

# 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: P Downing, D McVicar, F Chapman, J Chatterley and P Duckett

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

A meeting of **Fire and Rescue Authority** will be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Thursday, 19 July 2018** starting at **10.00 am**.

John Atkinson  
Secretary/Monitoring Officer

### 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 (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the Annual meeting held on 31 May 2018 (Pages 5 - 10)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
6.	Corporate Services Policy and Challenge Group 21 June 2018	Cllr Chapman	To consider a report (Pages 11 - 112)
7.	Service Delivery Policy and Challenge Group 26 June 2018	Cllr Mingay	To consider a report (Pages 113 - 118)
8.	Human Resources Policy and Challenge Group 28 June 2018	Cllr Waheed	To consider a report (Pages 119 - 128)
9.	Audit and Standards Committee 6 July 2018	Cllr Headley	To consider a report (Pages 129 - 138)
10.	Collaboration Working Group	DCFO	To consider a report (Pages 139 - 144)
11.	Annual Overarching Performance Report Year End 2017/18	CFO	To consider a report (Pages 145 - 152)
12.	Information Bulletin	CFO	To consider a report (Pages 153 - 158)

### **Local Government Act 1972: Schedule 12A (as amended) - Exclusion on the Public**

*To consider whether to pass a resolution under Section 100(A) of the Local Government Act 1972 to exclude the public from the remainder of the meeting on the grounds that consideration of the following items of business is likely to involve the disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Act as amended.*

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
13.	CFO Contract of Employment	Monitoring Officer/Secretary	Report to follow
	Next Meeting		10.00 am on 18 October 2018 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

**Item**

**Subject**

**Lead**

**Purpose of Discussion**

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.

This page is intentionally left blank

## BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

31 MAY 2018

Present: Councillors C Atkins, F Chapman, J Chatterley (Vice-Chair), P Downing (Chair), P Duckett, M Headley, T Khan, D McVicar, J Mingay, R Saleem and Y Waheed

CFO P Fuller, DCFO Hopkinson, ACO Z Evans, Mr G Chambers and Mr J Atkinson

K Holloway, the Police and Crime Commissioner for Bedfordshire

### 18-19/FRA/1 Apologies

An apology for absence was received from Councillor D Franks.

### 18-19/FRA/2 Membership

The Secretary and Monitoring Officer reported that there had been no changes to the membership from the previous year.

### 18-19/FRA/3 Election of Chair 2018/19

In accordance with the Authority's Standing Orders, the Secretary and Monitoring Officer presided over the election of Chair.

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

### **RESOLVED:**

That Councillor Downing be elected Chair of the Fire and Rescue Authority for 2018/19.

Last year's Chair, Councillor Atkins thanked Officers and Members for their support last year and in turn Councillor Downing thanked Councillor Atkins for her year's work too.

Councillor Downing advised that, as Chair, he was not going to propose a Vice Chair as he felt it was only right for Members to vote amongst themselves. He also referred to the upcoming challenge of the HMICFRS process and the opportunity to consider aligning the Policy and Challenge Groups to the HMICFRS inspection goals of Effectiveness, Efficiency and People. On this, the Monitoring Officer reminded the Authority that earlier in the year the Corporate Services Policy and Challenge Group had requested a review of Governance, which was on-going.

With Council Elections due to be held in May 2019, Councillor Downing questioned the position of the Authority when Members were between a) their local elections and b) nominated by their Authorities to be FRA Members. The CFO advised that it would depend on the timing of the Annual Meeting; the Chief, Monitoring Officer and Treasurer may become the Authority for urgent matters but most things would be deferred until the new Authority was in place.

#### 18-19/FRA/4 Election of Vice Chair 2018/19

Councillors Atkins (proposed by Councillor Waheed and seconded by Councillor Khan), Chatterley (proposed by Councillor McVicar and seconded by Councillor Duckett) and Saleem (proposed by Councillor Saleem and seconded by Councillor Chapman) were nominated for the position of Vice-Chair of the Fire and Rescue Authority.

Following two secret ballots, Councillor Chatterley received an overall majority of the votes cast and was duly elected as Vice-Chair of the Fire and Rescue Authority for the ensuing municipal year.

#### **RESOLVED:**

That Councillor Chatterley be elected Vice-Chair of the Fire and Rescue Authority for 2018/19.

#### 18-19/FRA/5 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

#### 18-19/FRA/6 Communications

#### **Deputy Chief Fire Officer Andrew Hopkinson**

The new Deputy Chief Fire Officer, Andrew (Andy) Hopkinson, was welcomed formally to his first meeting of the Authority.

#### **HMICFRS Inspection**

The Chair reported on the meeting between Chairs and Chief Fire Officers of Fire and Rescue Services and members of the national inspection team. Areas of focus would be efficiency and effectiveness, the Service's People Strategy, governance and finances.

The Chief Fire Officer advised that the Service had submitted its self-assessment, which was tabled for Members' information and had been published on the Service intranet. The strategic assessment had also been completed and he thanked everyone involved in the process.

#### **Fire and Rescue National Framework for England**

The Chief Fire Officer advised that the Government had recently published the revised National Framework and that the Authority would receive a report on the resulting implications for the Service at a future meeting.

#### **Hackitt Review**

The Chief Fire Officer reported on the publication of the final report on the review of building regulations and fire safety following the fire at Grenfell Tower. The report set out a new regulatory framework, with particular focus on high risk high-rise properties. Members were

reminded that all high-rise properties in Bedfordshire had been inspected post-Grenfell and no major safety concerns had been identified.

The Authority would receive a report on the review and its implications for the Service at a future meeting.

## **Voices**

The Assistant Chief Officer thanked Councillors Atkins and Waheed for attending the Service's launch of a new internal support network on Idaho Day, the International Day Against Homophobia, Transphobia and Biphobia.

Information on the network was tabled for Members' information.

## **Fire Services Commission Meeting**

The Chair reported on the meeting of the Fire Services Commission that he and Councillor Atkins had attended with the Deputy Chief Fire Officer.

The Chief Fire Officer confirmed that the Fire Services Forum no longer existed and would therefore no longer need to be appointed to.

### 18-19/FRA/7 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 26 April 2018 be confirmed and signed as a true record, subject to the amendment of Philip Wells' title to Assistant Chief Officer, Finance and Business Support, on page 8.

### 18-19/FRA/8 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).

### 18-19/FRA/9 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 2018/19.

#### **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 2018/19.

### 18-19/FRA/10 Representation on the Audit and Standards Committee, Policy and Challenge Groups etc in 2018/19

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.

It was agreed that a review of the Committee structure be undertaken during the forthcoming year, including consideration for the provision of substitute Members.

**RESOLVED:**

1. That the Membership of committees for 2018/19 be agreed as follows:

Audit and Standards Committee	Councillor Chapman Councillor Chatterley Councillor Downing Councillor Duckett Councillor Headley (Chair) Councillor Waheed
-------------------------------	--

Corporate Services Policy and Challenge Group	Councillor Chapman (Chair) Councillor Downing Councillor Duckett Councillor Headley Councillor McVicar Councillor Saleem
---	---

Human Resources Policy and Challenge Group	Councillor Atkins Councillor Franks Councillor Khan Councillor Mingay Councillor Saleem Councillor Waheed (Chair)
--	--

Service Delivery Policy and Challenge Group	Councillor Atkins Councillor Chatterley Councillor Franks Councillor Khan Councillor McVicar Councillor Mingay (Chair)
---	---

2. That Membership of the Local Strategic Partnerships for 2018/19 be confirmed as follows:

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

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

18-19/FRA/11 Decision Making between Meetings, Briefings etc

The Secretary and Monitoring Officer presented his report which set out arrangements for decision-making between meetings and related matters, including proposals to formally establish an Executive Committee to exercise these functions on behalf of the Authority.



In response to a question, the Secretary and Monitoring Officer confirmed that if the Executive Committee met to make decisions, these meetings would be held in public.

**RESOLVED:**

That the establishment of an Executive Committee be approved with the constitution as set out in an appendix to the report.

18-19/FRA/12 Representation on Local Government Association (LGA) Matters

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 2019.

As previously advised by the Chief Fire Officer, appointment to the Fire Services Forum was not required as this group had been replaced by the Fire Services Commission.

**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 2018/19, with no named substitutes.
3. That the Chair be appointed as the Fire and Rescue Authority's representative on the LGA Fire Services Commission with the Vice Chair as substitute.
4. 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 2019.

18-19/FRA/13 Member Development

The Chief Fire Officer presented his report on the arrangements for Member development, including station visits, in 2018/19. He reminded Members that they were able to request items for discussion at Member Development Days.

The Chair requested that information on the Service's use of the Fire Service College be circulated to Members prior to the Member visit to the College on 20 June 2018.

It was also suggested that feedback from the HMICFRS inspection could be presented to Members as part of the Member Development Day on 31 October 2018.

**RESOLVED:**

1. That the arrangements for Member development in 2018/19 be confirmed.
2. That Councillor Duckett be nominated to attend the LGA Fire Leadership Essentials Programme on 18 and 19 October 2018 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 in Milton Keynes on 11 October 2018 with all Members being given the opportunity to attend the day event.

The meeting ended at 4.00 pm

This page is intentionally left blank

**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 6**

**REPORT AUTHOR: COUNCILLOR F CHAPMAN**

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

For further information on this Report contact: Nicky Upton  
Democratic and Regulatory Services Supervisor  
Tel No: 01234 845149

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 2018.

**RECOMMENDATIONS:**

That the submitted Minutes of the Corporate Service Policy and Challenge Group held on 21 June 2018 be received and 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 2018 are appended for Members' consideration.
  - 1.2 The Corporate Services Policy and Challenge group made the following recommendations to the Fire Authority:

18-19/CS/006 Terms of Reference

- 1) 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.
- 2) That, an annual review be added to the terms of reference and the possibility acknowledged of a further review post the current audit.

18-19/CS/011 Asset Management Policy and Plans – Fleet and Transport and Information and Communication Technology

That, following due scrutiny by the Group, the updated Asset Management Plans for Fleet & Transport and Information & Communications Technology be recommended for approval by the Authority (Appendix A).

**COUNCILLOR F CHAPMAN**

**CHAIR OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP**

**MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP  
MEETING HELD ON 21 JUNE 2018**

Present: Councillors Chapman (Chair), Downing, Headley and McVicar  
ACO Z Evans, SOC C Ball, BCN D Cook, Mr J Atkinson, Mr G Chambers and Mr A Dosanjh,

18-19/CS/001 Apologies

1.1 An apology for absence was received from Councillor Duckett.

18-19/CS/002 Election of Vice Chair 2018/19

**RESOLVED:**

That the election of Vice-chair be deferred until the next meeting.

