statement.

- 2.3 Union involvement should be recognised as an important factor in delivering improvement, particularly in respect of peer to peer involvement.

The importance and benefit of Trade Union involvement is recognised at BFRS. Facility time has been extended to assist Fire Brigade Union involvement in corporate meetings such as the Corporate Equality Group. A consultation framework exists including a Service Consultative Committee chaired at Principal Officer level and functional level meetings with Heads of Service.

- 2.4 Fire and Rescue Services should ensure the workplace is fit for purpose for all groups of employees including correct Personal Protective Equipment and gender specific station and fireground facilities.

Workwear for operational and support staff are gender specific and issues are monitored and progressed through the Service's Workwear and Clothing Committee.

The present PPE provider measures all operational firefighters individually, thereby providing a bespoke structure firefighting tunic and leggings. Within the collaborative PPE project, the winning tender also measure and make a dedicated wearer package which is designed around individual gender and build.

Station facilities all have gender specific toilet, shower and changing facilities. Shift stations also have individual study/sleep rooms (lockable for privacy).

The Property Team regularly visit stations and any changing requirements will be picked up. There is an annual Property Asset Management Plan and a budget round where Station Commanders can put forward budget bids should any additional station or fireground facilities become necessary.

Fireground facilities include welfare packs on rescue pumps and welfare units (mobile toilets) where there is a prolonged incident. Going forward the new Property Manager will carry out a further review of access requirements.

3. Conclusion

In conclusion, BFRS are fully supportive of the work of the group and in ensuring progress is made against the inclusion agenda. It is felt that the strategies themselves do not particularly introduce anything new to existing strategies. However, that does not mean that we do not believe we can do better and drive improvement and outcomes by implementing further initiatives.

4. Recommendations

- i. To consider the strategies suggested by the Inclusive Fire Service Group.
- ii. Consider elected Member support to progressing the strategies and agree for continued monitoring through the elected Member chaired Corporate Equality Group.
- iii. Respond to the Inclusive Fire Service Group with the detail given within the report.

**PAUL M FULLER CBE QFSM
CHIEF FIRE OFFICER**

Implications

FINANCIAL

Any budget requirements will be met within existing budget or for part of this years budget setting process.

HUMAN RESOURCES

New policy or a review of existing Human Resources policy or procedures may entail following consideration of the initiatives.

The report from the Inclusive Fire Service Group also included actions which have been considered below:

Promoting an Inclusive Culture

- i. Fire and Rescue Services should ensure that all managers are trained in people management including skills such as how to have difficult conversations and that all managers recognise their responsibilities in promoting an inclusive culture.

In 2013 BFRS delivered a suite of Professional Standards Training focussed on the organisations virtues and national values embedding how to deal with difficult situations and conversations. This has since been built into induction practices for an ongoing common framework. Additionally, Towards Cultural Competence training is a delivered for WMs and equivalent. A progression pathway of Leadership training is delivered from a Level 3, Level 5 and Level 7 BTEC/Diploma in leadership and management. Collaboration with other blue light services has seen two pilots of middle manager training as well as utilisation of the cross sector leadership programme.

The Service is a long established supporter of the Executive Leadership programme with a commitment that Corporate Management Team members will complete the course.

- ii. Senior managers should lead by positive example. They should challenge bullying and harassment behaviours at every level, ensuring where necessary that management styles change in order to drive a different and improved culture.

The Service developed and implemented a suite of virtues and a clear policy on conduct. A dedicated policy is in place to support bullying and harassment complaints and behaviour was a key component of the recent Professional Standards training. Organisational temperature is monitored via employee surveys.

Going forward an external facilitator will chair focus groups and managers will have a programme of station and section visits. Internal ambassadors will be trained from within the workforce to support employees in using the bullying or harassment policies.

- iii. Fire and Rescue Services should promote a culture where challenge is accepted and welcomed as a positive contribution. This should be in both directions.

Feedback is valued although it is recognised the routes for it need to be stronger. The Core Brief was designed to invite feedback and although successful in communicating key messages has not delivered the two way engagement sort. Suggestion schemes exist as do the provision of management briefing days. Working groups delivering projects include workforce representation. The Services Communication strategy includes an action plan to improve employee engagement.

- iv. Fire and Rescue Services should ensure that all employees are aware of, and understand, the relevant policies. Where an incident is reported and found to be accurate it is important that action is taken and is seen to be taken as a result. Everyone needs to be confident in the process.

Policies are in place and employee survey's show a high percentage understand the relevant policies. Confidentiality is a difficult component of discipline outcomes and remains challenging in making action transparent across the organisation.

- v. Fire and Rescue Services should monitor the use of discipline and grievance procedures in order to identify and correct any problematic trends. This should also include an element of monitoring at the informal level in order to pick up issues at an early stage.

In place reported as part of workforce statistics and monitored by Corporate Management Team.

- vi. Fire and Rescue Services should consider the creation of trained Equality and Diversity Champions. These are voluntary roles based on enthusiasm and commitment and irrespective of seniority. Champions play a central role in actively supporting the mainstreaming of equality and diversity initiatives and disseminating equality and diversity good practice, whilst also supporting the strategic development of initiatives to create an inclusive culture. Consideration should also be given to the role Allies can play. In relation to LGBT, for example, 'allies' is a term used to describe heterosexual people who believe that lesbian, gay and bisexual people should experience full equality in the workplace and use their role within the organisation to create a culture that is inclusive of everyone.

BFRS is in the process of identifying equality champions to support the work in addressing the under-representation of Black and Asian Minority Ethnic (BAME) and female staff in Operational roles. Once established it is envisaged that this group will be expanded to support the mainstreaming of equality and diversity work across the service.

- vii. Fire and Rescue Services should also consider the creation of mediators (and may wish to consider whether they should be provided externally as well as internally).

Where need has required it, external mediators have been utilised. Regional approaches to mediation are being monitored through the Regional Blue Light HRD Collaboration Group.

Recruitment

- i. There should be a national media campaign covering the full range of the modern firefighter role (similar to the current Army campaign) and what the fire service does in order to inform perception. It should:
- be supported by a website which would also include information on recruitment and potentially divert the interested person to their 'home' Fire and Rescue Service.
 - include information on selection (based on national guidance, not prescription) recognising that the skill set needs to be wider than operational ie people skills, and provide information on fitness requirements.

This suggestion was seen, by far, as the most influential way to alter perceptions and improve diversity. It would be useful in terms of recruitment and retention. Recruitment because it would dispel the myth that the job is just about fighting fires and retention to avoid the job not living up to expectations.

This work was started under a Government programme called Ordinary People Extraordinary career that put the foundations in place for such a national scheme but was stopped due to funding and a change in Government. We look forward to seeing how this national picture progresses.

- ii. Fire and Rescue Services should explore, and where appropriate utilise, recruitment opportunities such as apprenticeships and cadets in order to increase diversity in the workforce.

The Cadet scheme is now established with BFRS and we now have 4 units at Kempston, Leighton Buzzard, Luton and Sandy Stations. Although the Cadet Scheme is not a formal recruitment path, it is recognised as an opportunity to promote the Fire Service as an employer of choice for young people and for those from underrepresented groups in the Community. Cadets are an inclusive and diverse group and within the sections BFRS as a career choice will be inherent to the delivery of lesson plans.

The Service is fully engaged with the national work being progressed in maximising apprenticeships for the benefit of the individual and the organisation.

- iii. Fire and Rescue Services should undertake greater and early engagement with specific communities/schools/colleges and not just when recruitment is on the horizon. This would further reinforce understanding of the role as it is today. This should utilise employee role models whilst being careful to maintain a balance with their core work.

This work is undertaken throughout the year with careful balancing of resources. The position of a recruitment adviser role is being reviewed.