18-19/CS/003 Declarations of Disclosable Pecuniary and Other Interests

3.1 There were no declarations of interests.

18-19/CS/004 Communications

4.1 The Policy and Challenge Group received the Minutes of the ICT Shared Service Governance Board held on 1 February 2018 for information.

4.2 There were no other communications.

4.3 In response to a question from the Group Mr Dosanjh confirmed that there had been problems with changes of the chosen providers staff but the Service had worked with the provider who had recruited new staff. This had caused a delay to the project but all was now running smoothly.

**RESOLVED:**

That the Minutes of the ICT Shared Service Governance Board held on 1 February 2018 be received.

18-19/CS/005 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 29 November 2017 be confirmed and signed as a true record and the notes of the inquorate meeting held on 12 March 2018 be received.

### 18-19/CS/006 Terms of Reference

- 6.1 Members were requested to review the Policy and Challenge Group's terms of reference.
- 6.2 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.
- 6.3 ACO Evans further commented that the Terms of Reference would need to be reviewed yearly and this to be updated in the terms of reference. The terms of reference for all groups would also need to be considered after the internal audit had been completed.

#### **RESOLVED:**

- 3) 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.
- 4) That, an annual review be added to the terms of reference and the possibility acknowledged of a further review post the current audit.

### 18-19/CS/007 Corporate Services Performance Monitoring Year End Report and Programmes to date

- 7.1 ACO Evans submitted the 2017/18 year-end report on the Corporate Services programme, projects to date and performance against Corporate Services performance indicators and associated targets.
- 7.2 The ACO commented on the Project Exceptions detailed under Item 2 on page 7.3 of the report. She highlighted in particular the Protection Replacement Management Information System which was Amber due to an earlier slippage in timescales but which was now running smoothly. To avoid repeatedly reporting this same issue this would now be re-set Green with a new completion date of January 2019.
- 7.3 The new Payroll system had been operational since February 2018 and was Amber due to a 10% over-spend. Phase 2 was on target for delivery in January 2019.
- 7.4 Cllr Downing commented that, at a recent Police Governance Summit, he had met consultants who specialised in assisting organisations to ensure their various IT packages worked together.
- 7.5 In response to a question Mr Chambers commented that the target of 2.5% in relation to the 'Percentage of Outstanding Debt Over 90 Days Old' related

to the debt over 90 days as a percentage of total debt. The percentage had been rising as overall debt had risen as a result of a greater number of jobs becoming chargeable.

- 7.6 The ACO commented that any delays in presenting end-of-year data on gas, electric and water services would be resolved in the following year as the process became automated.

**RESOLVED:**

That the progress made and matters arising from the Corporate Services Programmes and Performance be acknowledged.

18-19/CS/008 New Internal Audit Reports Completed to date

- 8.1 ACO Evans introduced the audits of Risk Management and the follow-up audit, both of which had been awarded an audit opinion of reasonable assurance with 7 low level and 2 medium level recommendations to act upon.
- 8.2 In presenting the Follow up audit, SOC C Ball commented that agreed action had been on-going throughout the year to repair and maintain the fleet of vehicles, to maintain appliances and to update logbooks. The Health and Safety Policy had also been updated.
- 8.3 An original audit action relating to stocks and inventory was to be challenged as it had been found to be impractical given the fixed sizes of boxes and shelves. However the intention of the action had been acted upon and SOC Ball was satisfied that all stock was fully accounted for.
- 8.4 A risk had previously been identified where newly recruited staff had failed to sign and return a contract of employment. Established employment law recognised that a person attending work demonstrated the existence of a work contract through their behaviour. This meant that lack of documentation was not an organisational risk. Notwithstanding that, work was still being done to encourage return of signed documentation and ACO Evans was able to confirm that all pre-employment checks were satisfactorily carried out.

**RESOLVED:**

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

### 18-19/CS/009 Audit and Governance Action Plans Monitoring Report

9.1 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 actions from previous audits had been completed.

#### **RESOLVED:**

1) That the issues raised in the report and the progress made to date against the action plans be acknowledged

### 18-19/CS/010 Treasury Management Annual Report for 2017/18

10.1 The Head of Finance and Treasurer (HFT) presented the Treasury Management Annual Report for 2017/18.

10.2 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.

10.3 In response to questions from the Group the HFT commented that:

- In the table on Appendix A the Capital Finance Requirement was a technical indicator and it was acceptable for the actual amount to be below the indicator.
- On the table on Appendix A the difference in the figures for Authorised Limit for External Debt and Operational Boundary for External Debt was due to payroll costs.
- In relation to paragraph 5.2 of his report, the HFT would present a report to the next meeting of this Group to explain why the "Fixed interest rate exposure" and "Variable interest rate exposure" were identical figures.

#### **RESOLVED:**

1) That the report be noted.

2) That a report providing further clarification be received at the next meeting of this Group.

### 18-19/CS/011 Asset Management Policy and Plans – Fleet and Transport and Information and Communication Technology

11.1 The Head of Finance and Treasurer presented the covering report to the Asset Management Plans for 2018/19 to 2021/22 for Fleet and Transport and Information & Communications Technology.



## **Fleet & Transport**

11.2 SOC C Ball introduced the updated Fleet & Transport Asset Management Plan. He highlighted the following points from the report:

- The fleet consisted of 115 items from trailers to fire engines with a total value of just under £5.5m. There were no lease costs.
- Savings of £950k had been achieved through a review of appliances.
- With new capital purchases the average life of the fleet had been reduced from 7 to 5 years, however the newer appliances, such as the 10 new rescue pumps, had a longer lifespan and the average life would rise again as the fleet aged. In general the age and standard of the fleet was good in comparison to some other services.
- Two storage tanks for red diesel were to be made operational, one at Bedford and one at Luton. Only two vehicles in the fleet could run on red diesel but they were less efficient vehicles and the fuel was 50p/litre cheaper so this initiative would generate savings.
- Looking to the future, electric vehicles and possibly hydrogen cell vehicles would reduce carbon emissions. The London FRS aimed to have no new fossil-fuelled vehicles by 2030. Electric charging points could be installed for staff but there would be tax implications. The first three electric vehicles would be vans, expected by the end of the year and having a range of around 190 miles.
- Despite having more efficient vehicles the overall carbon footprint had increased due to the greater number of jobs being undertaken by the Service, for instance in assisting the Police and Ambulance services.
- The Action Plan in section 21 of the report included a regular review of the fleet and appropriate replacement of vehicles. The average lifespan for a car was 4 years but each vehicle was assessed individually.
- Within the past 12 months hydrant vans had been supplied to the Bedfordshire and Cambridgeshire Services with three identical vehicles to each Service. This enabled greater efficiencies in training and procurement of equipment for the vehicles. Also in the past 12 months the sale of obsolete assets had paid for the total refurbishment of older fire engines.

11.3 In response to a question SOC Ball commented that the Service contributed to some personal lease costs. This was a benefit available to some staff as an alternative to an essential car user allowance. All such costs were reviewed on a regular basis.

## Information and Communications Technology

11.4 Mr A Dosanjh highlighted the following points from the summary:

- Paragraph 9.1 listed a number of joint infrastructure projects which included upgrading the operating system to Windows 10. This was necessary as support for Windows 7 was due to end in December 2019. The upgrade would be implemented on the server and would not need to be enacted on each individual computer. Various 3<sup>rd</sup> party applications might also need upgrading to ensure compatibility with the new operating system.
- A benefit of the Microsoft Enterprise licence enabled staff to purchase the Microsoft Office suite for £10.
- Additional items in paragraph 9.2 included implementation of the Fire Safety Application Protection element and Safe and Well application element of 'Prevent and Protect'
- Included in the medium term capital plan at Item 11 was a Wi-Fi Refresh which would enable greater flexible working.

11.5 In response to a question Mr Dosanjh confirmed that the detail contained within this report was also used to benchmark performance throughout the year.

### **RESOLVED:**

That, following due scrutiny by the Group, the updated Asset Management Plans for Fleet & Transport and Information & Communications Technology be recommended for approval by the Authority.

### 18-19/CS/012 Update on GDPR

12.1 [Note: this item was taken immediately after item 18-19/CS/002 Election of Vice Chair]

12.2 BCN D Cook provided an update on the work being undertaken by the Service to meet the requirements of the General Data Protection Regulations which had come into force on 25 May 2018. The main principles of data protection remained largely unchanged and there were some new requirements which included fines for breaches.

12.3 To prepare for GDPR a Management Briefing Day had been held in February 2018 and implementation was being managed through the Corporate Management Team with a programme of staff training. A project plan had been developed which included 10 recommendations and 26 further actions, 17 of which were high priority and linked to the risk register. The head of ICT had been appointed as Data Protection Officer, supported

by the Business Information Manager to ensure that total responsibility did not sit in one business area.

12.4 In response to a question BCN D Cook commented that the cost of implementation of GDPR was being absorbed into the time of existing staff.

**RESOLVED:**

- 1) That the contents of the report be noted.
- 2) That the effort of all involved to ensure that everything necessary is carried out be acknowledged.

18-19/CS/013 Review of the Information, Communications and Technology Shared Service

13.1 Mr A Dosanjh, the Head of ICT, introduced his report which provided an update in relation to the reorganisation of the ICT Shared Service Function, highlighting the better use of resources with change in technology. Staff consultation had been carried out and all comments had been considered. Staff were now applying for the new posts in the revised structure and this would lead into a transition stage. Some contractors would be retained to mitigate the risk of a loss of skills. The project was on target for the new structure to go live on 1 August 2018.

13.2 In response to a question the Head of ICT commented that it was an unsettling time for staff with some embracing the changes and others not with location being an issue for some staff.

**RESOLVED:**

That the report be received and the contents be noted.

18-19/CS/014 Corporate Risk Register

14.1 ACO Z Evans presented the report on the Corporate Risk Register.

14.2 She reported that changes had been made to the following risk ratings:

CRR08 (If we do not monitor our key external suppliers of goods and services, particularly in regard to business continuity, then we may suffer a significant and detrimental impact on our ability to deliver our full range of services including emergency response):

CRR27 (If we receive a poor budget settlement from government and reduce funding from our Local Unitary Authorities, and/or we have an adverse response from our Council Tax Precept increase consultation processes, then our ability to deliver a full range of services could be significantly affected. Potential key pressures for 2018/19 onwards may be

the Firefighters pay award, the employer pension contributions and the funding of these):

CRR16 (If there is an unforeseen change of direction for the FRS (e.g. government request to do something which does not currently fall under the remit of the UK FRS), or there are changes in Government or EU policy on fire and rescue matters or other policy directly affecting the FRS then this may have an impact on our ability to deliver a full range of services due to the need to resource such changes):

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

CRR29 (If we do not communicate well, both internal and external to the Service, then we will suffer from poor staff morale, miss the opportunity to promote ourselves and the excellent work that we do and potentially impact upon our ability to deliver a full range of services):

CRR04 (If there are a large number of staff absent from the workplace then our ability to deliver services to our communities is severely compromised and our reputation will be adversely affected):

**RESOLVED:**

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

18-19/CS/015 Work Programme 2018/19

15.1 Members received the Work Programme for 2018/19. It was noted that nothing on the Programme and been added or removed since the previous meeting.

**RESOLVED:**

That the Work Programme be agreed.

The meeting finished at 12.04pm

For Publication

Bedfordshire Fire and Rescue Authority  
 Corporate Services Policy and Challenge Group  
 21 June 2018  
 Item No. 11

**REPORT AUTHOR:** HEAD OF FINANCE/TREASURER

**SUBJECT:** ASSET MANAGEMENT PLANS – FLEET AND TRANSPORT AND ICT

For further information on this Report contact: G Chambers  
 Head of Finance/Treasurer  
 Tel No: 01234 845163

Background Papers:

Previous Year's Asset Management Policy and Plans

Implications (tick ✓):

LEGAL		FINANCIAL	✓
HUMAN RESOURCES		EQUALITY IMPACT	✓
ENVIRONMENTAL	✓	POLICY	
ORGANISATIONAL RISK	✓	OTHER (please specify)	

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

**PURPOSE**

To present to the Corporate Services Policy and Challenge Group (CSP&CG), updated Asset Management Plans in respect of:

- Fleet and Transport (Appendix A); and
- Information and Communications Technology (Appendix B)

**RECOMMENDATION:**

That CSP&CG consider and recommended for approval:

1. The attached updated Asset Management Plans for Fleet & Transport and Information & Communications Technology.
- 

1. Introduction

- 1.1 The Authority maintains an overarching Asset Management Strategy, together with a series of underpinning Asset Management Plans comprising:

- Fleet and Transport;
- Information and Communications Technology and
- Land and Buildings (to be presented to the CSP&CG meeting in September 2018).

The value of the Authority's Property, Plant and Equipment, as at 31st March 2018 was as follows:

Property, Plant and Equipment	£000 as at 31 March 2018
Vehicles, plant and equipment (incl Heritage Asset)	6,592
Land and buildings	25,139
Assets under construction	1,080
<b>Total fixed assets</b>	<b>32,811</b>

- 1.2 Whilst the Plans all have a medium-term (three to four year) timescale to align with the Authority's Community Risk Management and Medium Term Financial Planning framework, they are subject to an annual review and updating process.

- 1.3 The suite of Asset Management Plans produced in 2017/18 were approved by the Corporate Services Policy and Challenge Group in June 2017, in line with its terms of reference. The Asset Management Strategy was updated in March 2018, reviewed by the CSP&CG and recommended to the FRA for approval. There are no changes proposed to the strategy and it is therefore not attached to this report.
- 1.4 This paper presents for consideration and endorsement by CSP&CG updated Asset Management Plans for Fleet and Transport (presented with a summary paper) and Information and Communications Technology (ICT changes from previous year highlighted in yellow) attached at appendices A and B.
- 1.5 The Asset Plan for Land and Buildings is scheduled to be presented to the CSP&CG in September 2018.
2. Contents of the Asset Management Plans
- 2.1 The detailed Asset Management Plans (Fleet and Transport and ICT and Land & Buildings) underpin the Asset Management Strategy. Whilst the detailed format and layout of each of the plans differs to reflect the differences in the types of assets covered, all are based on recognised best practice and Central Government guidance on public sector asset management. All contain:
- comprehensive information on the current assets within each group;
  - a review of the relevant policies, practices and responsibilities for asset management;
  - the wider strategic planning context and corporate priorities within which the plans have been developed and key changes planned over the medium-term;
  - a focus on asset related performance measurement and management;
  - capital and revenue expenditure implications of planned programmes of replacement, repair and maintenance;
  - reviews of achievement over the past year and forward looking action plans for the next year and beyond.
3. Organisational Risk Implications
- 3.1 The use of the Asset Management Plans forms a crucial tool in minimising the risk of the Authority's major assets failing to support its overall aims, objectives and priorities and thus failing to support efficient and effective delivery of services to the community.
- 3.2 Establishing suitability of the current asset base, identifying future changes in Service need and monitoring the performance of assets is central to effective forward planning and ensuring assets support the service delivery requirements arising from Authority's strategic priorities and Community Risk Management Plan.

3.3 Good Practice guidance issued by Central Government continues to place ever increasing importance on effective public sector asset management in order to improve on efficiency and the better delivery of services. This philosophy was reinforced by both the national Comprehensive Performance Assessment and Comprehensive Area Assessment frameworks, which required Local Authorities to demonstrate that asset management arrangements were in place that allowed them to plan and improve upon the corporate use of major asset groups. Although these national audit frameworks have now ceased, a focus on robust and effective asset management across all public sector organisations remains core to the current Government's strategy for delivering significant reductions in public spending.

4. Financial Implications

4.1 The Asset Management Plans are essential tools in assisting the targeting of financial resources in the most efficient and effective way. They provide supporting information that enables the prioritisation of both capital and revenue expenditure on each of the asset groups to feed into the Authority's Medium-Term Financial Plan.

4.2 The focus on performance management of assets plays a crucial role towards the Authority's aims of securing measurable efficiency, effectiveness and value for money in delivery of its services.

5. Equality Impact Assessment

Equality Assessments will be picked up by each of the plans as and when necessary. For example, prior to the commencement of building works in the Capital Programme.

**G CHAMBERS**

**HEAD OF FINANCE/TREASURER**





# **Bedfordshire**

## **Fire and Rescue Service**

**BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

**Transport**

**Asset Management Plan**

**2018/19 to 2020/21**

# Contents

1.	THE NEED FOR A TRANSPORT ASSET MANAGEMENT PLAN (TAMP).....	3
2.	HOW THE TAMP INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES .....	3
3.	PURPOSE AND ROLE OF THE TRANSPORT SECTION WITHIN BFRS.....	5
4.	FUNCTIONS PERFORMED.....	6
5.	LEGISLATIVE REQUIREMENTS.....	7
6.	TRANSPORT ASSETS – LOCATION, COST.....	8
7.	TRANSPORT ASSET NEED AND FUNDING, UTILISATION AND EMERGENCY VEHICLE REQUIREMENTS .....	8
8.	VEHICLE LIFE CYCLE.....	11
9.	PROCUREMENT .....	13
10.	OPERATIONAL LEASES .....	13
11.	MAINTENANCE .....	14
12.	DISPOSAL (OF PURCHASED VEHICLES OR OTHER MAJOR OPERATIONAL ASSETS) .....	15
13.	AGE PROFILE OF FLEET .....	16
14.	FLEET MANAGEMENT SYSTEM.....	17
15.	FLEET SUSTAINABILITY .....	17
15.1	Environmental Considerations.....	17
15.2	Current Measures.....	18
15.3	Vehicle Emissions .....	18
15.4	Bio Diesel .....	19
15.5	Carbon Footprint.....	20
15.6	Fleet Monitoring.....	21
15.7	Service Fuel Contingency Plans.....	25
16.	FUTURE FLEET AND WORKSHOP PROVISION.....	26
17	.....CHANGES IN THE USER'S OPERATION .....	29
18.	PROJECTS 2017/18 to 2019/20 .....	28
19.	FINANCIAL PLANNING .....	30
19.1	Capital .....	30
19.2	Revenue Budgets .....	30
20.	PERFORMANCE MANAGEMENT AND DATA.....	31
20.1	National Performance Indicators .....	31
20.2	Performance Indicators .....	32
21.	ACTION PLAN.....	42
	Anticipated Vehicle Replacement Programme 2018/19.....	45
	Performance Review 2017/18 .....	46

## 1. THE NEED FOR A TRANSPORT ASSET MANAGEMENT PLAN (TAMP)

A Transport Asset Management Plan is necessary to ensure:

- Constantly improving customer and stakeholder satisfaction
- Improving use of natural resources
- The effective and efficient use of capital funds
- Compliance with statutory regulations
- Effective Corporate Management

This helps to:

- Deliver efficiency savings
- Continuously improve Service Delivery
- Implement new ways of working
- Maximise the safety of our Communities by reviewing operational resources to meet identified risks in the Community Risk Management Plan

## 2. HOW THE TAMP INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES

The Authority has established a Community Risk Management Plan (CRMP) that outlines what it aims to achieve and how it will be achieved over this period, supported by a Medium Term Financial Plan (MTFP) In particular, the CRMP sets out the:

- Vision, aims and objectives
- Key policy priorities
- Action plan(s) for achieving the key delivery and planning objectives
- The MTFP sets out the Revenue and Capital strategies for delivering the CRMP

The TAMP provides a comprehensive and integrated approach to the management of the Authority's vehicular and other major operational assets. The TAMP is a 'live' document, which will evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments and availability of Capital.

The TAMP will link with, and inform, other strategic decisions and plans for the effective management of Bedfordshire Fire and Rescue Service (BFRS). The diagram below sets out the relationship between the TAMP and other Corporate plans:

Corporate Planning Framework



### 3. PURPOSE AND ROLE OF THE TRANSPORT SECTION WITHIN BFRS

The prime purpose of the Transport Section of BFRS is the supply and maintenance of vehicles and major operational equipment which meet:

- User and stakeholder needs;
- Fire and Rescue Service strategies
- Legislative requirements

And, which facilitates and promotes environmental sustainability through the principles of best value.