- iv. Fire and Rescue Services should ensure they have visible family friendly working policies supported by a greater use of flexible working arrangements.

Policies are all in place, the use of the policies and the feelings around work life balance are monitored through the Employee Survey.

- v. Fire and Rescue Services should develop an internal communications strategy to explain the difference between positive action and positive discrimination in order to counteract the view of some that an individual has only been employed/promoted because they are female/BME/LGBT. This would be supportive to such individuals and also be helpful in terms of encouraging progression.

The need for Positive Action measures and the difference between lawful action (Positive Action) and unlawful action (Positive Discrimination) is communicated to staff via the Services equalities handbook, through the Induction process, equality training and through recruitment literature used to promote operational vacancies.

- vi. Fire and Rescue Services should consider commissioning work in their own areas to identify any obstacles that local communities feel there are to applying to work with the Service.

BFRS work with many partners and remains committed to improving the safety of our community through the development, and effective management, of a wide range of relationships. These relationships will be the means of delivery of the aims and objectives of the Service's Community Risk Management Plan (CRMP).

Through our relationship strategy we define how the Service should effectively manage its relationships and engage with statutory processes, local networks and other community based organisations

Progression

- i. Fire and Rescue Services should ensure that promotion processes which are fair and transparent are applied consistently and clearly explained to all employees.

Nationally recognised promotion processes have been implemented and updated where necessary. For Grey Book employees this utilises the national PQA framework consisting of assessment and development centres as well as in band processes. Green Book staff have bespoke selection processes implemented depending on the level and complexity of the post.

- ii. Fire and Rescue Services should develop support networks and meaningful mentor/coaching programmes. (Note - mentors/coaches do not need to come from the particular group, eg a BME mentor for a BME crew manager).

Specific Coaching and Mentoring training was provided in 2011 and since has progressed informally for new operational staff to the Service and formally to support promotion to the command roles of Crew Commander and Station Commander. This position is being reviewed in 2017-18 to improve the existing arrangements to support organisational development and will include exploring partnerships with other fire and rescue services and other emergency services colleagues. The Service is also engaged regionally through a strategic HR Development forum to share and learn from notable practice.

- iii. Fire and Rescue Services should encourage interest in promotion in general and through talent spotting by including leadership training, opportunities for development such as job swaps, taster weeks and acting-up/temporary promotion (so that an individual can experience the different role). This should be underpinned by a fair and transparent policy which sets out clearly the criteria by which such opportunities will be offered.

Leadership training is available at differing levels for both Green Book and Grey Book employees. Policies exist on how acting up and temporary promotion opportunities are applied. Further opportunities are being developed through succession and talent management approaches and apprenticeship opportunities for those already employed.

- iv. Fire and Rescue Services should explore the greater use of flexible working arrangements which may also assist with improving, eg the bottle neck at Station Manager level given the extent of on-call commitment which for some may conflict with caring responsibilities.

BFRS is the only Service to have successfully implemented a 24 hour shift pattern for Grey Book staff through local agreement. A RDS project is in place, monitored through Service Delivery Policy and Challenge Group to optimise the RDS working model. Flexi policies exist for all employee groups and workforce balance monitored through employee surveys.

Retention

- i. Introduction of a national media campaign, as set out under 'recruitment', should ensure that recruits are fully aware of the work of the Service and the part they will play in that. Therefore, they should not become disappointed or disengaged as they progress in their career.

Look forward to seeing national developments.

- ii. Fire and Rescue Services should ensure that expectations around fitness levels are clearly explained, and support provided, including the potential impact of female only issues such as maternity or the menopause.

Proactive and preventative resource is in place through an Occupational Health Practitioner and Fitness Adviser provision. Consulted policies in place utilising National best practice guidance. A 97% pass rate in fitness obtained this year.

- iii. As with recruitment and progression, Fire and Rescue Services should explore greater use of flexible working arrangements.

As detailed in sections above.