The services provided by the Transport Section cover three main functions:

- Fleet Supply
- Fleet Management
- Fleet Maintenance

The Transport Section is the main support provider for all transport or transport related services, and additionally provides support for the maintenance and management of many major operational assets, such as;

- The Rescue Boat
- Various trailers
- Positive Pressure Ventilation Fans
- Portable Pumps
- Hydraulic Rescue Equipment
- Ladders etc

#### 4. FUNCTIONS PERFORMED

Fleet Supply	<p>The research, specification, costing and tendering, acquisition, and disposal of all BFRS vehicles and significant operational equipment and vehicle mounted fire fighting equipment.</p> <p>Additionally, the current staffing structure in Transport has enabled a much higher degree of 'in-sourcing' to occur, resulting in many aspects of vehicle preparation for conversion to Fire Service use being undertaken 'in-house'.</p>
Fleet Management	<p>The management of the fleet:</p> <ul style="list-style-type: none"><li>• Leasing contracts and management of leasing costs</li><li>• Vehicle Excise Duty</li><li>• Registration and Licensing</li><li>• Type Approval Testing (VCA testing).</li><li>• Fuel Management</li><li>• Availability of vehicles and major operational equipment monitoring</li></ul>
Fleet Maintenance	<p>The repair and maintenance of vehicles and vehicle mounted operational equipment, and the majority of operational equipment. The Transport Workshops undertake most of the tasks involved. Specialist external contractors are engaged for the repair and maintenance of equipment outside of the expertise or facilities available within the Workshop team / premises, which includes aspects such as major body work repairs, paint spraying and some larger items that require fabrication.</p>

## 5. LEGISLATIVE REQUIREMENTS

The operation of a fleet of vehicles is a heavily regulated area. The operation is affected by the following legislation, or best practice guidance:

- The Road Vehicles (Construction and Use) Regulations 1986
- The Road Vehicles Lighting Regulations 1989
- The Motor Vehicles (Driving Licences) Regulations 1999
- The Road Traffic Act 1991
- The Road Vehicles (Registration and Licensing) Regulations 2002
- The Health and Safety at Work Act 1974
- Provision and Use of Work Equipment Regulations 1998
- The Management of Health and Safety at Work Regulations 1999
- The Control of Pollution (Oil Storage) (England) Regulations 2001
- British and European Technical Standards
- The Management of Occupational Road Risk
- Chief Fire Officers' Association (CFOA) Recommendations on Emergency Fire Appliance Servicing and Maintenance
- CFOA Transport Officers Group Security Guidance on Decommissioning and Disposal

The list of Acts/guidance is not exhaustive, and by the very nature of the transport environment, various legislative requirements cut across other sections of the Authority. To adhere to vehicle operating legislation the Transport Section utilises a variety of procedures to ensure that the vehicle fleet complies with the relevant regulation(s). The following are some of the current procedures adopted to satisfy the legal requirements and also provide reassurance of the adoption of best practice methodology:

- Safety Inspection Programme
- Defect Reporting System
- Preventative Maintenance Schedule
- Vehicle Inventory
- Vehicle Condition Reports, specifically for the Service Delivery Asset Group (SDAG)

The CFOA guidance on the maintenance of fleet is particularly demanding. Whilst it encourages a frequent and thorough inspection and maintenance programme, it does not adequately reflect the current use of emergency vehicles, the modern technology and modern servicing requirements specified by the manufacturer. This leads to a costly maintenance programme.

The adoption of the full CFOA guidance is currently under review by BFRS. Initial changes being implemented is oil condition testing to reduce significantly the amount of oil used and disposed of annually.

## **6. TRANSPORT ASSETS – LOCATION, COST**

BFRS has a variety of transport assets located at 18 locations. The majority of vehicular assets are located at the Service's Fire Stations. The current fleet operated by BFRS consists of 115 items on the fleet list; and includes vehicles, trailers, boats and demountable modules.

The unaudited NBV figures as at 31 March 2018 are, Vehicles £5,467,000 (including £0.00 leased vehicles)

## **7. TRANSPORT ASSET NEED AND FUNDING, UTILISATION AND EMERGENCY VEHICLE REQUIREMENTS**

### **The 'Need' and Funding**

The vehicular assets of BFRS are determined by the needs of the community, as identified in the CRMP. This in turn, is interpreted by the Service to ensure the identified and predicted risks can be met with the correct equipment. Whilst public perception of Fire Service vehicles is the traditional 'Red Fire Engine', there are numerous supporting vehicles required to fulfil a variety of roles.

The need for a vehicle or asset may come as the result of a newly identified risk, or a changed risk, or the replacement of an 'end of life' vehicle or asset, or to support a new task or strategy.

When a replacement vehicle is required, the needs of the Service are reviewed and evaluated with the requirement being scrutinised to determine if the 'need' is still the same. With this information, the specification can be determined.



This specification must have some reflection of what is available in the open market and consider any new technology that could improve performance.

In April 2009, the Service Delivery Asset Group (SDAG) was established to:

1. Provide a Strategic Planning Group to consider the provision or replacement of major service delivery assets
2. Provide recommendations to Service Delivery Management Team (SDMT) on the provision or replacement of major service delivery assets
3. Allocate major service delivery asset provision or replacement projects
4. Monitor the utilisation of vehicular assets and make recommendations to SDMT to achieve best value

Once the need for a particular vehicle or asset has been established, SDAG report to the SDMT on what the need is, and possible solutions together with anticipated costs. The Chair of SDAG (Head of Operational Support) authorises the setting up of a working group to refine the service delivery needs and user specifications. These working groups consist of representatives from the End Users, Representative Bodies, Health and Safety Team, Workshops Technicians, Service Specialist Advisors and the Transport and Engineering Manager (TEM), and any other relevant persons as required. These working groups are chaired by the Technical Support Manager (TSM).

Where a new or changed risk is identified and additional capital is required to purchase suitable equipment, SDMT make recommendations to the Corporate Management Team (CMT) who authorise the capital investment.

A vehicle replacement Capital Programme has been developed to project the replacement frequency and potential costs for capital planning. This program is monitored through the Capital Strategy Team.

Any new equipment identified to improve service delivery or update old equipment is funded through the budget setting process set out in the MTFP, although the principles of identifying and specifying the equipment follow that detailed above. Where there is an urgent operational need or safety need, there are alternative streams of funding to resolve the issue, the approval by CMT to approach the Fire Authority (FA) for Capital Reserves.

## Utilisation

To obtain best value from the vehicular and other major operational assets, BFRS monitors their utilisation. This is accomplished by evaluating data from fuel returns, vehicle mileage sheets and actual use, together with condition reports as required.

The SDAG actively monitors the use of vehicles and major operational assets and reviews their disposition in order to maximise their service life. In addition, the vehicle replacement program is monitored and amended by the SDAG, which considers the vehicle condition reports and recommendations made by the TEM. This results in direction being provided to TEM about purchasing vehicles from lease, extending the life of vehicles and the disposal of obsolete or no-longer required assets.

Since SDAG was established in April 2009, it is estimated that through their monitoring, evaluation and direction, the Service has saved to date £953,757. These efficiency savings have been established via Finance and through the use of calculations agreed with the Head of Finance and Treasurer and the Chief Accountant.

## Emergency Vehicle Requirements

The size of the fleet of fire appliances needs to be given due consideration, as by its very nature it is impossible to 'manage the demand' of an emergency vehicle fleet. Statistical evidence is collected and maintained, which provides the best possible indication of the high and low demands on the fleet and is subsequently used to determine vehicle standby levels and numbers required, in order to best maintain full operational readiness.

The placement of the emergency vehicles is also important. It would seem that all new emergency vehicles should be allocated to the busiest stations. This provides the opportunity for maximum operational use, to identify any issues relating to vehicle warranty, and to get these defects rectified by the manufacturers. However, this means that new appliances are subject to maximum operational wear and tear in their early years in service, resulting in a tired looking, but still operationally sound appliance being allocated to stations where there is less operational use for their middle to end of service life.

SDAG will continue to monitor the impact of allocating new appliances to the busiest stations. If required SDAG can move appliances to smaller and less operationally active stations, in order to ascertain if vehicle life can be extended, by evening out the wear and tear and mileage throughout the vehicles life.

## 8. VEHICLE LIFE CYCLE

Vehicles and equipment have a predetermined life cycle. This life cycle follows a course that is set by a variety of factors:

- Legislation
- Procurement practices
- Disposal methods
- Best Practice methodology
- Maintenance and upkeep requirements and costs
- Requirements of end-user departments
- Cost and depreciation
- Level of specification
- Availability and use
- Dependability
- Flexibility
- Service life
- Environmental considerations

The Service's current vehicle replacement policy is:

Rescue Pumps	- Review at 12 years with maximum of 15 years life
Special Appliances	- Review at 15 years maximum of 20 years dependent upon type
Utility Vans	- Review annually from 7 years
Pool Cars	- Review annually from 3 years

This replacement policy allows for prudent financial capital planning by the Capital Strategy Team, but it only provides an indicative cost and due date for replacement. The actual period of replacement is determined by the utilisation and need, monitored by the SDAG, and the costs are dependent on the final user and technical specifications and the effect of the exchange rate and manufacturers' cost increases (inflation).

SDAG are tasked to monitor and review the provision and replacement of vehicular assets to achieve best value and derive the maximum benefit from operational vehicles. The group will, where necessary and appropriate, make recommendations to SDMT to extend the life of vehicles beyond the above guidelines where this can be achieved without affecting operational capability. This often involves the purchasing of vehicles from lease and extending their life. The implications of this are:-

1. A large number of vehicles were previously (from the mid 1990s) obtained through leasing arrangements. This was determined to be the best use of financial resources at the time, when the cost of capital borrowing was high, and it was more prudent to invest capital and utilise revenue to fund appliances and equipment.
2. The financial circumstances changed, and it became more efficient and effective to capital purchase appliances and equipment. That trend has once again reversed for some procurement decisions, and the best funding method for each procurement decision is evaluated, meaning that some assets may now either be leased or capital purchased. The Service utilises the expert knowledge of a consultancy company to provide the advice on which funding stream is the most appropriate for best value.
3. Previously, a large proportion of the fleet was secured through leasing arrangements. As those leasing periods come to an end an inspection of the condition of the vehicle is carried out to determine suitability of the vehicle for capital purchase from lease.  
Currently this is now not applicable as we do have any leased vehicles.

## 9. PROCUREMENT

A procurement process is undertaken to acquire the vehicle or equipment at the best possible price for the specification required. This may follow several different paths; all comply with current Service Orders and Legislative/Financial/Procurement requirements.

The majority of vehicles and major operational equipment is procured through framework agreements established by either the Chief Fire Officers' Association (CFOA) or the National Fire and Rescue procurement body 'The Consortium', or other existing frameworks where possible. These frameworks have been established to save on administration and advertising costs and meet the requirement to open up to competition from Europe through the Official Journal of the European Union (OJEU). Where the framework does not exist for a particular vehicle or asset the OJEU process is followed where required, according to the threshold value, and a tendering process is completed.

The final choice of supplier is determined by a tendering exercise based on quotations provided by approved suppliers on the relevant framework agreement.