- iv. Where Fire and Rescue Services do not already conduct exit interviews they should now do so. The outcomes from such interviews should be recorded and monitored to ensure early identification of any themes which can then be resolved for the future.

Exit interviews are available for all staff leaving BFRS. Outcomes are routinely captured by HR, monitored by the Diversity team, details including themes are reported at each Corporate Equality Group (CEG) meeting.
Embedded

- v. Fire and Rescue Services should consider how best to maintain the interest and commitment of employees through the variety of the work undertaken within the role.

Considered and monitored.

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For Publication

Bedfordshire Fire and Rescue
Authority
19 July 2017
Item No. 13



Bedfordshire Fire and Rescue Service

Information Bulletin

Personnel

Statistics Covering Period 1 April – 30 June 2017

The statistics for the above period will be presented in the next Information Bulletin.

Operations

Statistics for the Period 1 April – 30 June 2017

The statistics for the above period will be presented in the next Information Bulletin.

Incidents of Note

ASSISTING AMBULANCE/CO-RESPONDING

Assisting Ambulance/Time Critical Patient

Chelsea Gardens, Houghton Regis 2 April 2017 – 1852 hours

A time critical male adult complex patient was rescued by the Fire Service and left in the care of medical professionals – bariatric equipment and technical rescue unit were used.

(Contact Station Commander A Horner, Dunstable and Woburn Fire Stations, Tel 01582 661223)

**Special Service Assisting Ambulance
Yew Street, Houghton Regis
12 April 2017 - 1733**

An elderly male had fallen from the loft with his leg trapped in a ladder. He was released using a Camel Chair and removed from the property using a scoop stretcher and then conveyed to hospital by ambulance.

(Contact Station Commander A Horner, Dunstable and Woburn Fire Stations, Tel 01582 661223)

**Assist Ambulance/Complex Patient
Chelsea Gardens, Houghton Regis
4 May 2017 - 2027 hours**

A Rescue Pump and the Trauma Response Unit from Dunstable attended a complex male who was placed in the care of the Ambulance Service. Slide sheets and limb lifters were used.

(Contact Station Commander A Horner, Dunstable and Woburn Fire Stations, Tel 01582 661223)

**Co Responder
Woburn Court, Victoria Road, Linslade
27 May 2017 - 1038 hours**

The Co-Responder Vehicle from Leighton Buzzard attended a male patient in cardiac arrest. CPR and an initial assessment were completed by the Fire Service crew and then information was passed to the Ambulance Service. The casualty was believed to be a fatality.

(Contact Station Commander S Auger, Stopsley and Leighton Buzzard Fire Stations, Tel 01582 459177)

**Assist Ambulance
Devon Road, Luton
28 May 2017 - 0714 hours**

Rescue Pumps from Stopsley and Dunstable, with the Specialist Rescue Unit from Stopsley, attended a male fatality. He was released from a hole using a Paratech tri-pod and rope rescue equipment.

(Contact Station Commander S Auger, Stopsley and Leighton Buzzard Fire Stations, Tel 01582 459177)

**Assist Ambulance/Co Responder
Richard Road, Leighton Buzzard
31 May 2017 - 1206 hours**

A Rescue Pump from Leighton Buzzard attended a cardiac arrest of a 52 year old male, who was confirmed a fatality by the Air Ambulance Doctor. The Fire Service assisted with CPR and O2 therapy.

(Contact Station Commander S Auger, Stopsley and Leighton Buzzard Fire Stations, Tel 01582 459177)

FIRES

**Fire Outside Haystack
Model Farm, Leighton Road, Hockliffe
3 April 2017 – 1802 hours**

600 bales of hay were 100% destroyed by fire, the remains of the hay, approximately 10 x 10 x 1m high, was smouldering and left in the care of the farmer.

(Contact Station Commander S Auger, Stopsley and Leighton Buzzard Fire Stations, Tel 01582 459177)

**Fire Building persons Reported
Old Court House, Court Drive,
Dunstable
4 April 2017 – 1801 hours**

There was a fire in the derelict Court House, approximately 20 x 30m consisting of two floors. The fire was in the main area of the ground floor, which was 10% damaged by fire and 100% damaged by smoke.