The final stage of the procurement process is undertaken when the budget requirements for the year ahead are presented to and discussed with FRA Members at the budget setting workshops and then approved by the full Fire Authority in February each year. This takes the form of approval of the Capital Programme and incorporates budget requirements to support the vehicle and equipment replacement programme and details any new vehicles or proposed equipment for procurement for use in the Service.

## 10. OPERATIONAL LEASES

This is no longer applicable, as from April 1<sup>st</sup> 2017 all vehicles are Capital Purchased.

However should the Fire Authority decide to lease vehicles again in the future CAPITA would again be used to determine best value.

## 11. MAINTENANCE

All vehicular assets are purchased with a minimum of 12 months warranty from the vehicle manufacturer, the majority of light vehicles have a whole vehicle warranty of 24 months duration. In respect of vehicles above 3500 kg gross vehicle weight, the body is generally not produced by the chassis manufacturer and is built and warranted by a specialist bodybuilder.

The Transport Section provides the operational support to the vehicle fleet. This may be for unplanned repairs or scheduled preventative maintenance. The Transport Section has the responsibility to ensure that all vehicles stay within legislative and predetermined safety requirements.

CFOA provide best practice guidance for the servicing intervals and schedules for emergency fire appliances, which are stricter than those of the vehicle manufacturer.

The Fleet Transport Association is utilised as a third party to sample audit the maintenance work carried out by the Transport Section, in order to provide independent quality assurance.

The Transport Section provide support which includes a reporting mechanism to respond to day-to-day unplanned repairs, and a planned preventative maintenance and inspection schedule to reduce the number and severity of unplanned repairs required. All repairs are documented to ensure that works to vehicle assets are recorded to enable effective asset management. Throughout the vehicles life they are maintained in a safe, legal and roadworthy condition.

## 12. DISPOSAL (OF PURCHASED VEHICLES OR OTHER MAJOR OPERATIONAL ASSETS)

Once an asset has reached the end of its service life it will be disposed of by one of the following methods:

The Fire and Rescue Authority (FRA) will consider recommendations for the disposal of assets with a value greater than £10,000 and individual requests for the donation of assets with a value exceeding £10,000. In relation to assets with a value of less than £10,000, the Chief Fire Officer holds delegated responsibility for their disposal.

1. Donate the vehicles to locally based charities and organizations subject to no cost to the FRA other than ensuring the vehicles are fit for purpose.
2. Donate the vehicles to charities working in developing countries subject to no cost to the FRA other than ensuring the vehicles are fit for purpose.
3. Dispose by auction through recognized auction houses i.e. Withams, CVA auctions.
4. Write-off the asset for disposal by destruction /scrapping or recycling in accordance with the relevant legislation.

In light of the current financial pressures, the consideration of income generated from the sale of an asset is one of the primary objectives enabling re-investment into the Service.

VAT rules stipulate the payment of VAT on the true value of assets disposed of by donation. This aspect must be considered when donating assets.

### 13. AGE PROFILE OF FLEET

The current vehicle fleet has evolved over the years to include vehicles ranging from new to circa 20 years old.

The average age of the whole fleet (appliance and support) is 5.0 years. Whilst it is generally accepted that the specialised, high value vehicles have a longer life and will, therefore, remain on the fleet for a longer period, the older the fleet, the more likely it will become redundant in terms of modern working practices and technology. The risk of obsolescence is a consideration in determining vehicle life extension and refurbishment programmes which would be highlighted in vehicle condition reports.

The decision of when to replace vehicles is determined by several factors. Due to the high cost of the more specialised vehicles it becomes beneficial to spread the initial cost over a longer period in accordance with predicted useful life. The major drawback of this is that as technology moves on, there is a danger that the vehicle will become outdated in respect of technological developments. The vehicles effectiveness to the operational function becomes the 'obsolescence gauge' and must be balanced with financial considerations in deciding on vehicle life.

In respect of the 'non-specialised' fleet, the factors guiding obsolescence and subsequent replacement are not subject to the same drivers. Non-specialised vehicles tend not to be as expensive, and a higher residual value is anticipated, whilst the capability of the vehicle is not as restrictive for its intended use.

The decision of when to replace these types of vehicles is more financially based than operationally based, and is achieved by evaluating the condition and reliability history of the vehicle and the remaining useable life together with the residual value and replacement cost.



## **14. FLEET MANAGEMENT SYSTEM**

The current Fleet Management System (FMS) utilised by the Transport Section is the FMS module of the Services 'Sophtlogic' Management Information System. The system is used to record, monitor and manage the details of the fleet, information on servicing and maintenance, accident records, and costs.

During the fiscal year 2018/19 the Service is reviewing the need to procure a modern fleet management system.

## **15. FLEET SUSTAINABILITY**

### **15.1 Environmental Considerations**

The adoption of sustainable transport by the public sector is as a result of two key drivers. The Comprehensive Spending Review 2010 (CSR10) which made protecting the environment a key priority, and the pressure on the public sector to address climate change and global warming in response to a suite of International, European and National legislation, action plans and targets.

It is anticipated that all vehicle fleet owners will be required to adopt a sustainable fleet and BFRS are committed to addressing some of the key challenges by researching and implementing solutions that ensure its fleet balances the need for operational effectiveness and fleet sustainability. The Service will also use its influence with other stakeholders to improve environmental performance across a wide range of fire and rescue vehicles and equipment. In particular, the following areas will be the subjects for consideration over the five year period from 2013:

- The fuel management system
- Revised vehicle specification to take into account environmental concerns including the introduction of the Euro 5 (or later) emission regulations
- Investigate alternative fuels feasibility, including electric vehicles
- Manufacturer's environmental policies
- Introduce emissions testing as part of routine servicing
- The use of sustainable/renewable materials in the production of vehicles
- The use of lighter weight materials to reduce overall vehicle weights and therefore increase fuel efficiency
- The use of plastic bodies to improve service life and offer the potential for re-using the bodies on new chassis
- The Introduction of Oil testing to reduce oil usage and waste

## 15.2 Current Measures

BFRS encourages practical considerations to be introduced to improve the carbon footprint of the Service. Several environmental initiatives are currently in place within the Transport Section.

- The re-cutting, casing and recycling of tyres
- The recycling of lead acid and other batteries
- The environmentally safe disposal of waste engine oil and other engine and vehicle fluids
- The recycling of scrap metals including aluminium ladders
- The introduction of Continuously Regeneration Trap (CRT) exhaust particulate filters to our vehicles to reduce soot /carbon emissions
- The use of 'Ad Blue' on some new Heavy Vehicles

## 15.3 Vehicle Emissions

The Inter-governmental Panel on Climate Change (IPCC) has identified the following as potentially harmful gases:

- Carbon Monoxide
- Methane
- Nitrous Oxide
- Hydro Fluorocarbons
- Sulphur Hexafluoride

The largest global emissions by volume are of carbon dioxide which originates from the burning of fossil fuels including the combustion process that occurs in compression ignition or spark ignition motor vehicle engines.

The recent purchase of new appliances has ensured compliance of Euro 5 and Euro 6 emissions standards whilst the proactive use of CRT exhaust systems and the Ad Blue exhaust additives has also contributed to reduced emissions. Diesel exhaust fluid is an aqueous urea solution used in selective catalytic reduction to lower Nitrous Oxide concentration in the exhaust emissions from

diesel engines. The solution may also be referred to as AUS32 shorthand for aqueous urea solution, or as Ad Blue, a trademark held by the German Association of the Automobile Industry. As new vehicles are bought in to the Service, they will meet the current Euro standards, with the Euro 6 standard being the next to be implemented; however, this comes at a cost. Development of vehicles to meet these exacting standards inevitably leads to increased initial purchase cost.

#### **15.4 Bio Diesel**

Bio diesel is a mixture of mineral diesel fuel and vegetable derived fuel. The Service's fuel provider does not currently supply bio diesel and whilst the Service intends to investigate the use of it, there are two specific concerns with regards to bio diesel which will require addressing or mitigation by BFRS. They are:

1. Bio diesel has a reduced calorific value when compared to mineral diesel. This means that the power produced is slightly less than mineral diesel. This is obviously a concern to emergency fleets and their ability to respond quickly.
2. Bio diesel does not have the same lubricant properties as mineral diesel and using bio diesel in larger ratios may necessitate more frequent and regular engine oil changes.

Following a review in 2009, a number of issues surrounding the use of bio diesel have been identified including viscosity at sub-zero temperatures and filter blockages. Due to these findings, the Service has decided against using bio diesel at this time due to the potential implications for interruptions to operational service delivery and associated safety implications. This position will remain under review for future developments in the technical specification of bio diesels. Additives have started to be utilised to remove increased wear and tear on engines but information is still not clear on the potential failure of high performing engines such as response vehicles.

##### **15.4 A Red diesel**

A project is currently underway to install 1 x Red Diesel tank at Luton Fire Station and 1 x Red Diesel tank at Bedford Fire Station. The red diesel will be used by the 2 x Aerial Platform vehicles which are classed as "Plant" and can legally run on this fuel. This will save approximately 50p per litre on all Fuel used by these 2 vehicles

## 15.4B Electric Vehicles

Currently the Service is looking into the feasibility of using Electric vehicles in the support fleet. This would have a substantial effect on reducing the current Carbon footprint for the service. The introduction of electric vehicles will reduce the costs of fleet maintenance as no oil changes / filter changes are required on the vehicle reducing the time taken to service the vehicle.

## 15.5 Carbon Footprint

Measurement of the carbon dioxide produced by the fleet emissions can be calculated using a formula established by the Freight Transport Association. A specific amount of carbon dioxide is produced for a quantity of fuel burned. This calculation assumes that fuel burns completely whilst in reality motor vehicle engines are not 100% efficient and will produce by products of the combustion process. The following formula represents a theoretical approach to quantifying the carbon dioxide emissions of a compression ignition engine:

One litre of diesel fuel burns completely (only if 100% efficient) to produce 2.66kg of carbon dioxide (CO<sub>2</sub>). Petrol equates to 2.33 kg of CO<sub>2</sub> for each Litre used.

By studying the fuel used by the fleet it is possible to calculate the fleet's carbon footprint. As new technology is introduced into the fleet, it is plausible that the current fuel usage of the BFRS fleet will reduce and subsequently the size of the carbon footprint. BFRS have begun the introduction of 'clean air technology' in the form of Continuous Regeneration Traps (CRT) and more carbon dioxide friendly engines; currently the Service's LGV fleet comprises of:

- 9 Scania Rescue Pumps (RP's) with Euro 3 engines fitted with Continuous Regeneration Traps
- 10 Scania RP's with Euro 6 engines fitted with AD Blue Tanks
- 2 Volvo Water Carriers with Euro 5 engines fitted with 'AdBlue' tanks
- 2 Volvo ALP with a Euro 5 engine fitted with 'AdBlue' tanks
- 3 MAN Rural Water Tenders with Euro 4 fitted with Clean Air Technology
- 6 Scania/Browns RP's with Euro 5 engines fitted with Exhaust Regenerations Gas Technology

From the above CO2 conversion factors the calculated 2017/18 CO2 emissions for the Service fleet of vehicles was 443,010 tonnes.

Emissions of Carbon dioxide over the last six years:

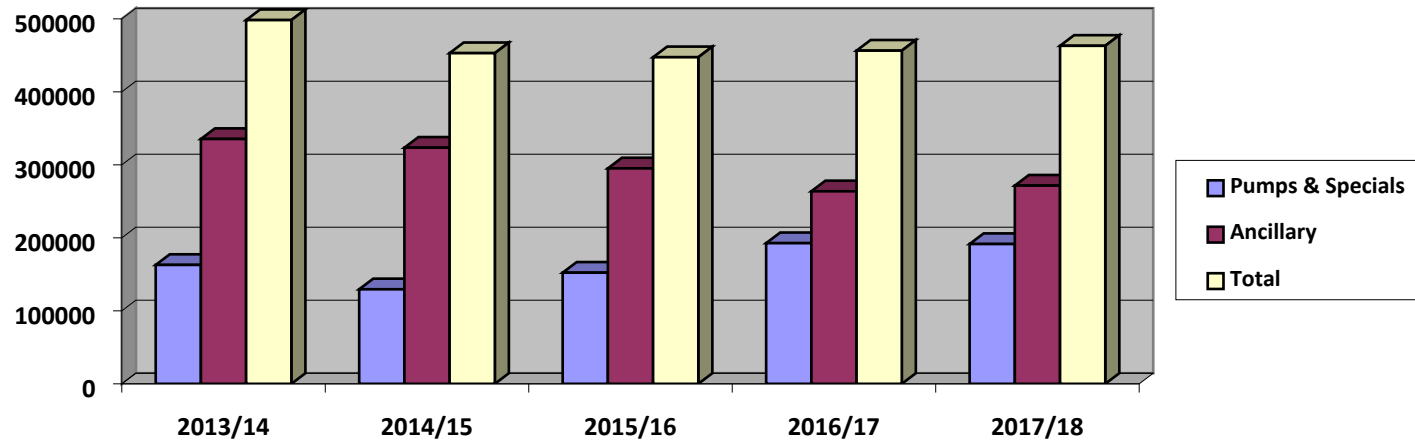
	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Carbon Dioxide Emitted in Tonnes</b>	475,053	430,864	424,136	436,071	443,010

## 15.6 Fleet Monitoring

In 2017/18 the fleet covered 463080 miles and consumed 169373 litres of fuel at a cost of £161,169

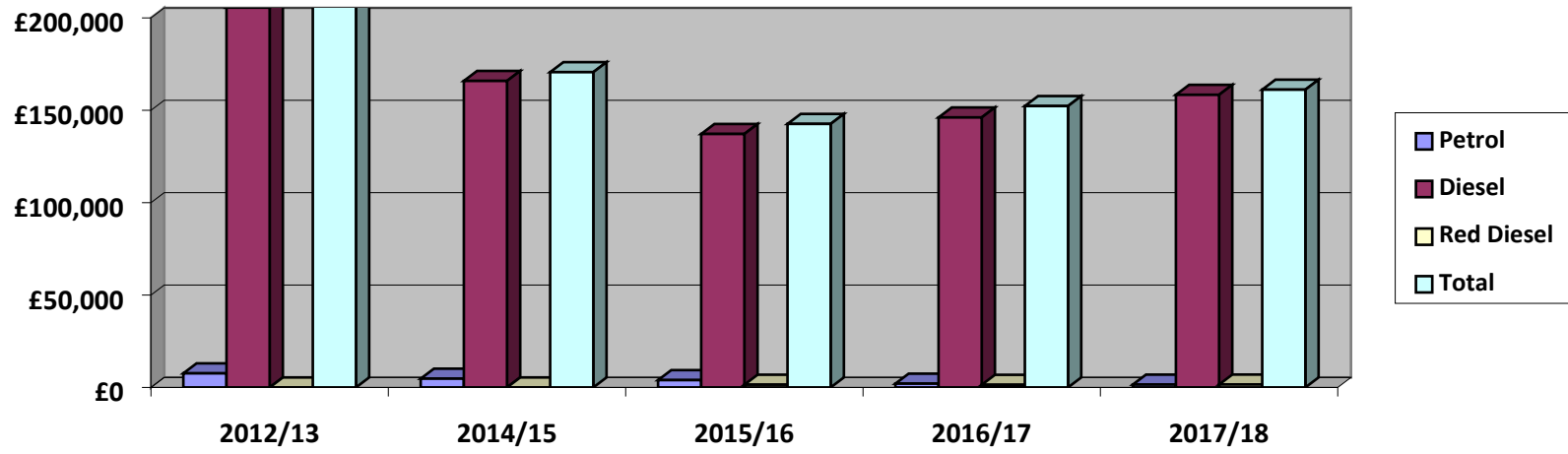
Total Mileage for vehicles: 2013/14-2017/18.

Vehicle	2013/14	2014/15	2015/16	2016/17	2017/18
<b>Pumps &amp; Specials</b>	162,895	129,527	152,275	192,709	191,527
<b>Ancillary</b>	335,415	323,498	295,169	263,756	271,553
<b>Total</b>	498,310	453,025	447,444	456,465	463,080



## TOTAL FUEL PURCHASED 2012/13-2016/17

Fuel Type	2013/14 £	2014/15 £	2015/16 £	2016/17 £	2017/18 £
Petrol	5,128	4,746	3,965	2,048	1,527
Diesel	199,179	165,897	137,182	146,125	158,377
Red Diesel	0	0	1,480	1,425	1,560
<b>Total</b>	<b>204,307</b>	<b>170,643</b>	<b>142,627</b>	<b>152,298</b>	<b>161,169</b>



DERV & PETROL PURCHASED AND PRICE PER LITRE 2013-14-2017/18

Fuel Type	2013/14		2014/15		2015/16		2016/17		2017/18	
	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £	Litres	Price Per Litre £
<b>PETROL</b>	4,421	1.16	4,892	0.97	4,088	0.97	2,187	0.94	1,493	1.01
<b>DIESEL</b>	174,719	1.14	157,694	1.05	152,425	0.90	162,021	.91	164729	.96
<b>RED DIESEL (AP Bedford)</b>	N/A	N/A	N/A	N/A	3,444	0.43	4,125	.38	3151	.48

The ALP at Bedford currently uses Red Diesel as it is classed as ‘PLANT’ machinery. This is purchased externally as the Service currently does not have a facility to hold Red Diesel stock. During 2018/19 the Service will implement two Red Diesel storage units based at Bedford and Luton, this will allow the Service to hold its own stock of Red Diesel providing savings in the future.

There is a substantial amount of maintenance required as the nature of the Service dictates that vehicles will operate on short unplanned journeys. The majority of miles covered are undertaken before the power unit reaches normal operating temperature. There are also a number of legal, safety and environmental issues that need to be constantly addressed, as mentioned previously.

There are a number of potential benefits that may be developed from fleet monitoring:

1. The Driving at Work guidelines published by the Health and Safety Executive/Department for Transport places more responsibility on employers to manage work related road safety
2. Live vehicle utilisation information, (CCTV, DATA downloads from vehicles)



3. Provide information on driving techniques to cut fuel consumption/exhaust emissions with the added benefit of reducing costs
4. Use the information obtained to structure the driver training programme
5. Help to reduce accidents by understanding the cause and use that information to implement changes to Service Policy
6. Support testimony in the current climate of claims culture (CCTV)
7. Utilising a GPS system with driver ID/location, would alleviate the need for the current manual system of driver's records of journeys

### **15.7 Service Fuel Contingency Plans**

During 2012, the Service was faced with the potential to invoke the Fuel Contingency Plan. Information from Government regarding the fuel situation indicated that Unite were balloting for strike action.

The Service reviewed its Fuel Contingency Plans and continued to plan for the possibility of a fuel strike in liaison with other Category 1 and 2 Responders in Bedfordshire Local Resilience Forum. The liaison meetings discussed progress on plans and action to be taken by each organisation to make sure that business continuity arrangements were in place.

The actions agreed and taken to minimise the fuel disruption risk include:

1. All stations should check their diesel stock (where held) and an order for sufficient fuel to top the tanks up to the maximum capacity.
2. A list of essential staff was compiled for the issue of Temporary Logos, which would allow prioritised access to fuel at Designated Filling Stations (DFS) when the Department of Energy and Climate Change (DECC) initiate the National Emergency Plan – Fuel (NEP-F). Under this plan, the Emergency Services Scheme (ESS) is designed to prioritise the distribution of fuel to Blue Light Emergency Services, with the DFS being pre-identified and having the sole purpose of

supplying fuel to priority users under the ESS. The use of the Temporary Logo and Service identification (and method of payment) will enable those designated as essential staff to buy fuel.

3. Dunstable station and the HQ site had old fuel pumps and storage tanks re-commissioned to increase fuel reserves.
4. The following Fuel Management Measures were implemented.
  - Use filling stations before using internal fuel supplies. (Refuel at filling stations to conserve station stocks: whilst this is more expensive, it allows for our stocks to be resilient and enables business continuity.)
  - Consider temporarily suspending events that would incur high fuel usage.

## **16. FUTURE FLEET AND WORKSHOP PROVISION**

The need to drive efficiency and effectiveness is ever presented by the fiscal climate and austerity measures being implemented by the Government.

This Service has previously reviewed the opportunities for collaboration with other local authorities. These reviews have not produced a significant saving in return for the projected investment, or required significant capital investment funded by grant. Previously, joint funding bids were unsuccessful and resulted in the termination of the collaboration projects.

The effect of this was to look more closely internally, to identify areas for improvement. One key area identified was the cost of outsourcing work, both for capital and revenue expenditure. A project to demonstrate the improved value (effectiveness, efficiency and quality) of insourcing work was completed, which made a clear business case for investing in human resource to deliver many previously outsourced aspects in-house. This has resulted in the increase of the staffing levels by one technician, and an increase in training in new skill areas, such as air conditioning repair and maintenance, tyre re-grooving, hose-reel testing, electrical installation testing, maintenance and repair (PAT Testing) and vehicle specific skills (such as required for the Aerial Ladder Platform). In addition, investment has been made in equipment to enable these skills to be used, and includes aspects such as computers to interrogate, alter and re-set the vehicle electronic systems, tyre re-grooving equipment and hose testing equipment, to name a few.