(Contact Station Commander A Horner, Dunstable and Woburn Fire Stations, Tel 01582 661223)

**House Fire
Felmersham Road, Luton
9 April 2017 – 1123 hours**

There was a fire in the roof of a semi-detached property, approximately 10 x 10m. The roof was 100% damaged by fire, and the first floor 25% damaged. The fire had spread to the adjacent property where 25% of the roof was damaged by.

(Contact Station Commander A Robertson, Luton and Toddington Fire Stations, Tel 01582 825218)

Shop Fire**High Street, Harrold****26 April – 1343 hours**

A two-storey detached property, the ground floor, 15 x 15m, was used for hairdressing and the first floor used for flats. 25% of the ground floor was damaged by fire and heat and the remainder of the ground floor was damaged by smoke, the first floor was unaffected.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

Fire**Dawn Cardington, Meadow Lane, Bedford****9 May 2017 - 0603 hours**

Rescue Pumps from Bedford and Kempston, with the Aerial Platform from Bedford, attended a fire in the roof void of a building approximately 30 x 20 x 10m. The fire involved electrical wiring and pipe lagging of ammonia installation.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

Smoke Alarm House**Redwood Grove, Bedford****20 May 2017 - 2245 hours**

Rescue Pumps from Bedford, Kempston and Sandy attended a fire in a first floor flat in a three-storey block of flats, 25 x 30m. One adult female and one child were rescued by a BA team and were treated by ambulance personnel for smoke inhalation.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

House Fire**Spring Road, Kempston****21 May 2017 - 0059 hours**

Rescue Pumps from Kempston, Bedford and Ampthill attended a two-storey block of flats, 15 x 30m. The fire was in the kitchen of the first floor flat, which was 25% damaged by fire and heat and the remainder damaged by smoke. One female adult was put in the care of the Ambulance Service.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

Building Fire**B and W Waste Management Services Ltd, Twinwoods Business Park, Building 18, Thurleigh Road, Milton Earnest****28 May 2017 - 1001 hours**

Rescue Pumps from Kempston and Bedford attended a fire involving approximately 600 chlorine tablets.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

ROAD TRAFFIC ACCIDENTS**RTC Persons Trapped****Shakespeare Road Bedford****14 April 2017 – 1446 hours**

The Fire Service attended a RTC involving one car in collision with a tree. One adult male was extricated by the Fire Service and conveyed to hospital by ambulance.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

**RTC Make Safe Only
Putnoe Lane, Bedford
18 April 2017 – 1313 hours**

A RTC involving two cars – one car had gone into a wall, with three casualties. One nine year old female and one male adult were treated at the scene and one ten year old female was removed to hospital by ambulance. The vehicle and scene were made safe by the Fire Service.

(Contact Station Commander I Finch, Bedford and Harrold Fire Stations, Tel 01234 245501)

**RTC Persons
A1 South Bound Sandy Roundabout to Biggleswade Roundabout**

1 May 2017 - 0453 hours
Rescue Pumps from Sandy, Biggleswade, Potton and Kempston, with the Specialist Rescue Unit from Kempston, attended a RTC involving one private car. One male casualty was rescued by the Fire Service. Scene safety was implemented by the Fire Service and Police.

(Contact Station Commander A Gayter, Biggleswade/Potton/Sandy/Shefford Fire Stations, Tel 07717 274302)

**RTC Persons Trapped
A6 Deadmans Hill to Silsoe
8 May 2017 - 1749 hours**

Rescue Pumps from Ampthill and Kempston, with the Specialist Rescue Unit from Kempston, attended a RTC involving two cars. One female was released by the Fire Service and then conveyed to hospital by ambulance.

(Contact Station Commander D Hobbs, Kempston and Ampthill Fire Stations, Tel 01234 845024)

RESCUES

**Rescue From Height
Sunderland Hall Farm, Dunton Lane,
Biggleswade
31 June 2017 - 1127 hours**

Rescue Pumps from Shefford and Dunstable, with the Aerial Platform from Bedford and the Trauma Rescue Unit from Dunstable, attended a male adult rescued by the Fire Service from the second floor of a two-storey scaffold structure. They were then placed in the care of medical professionals.

(Contact Station Commander A Gayter, Biggleswade/Potton/Sandy/Shefford Fire Stations, Tel 07717 274302)

Letters of Appreciation or Complaint

Complaint:

No complaints (past Stage I) have been received for this period.

Appreciation:

We continue to receive letters of appreciation from members of the public, schools and organisations that we visit and/or assist with charitable events.

The following is a selection of correspondence received since the last Information Bulletin.

Service Operational Commander Ball has received two letters of appreciation following an incident that Bedfordshire firefighters attended in Great Gransden, Cambridgeshire on the evening of 9 May 2017.

Firefighters from Potton and Kempston attended the ten pump incident at a thatched property in Great Gransden to work closely with colleagues from Cambridgeshire to extinguish the fire. Group Commander Andrew Draper and Strategic Operational Commander Christopher Ball also attended to work jointly with their peers from Cambridgeshire.

The Officer in charge of the incident, **Group Commander Chris Parker, Cambridgeshire Fire and Rescue Service (CFRS)** said:

.....'This was a challenging incident with a high volume of work completed throughout the night. You and your crews approached this with professionalism and a great work ethic and it was a pleasure to observe the positive attitude of all personnel on the fireground and in Fire Control. Although we could not save the property, the owners wanted me to pass on their thanks and were appreciative of the approach we took to engage and keep them informed of progress.'.....

Strategic Operational Commander Maurice Moore (Head of Operations, CFRS) commented that:

.....'The fact that we were able to share operational command principles and operational procedures demonstrates that we are taking an active role across both Services. In my view this is a great example of how two Fire and Rescue Services can share Strategic Officers to safely resolve operational incidents.'.....

A member of the public emailed the Service to thank the crews from Dunstable, Luton and Toddington who attended a house fire:

.....'Please can you extend my thanks to all the crews who attended my daughter's house fire in Dunstable on Saturday morning.

Whilst a horrifying experience, they were all so kind and lovely to my daughter and her children and they did an amazing job.

Thank you so much.'.....

Vinod Tailor, The High Sheriff of Bedfordshire sent a letter of thanks to CFO Fuller following a visit to Headquarters:

.....'Jaimani and I would like to thank you and your team for organising a memorable morning. An experience which we will cherish and be able to tell our grandchildren. In addition the lunch was very delicious. So please accept our big thank you.'.....

Forthcoming Events

- 19 July 2017, following FRA meeting
Station visit to Dunstable Station
- 19 July 2017, 7.00 pm
Station visit to Harrold Station
- 6 September 2017, 7.00 pm
Awards Presentation Evening, The Auction House, Crescent Road, Luton LU2 0AH
- 7 September 2-017, 7.00 pm
Station visit to Biggleswade Station
- 13 September 2017, 10.00 am
Corporate Services Policy and Challenge Group, Fire and Rescue Service Headquarters
- 14 September 2017, 10.00 am
Service Delivery Policy and Challenge Group, Fire and Rescue Service Headquarters
- 20 September 2017, 10.00 am
Human Resources Policy and Challenge Group, Fire and Rescue Service Headquarters
- 28 September 2017, 10.00 am
Audit and Standards Committee (Annual Governance Statement), Fire and Rescue Service Headquarters

- *10 October 2017, 10.00 am*
Fire and Rescue Authority Briefing,
Fire and Rescue Service
Headquarters
- *20 October 2017, 10.00 am*
Fire and Rescue Authority meeting,
Dunstable Community Fire Station

(Contact Mrs K Daniels, Service
Assurance Manager, Headquarters,
Tel 01234 845013)