Through successful recruitment workshops has now a full complement of permanent technicians resulting in the work that was outsourced being terminated.

The inclusion of all work back into the workshops has seen no detrimental increase in the downtime of vehicle servicing and defect reporting.

The Service has continued to work with Fire and Rescue Services in the Eastern Region to procure the replacement Rescue Pump fleet.

To date the Service has taken delivery of 10 new Rescue Pumps with a further 7 new pumps to delivered from June 2018.

The Service will continue to undertake further collaborative work with other organisations and Fire and Rescue Services. Work has commenced with a meeting of Service Operational Commanders, to discuss and identify what areas of collaboration can be undertaken between Cambridgeshire and Bedfordshire FRS, such as the purchase, design & functionality of replacement of 6 Hydrant vehicles.

Firstly, a base-line of performance between the Services will occur, which will identify areas of best practice and enable mentoring arrangements to be initiated to drive change and improvements in both Services. Secondly, opportunities for sharing equipment, on-call technicians and software to manage the fleet will be explored.

A further area of potential saving identified is the cost of lease cars and essential user provision. During 2017/18, a review of the base cost for a lease car has been carried out that meets the Service minimum operational specification. This was based on enhanced safety requirements and operational resilience during spate conditions.

The base cost for operational lease cars will be reviewed annually by the TSM.

## **17. CHANGES IN THE USER'S OPERATION**

The Transport Section's operational strategy needs to be flexible to adjust to the requirements of the users. During previous years the Service has increased resources to the prevention and reduction of fires. This trend will no doubt continue and whilst this change of focus will not reduce the establishment costs of having an emergency fleet on standby, it will continue to reduce some of the operational running costs, as demonstrated by the reduction in Diesel fuel purchased year on year.

The improved targeting of the prevention of fires may produce a change in user needs and could reduce the number, or influence the design, of the emergency vehicles required.

## **18. PROJECTS 2018/19 to 2019/20**

As technology improves, both in vehicle design and firefighting principles, the demand on the vehicle and major operational asset requirements will alter.

**The projects for the next 3 year include:**

<b>Project</b>	<b>Rationale</b>	<b>Completion Date</b>
Rescue Pumping Appliances	To replace 7 Rescue Pumping (RP) appliances with modern up to date units that meets the operational needs of the Service.	2018/19
Station Vans	To replace existing 6 x vehicles on Stations.	2018/19
Hydrant Technician Van	To replace existing 3 x vehicles (B/F 2017/18 – ongoing)	2018/19
Operational Support Unit 1	To replace existing unit that meets the changing needs of the Service, this will be reviewed annually.	2018/19
FSOT vehicle	To replace existing vehicle	2018/19
Property Vehicle	To replace existing vehicle on fleet	2018/19
Pool vehicles	To replace existing 2 x vehicles	2018/19
Workshop Pickup	To replace existing vehicle	2019/20
Station AP CS vans	To replace existing 2 x vehicles on fleet	2020/21
Pool Minibus	To replace existing vehicle on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2019/20
Welfare vehicle / Trailer	To replace existing vehicle on fleet	2019/20
CFS Van	To replace existing vehicle on fleet	2018/19
Station Vans Large	To replace existing 3 x vehicles on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2020/21
Trailers	To replace existing 3 x trailers on fleet	2019/20
Rescue Pumps	To replace 2 x Rescue Pumps	2020/21
Review the CFOA guidance for servicing and maintaining emergency vehicles	Reduce costs associated with servicing and maintenance, in accordance with manufacturers modern recommended servicing schedules and actual use of vehicles.	End of March 2019
Review the base line for Service contribution to lease car provision	To re-align the Service contribution to lease contributions based on minimum vehicle specification.	Annually
Fleet Management Project	To identify, procure and implement a Fleet Management System with which to manage the entire Service fleet.	

All vehicles before replacing will have a condition report completed by TEM to determine if vehicle replacement is required or to determine if vehicle can be on fleet for a further 12 months.

## 19. FINANCIAL PLANNING

### 19.1 Capital

Broadly, 'Capital expenditure' is the term used to describe the acquisition of assets that have a long-term value to BFRS, in excess of a purchase cost of £3,000. The Transport Section capital expenditure will form part of the Authority's Capital Strategy and will be drawn from the replacement cycle of vehicles and equipment. The anticipated transport capital expenditure for the period 2018/19 to 2020/21 is detailed below:

Year	£000's
2018/19	839
2019/20	755
2020/21	521

### 19.2 Revenue Budgets

The Transport Section revenue budget will be heavily influenced by the Vehicle Replacement Programme mentioned above. It is unlikely that year-on-year capital spending will remain constant and there will be fluctuations in the costs transferred to the revenue budget. To even-out revenue expenditure it would be necessary to concentrate on the level scheduling of vehicle purchases over an anticipated lifespan, or to accept that fluctuations will occur between different years.

The contingency to counter this would be to make predictions and consequently financial provision for them in the years that they are likely to occur. A similar concept applies to vehicle maintenance expenditure - as vehicles age, more costs will be incurred. Unless the same numbers of vehicles of the same type are purchased each year there will be fluctuations in vehicle maintenance revenue expenditure. Improved asset management planning can ease the fluctuations to enable more even and accurate budget forecasting.

## **20. PERFORMANCE MANAGEMENT AND DATA**

### **20.1 National Performance Indicators**

The CFOA Transport Officers Group (TOG) undertook a pilot bench marking project which involved 15 Services took part. On the understanding that the CFOA TOG would determine if benchmarking could work and what difficulties there might be. The pilot proved successful although there was a considerable amount of work to be done to ensure comparable measurement. For example, is a 'support vehicle' a car used for Community Fire Safety or is a Community Fire Safety vehicle part of the operational fleet? Also is an annual service carried out in one FRS the same as a major service carried out in another?

What was key to develop from the pilot was that benchmarking is not about changing one's own practices to mirror that of another FRS it is about understanding your position in the group and whether your resources meet your customer's needs.

However, enough learning was obtained to move to developing a user requirement in order to develop a national bench marking group through CFOA.

Work continues on the national bench marking and is constantly fed back to Regional TOG meetings.

The NPI's initially tracked, are as follows:

Standardised WLC	Whole life cost of vehicle/role to date using standardised figures for labour rate and fuel.
WLC per Available Day	Whole life cost of vehicle/role for the number of days it has been available for operational use - ie number of days – downtime.
Maintenance Costs	Cost for Service/Maintenance and Repair for Vehicle/Role.
% Availability	Percentage of reserve (spare) to core vehicles.
Vehicle Reliability	Number of workshop visits a vehicle/role experiences.
Vehicle Downtime	Amount of time a vehicle/role spends in the workshop.
Fuel Consumption	Average and actual fuel consumption for vehicle/role (need to consider pumping and idle running consumption).
Vehicle Utilisation	Number of miles per annum vehicle/role achieved.
Commissioning Costs	Cost of getting vehicle or modifying vehicle for FRS use.
Staff Ratios	Number of vehicles per vehicle technician - excludes operational/support technicians.
Mileage over Vehicle Life	Number of miles by vehicle/role achieves before it is disposed of - probably support fleet only.
Residual Values	Residual value achieved by vehicle/role on disposal.

## 20.2 Performance Indicators

Key Performance Indicators (KPIs) – those aspects that are key/essential to ensuring operational service delivery and safety. These KPIs are reported to the Fire Authority.

The Service Transport and Engineering Manager utilises Local Performance Indicators to manage other aspects of the fleet – these are not reported to the Fire Authority.



The following KPI's have been utilised since July 2014 (to be reviewed in 2018/19).

- Appliance = Operational Appliance – for example a Rescue Pump, but could be any operational vehicle. This excludes pool cars and ancillary vehicles that do not form part of the operational response capability.
- Special Appliance = Supporting Operational Appliance – for example a Rescue Unit, Aerial Ladder Platform, Water Carrier etc.

Grade of Defect:

- Grade A – requires immediate attention by Workshops.
- Grade B – requires attendance by Workshops within 24 hours of being reported.
- Grade C – requires attendance by Workshops within seven working days of being reported.
- Grade D – will be attended to during next service.

Examples of each grade of defect are listed at the end of the performance tables.

As only Grade A defects result in the loss of operational availability, these are considered to be KPIs. All other grades of defect are LPIs.

The time calculations are based on 24 hours x 365.25 per reporting period, 8766 total hours.

To provide context, where the percentages used in the PIs below relate to the number of days available, these are indicated in the following table as rounded days:

<b>%</b>	<b>Days</b>
1	4
2	7
3	11
4	15
5	18
10	36
85	310
90	328
100	365

<b>WS1a and WS1b - Grade A defect response time</b>	<p><b>What does this KPI measure?</b></p> <p>This KPI measures the speed of response to Grade A defect by a Service technician, to ensure operational appliances are kept available for Service Delivery Response.</p> <p>Note: This KPI concerns the speed of response to the defect, not the resolution of the defect as this varies from a minor issue such as a headlight bulb, through to a major issue such as a gearbox or engine failure, or accident damage.</p> <p>Most defects are relatively minor in nature; major defects will be reported separately as exceptions.</p>
---	--

Purpose/Aim	To monitor the speed of response of workshop staff in attending to a Grade A defect, leading to reduced 'down time' of operational vehicles, enhancing fire fighter safety.
Definition/Calculation	The number of Grade 'A' defects that were attended by a Service technician within the target timescale from receipt of notification to the time of booking in attendance at the vehicle location, calculated as a percentage
Target	To respond to 85% of all Grade A operational appliances vehicle defects within 1 hour of being notified of the defect, and to 95% within 2 hours.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place. A sample audit of the Automatic Vehicle Location System data will periodically be undertaken to confirm the details logged by the Technician are accurate.
<b>Result</b>	WS1a Grade A Defect 1 hour 89% WS1b Grade A Defect 2 hour 97%

<b>WS2a– Turn-a-Round Time - Rescue Pumping Appliances Unavailable for Operational Response</b>	<b>What does this KPI measure?</b>  Turn-a-round Time - The percentage of time that the Service's Rescue Pumping Appliances are unavailable for operational use due to defect/servicing/ other works (including minor accident damage that can be dealt with by Workshops, but excluding major accident repairs dealt with by external companies or requiring investigation or replacement vehicles) as required.
Purpose/Aim	To monitor the 'turn-a-round time' of operational rescue pumps, demonstrating the efficiency of workshops in dealing with servicing, repair and other works as required.
Definition/Calculation	The total time in hours expressed as a % when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works.  This work includes a significant amount of operational equipment servicing specific to the appliance, including for example, ladders, hydraulic rescue

	<p>equipment, light portable pumps, positive pressure ventilation fans, LOLER and PAT testing etc to meet legislative requirements.</p> <p>Work may also include minor accident damage repairs, and any major defects such as engine and gearbox repairs as occasionally required.</p> <p>The calculation is based on the number of hours the appliance is unavailable in the reporting period.</p> <p>This KPI is calculated from and defined as the time the vehicle entered workshops for the defect, service or other works until the time the vehicle is ready for collection – the turn-a-round time.</p> <p>Note: Appliances suffering from major accident damage are excluded from this KPI as they may require significant repair, replacement or investigation which will take time outside of the control of Workshops. These instances will be reported by exception.</p>
Target	A notional target has been set at 5%, subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS2a Rescue Pumps unavailable for Ops Response 2.43%.

<p><b>WS2b Aerial Ladder Platforms and WS2C Other Operational Appliances Unavailable for Operational Response</b></p>	<p><b>What does this KPI measure?</b></p> <p>‘Turn-a-round Time’:</p> <p>The percentage of time that the Service’s Operational Appliances (other than Rescue Pumps) are unavailable for operational use due to defect/servicing/other works (including minor accident damage that can be dealt with by Workshops, but excluding major accident repairs dealt with by external companies or requiring investigation or replacement vehicles) as required whilst they are in the Workshop.</p>
<p>Purpose/Aim</p>	<p>To monitor the ‘turn-a-round time’ of operational appliances, demonstrating the efficiency of workshops in dealing with servicing, repair and other works as required.</p>
<p>Definition/Calculation</p>	<p>The total time in hours expressed as a %, when Operational Appliances (other than Rescue Pumping Appliances) were unavailable for operational use due to an annual service, defect or other works.</p> <p>This work includes a significant amount of operational equipment servicing specific to the appliance, including LOLER and PAT testing etc. to meet legislative requirements.</p> <p>Work may also include minor accident damage repairs, and any major defects such as engine and gearbox repairs as occasionally required.</p> <p>This KPI is calculated from and defined as the time the vehicle entered workshops for the defect, service or other works until the time the vehicle is ready for collection – the turn-a-round time.</p> <p>The calculation is based on the number of hours the appliance is unavailable in the reporting period.</p> <p>Note: Appliances suffering from major accident damage are excluded from</p>

	this KPI as they may require significant repair, replacement or investigation which will take time outside of the control of Workshops. These instances will be reported by exception.
Target	<p>An initial target has been set for each vehicle by type. This is because Special Appliances are complex and vary in the service times required.</p> <p>These targets will be reviewed following a complete reporting period, to ensure they are suitable to demonstrate the efficiency of Workshops and reflect the realistic timescales when improved measuring and monitoring processes are utilised.</p> <p>Aerial Ladder Platform – 5% Specialist Rescue Unit – 5% Other Units – 1%</p>
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	<p>WS2b ALP's &amp; SRU unavailable for Ops Response 2.91%</p> <p>WS2c Other appliances unavailable for Ops Response 0.28%</p>

<b>4. WS4 – All Appliances Unavailable for Operational Response</b>	<b>What does this KPI measure?</b>
	<b>Idle Time</b> - The total time in hours when ALL Appliances were unavailable for operational use due to waiting for an annual service, defect or other works to be completed, or awaiting return to operational service following such work.
Purpose/Aim	To monitor the 'idle time' of operational appliances, in order that they are only removed from service immediately prior to being accepted into workshops for work to commence, and are returned to operational service as soon as possible following completion of work.

Definition/Calculation	<p>This is based on the number of hours the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time.</p> <p>This is defined as the time the appliance was sent to workshops and was not available for operational use prior to entering workshops for the defect, service or other works to be completed, or following completion of the works prior to acceptance by the relevant Station – this is the ‘idle time’.</p>
Target	A notional target has been set at 2%, Subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS4 All appliances unavailable for Ops Response -Idle Time .86%

<b>WS5 – Total Time All Appliances Available for Operational Response</b>	<b>What does this KPI measure?</b>
	<b>Up Time</b> - The total time expressed as a % when ALL appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.
Purpose/Aim	To monitor the total ‘up time’ of operational appliances, in order to demonstrate the total availability of all operational appliances.
Definition/Calculation	<p>This is based on the number of hours operational appliances are available for operational response in the reporting period.</p> <p>This is defined as the total time in the reporting period multiplied by the total number of operational appliances, minus the combined turn-a-round time and idle time, expressed as an overall percentage.</p>
Target	A notional target has been set at 93%, subject to review after 12 months once historical data analysed.
What is the information gathering process?	Vehicle defect reporting and job card system currently in place.
<b>Result</b>	WS5 Total Time All Appliances Available for Operational Response - Up time 97.67%

**EXAMPLES OF TYPES OF DEFECT ASSOCIATED WITH THE APPROPRIATE GRADE (THIS LIST IS NOT EXHAUSTIVE).**

Grade A	Type of defect
<p>Requires immediate attention by Workshops.  <b>Vehicles must be taken off the run immediately.</b>                      Steps should be taken to prevent the vehicle being used such as removing the keys and / or placing signage on the vehicle, until the grade of defect and whether the vehicle should remain off the run is confirmed either by advice given by telephone or following visual inspection by a vehicle technician.</p>	Lights not working
	Horn not working
	Brake defect
	Steering defect
	Suspension defect
	Windscreen wipers not working
	Puncture
	Worn out tyre – tread below 1.6mm (Car). Below 1mm (LGV)
	Insecure bodywork
	Defective seatbelt
	Accident damage – Major
	Cracked windscreen – Major
	Exhaust leak – Major
	Pump will not create a vacuum
	Rescue equipment defect
Anything suspect e.g. a knocking noise from underneath the vehicle	
Any concern for the safety of the vehicle where the crew do not have sufficient experience to make a judgement	



<b>Grade B</b>	<b>Type of defect</b>
Requires attendance by Workshops within 24hrs of being reported.	One blue light not working which is duplicated
	Audible warning not working but back up audible warning available
	Worn tyre treads between 1.6mm and 2mm (Car). 2mm and 3mm (LGV)
	CCTV System/Camera fault
	Delivery valve leak – Minor
	Door lock adjustment
	Accident damage – Minor
	Cracked windscreen – Minor
	Exhaust leak – Minor
	Ladder defect – Major
	Ladder defect – Minor
	Hose reel hose leak/damage
	Blocked water or air filters
	LPP defects
	PPV defects
	Headlamp washers defects
Equipment stowage issues – Major	
BA Stowage issues	

<b>Grade C</b>	<b>Type of defect</b>
Requires attendance by Workshops within seven working days of being reported.	Minor mechanical issues
	Bodywork damage – Minor
	Defective conspicuity – Major
	Worn tyres but still above 3mm both car and LGV
	Stowage issues – Minor
	General wear and tear

Grade D	Type of defect
Will be dealt with by Workshops on next Service	Defective conspicuity - Minor
	Bodywork damage - cosmetic
	Air conditioning
	Non safety related modifications
	Stowage issues - cosmetic

## 21. ACTION PLAN

The emphasis of the action plan is to determine the relevant stages of improving the management of the vehicular and major assets. The actions required to progress development of the TAMP will need to be commensurate with the pace at which action can be delivered with the resources available, these are indicated in the action plan below.

Action Point	Title	Description	Owner	Target Date for Completion	Notes
A	Review Fleet Management Systems	Research into the development of and migration to a new fleet management system.	TEM	March 2019  On-going March 18	A review of the Fleet management system will be undertaken with the Chief Fire Officers Association Transport Officers Group (CFOA TOG) of other neighbouring FRS's. Potential for collaboration with other FRS in the joint research and implementation of a fleet management system will be explored.
B	Introduction of Asset Management system	Research into the development of and migration to a new physical asset management process for building, fleet and operational equipment.	Head of Strategic Support and TSM	March 2019	The Service is currently researching number of companies that provide asset tracking and tagging of equipment. The research is completed and we are confident of developing a solution that will provide robust detailed asset tracking information. A project group has been formed to initiate the implementation of the asset tracking software. Tender documentation is being completed pending release.

C	Establish relevant benchmarking syndicates	Will enable comparisons to be made on performance against other Fire and Rescue Services and potentially with other local authorities.	TEM	March 2019	The integration of this project to performance reporting will be in the timescales available within Strategic Support. Work is on-going with the CFOA TOG to develop benchmarks. This work is driven nationally and is still ongoing.
D	Compare and Contrast Workshops provision with surrounding FRS	Review working practices and results of attaining quality standards for efficiency and effectiveness. Benchmark against each other. Put in place arrangements to mentor each other for improvements in effectiveness and efficiency.	TEM/TSM	March 2019	This work will support the Service Savings and Efficiency plan, and will explore opportunities for collaboration.
E	Review the base line for Service contribution to lease car provision	To re-align the Service contribution to lease cost.	TSM	Annually	This work will support the Service to maintain high safety specification vehicles for operational response and resilience.
F	Compare and contrast Workshops with surrounding FRS	To undertake peer review of working practices in surrounding FRS workshops.	TEM/TSM	Annually	This work will support efficiency changes in Workshops to reduce the time vehicles are away from operational response. It will enable workshops to function more effectively.

**Anticipated Vehicle Replacement Programme 2018/19**

<b>DESCRIPTION</b>	<b>ALLOCATION £</b>
FSOT Vehicle	35,000
Rescue Pump x 7	225,000 each
OSU	135,000
Station Vans x 6	16,000 each
Property Vehicle	15,000
PO Cars x 2	35,000 each
CFS Van (LWB)	20,000
<b>TOTAL</b>	<b>1,911,000</b>

**Performance Review 2017/18****1. Achievements**

The table below details the vehicles which were procured and brought into service over the last twelve months. # denotes vehicles that have been ordered or are in build, but we await delivery completion.

Pool car – Flt 124	Scania Rescue Pump Flt87
Pool car – Flt 125	Scania Rescue Pump Flt 91
Pool car – Flt 129	T Centre Car Flt 55
Pool car – Flt 133	Technical Van Flt 114
Pool car – Flt 134	#Rescue Pumps x 7 (3 <sup>rd</sup> stage payment made)
Pool car – Flt 135	Hydrants Vans x 3 Flt 105, 106, 113
CFS VAN– Flt 119	Workshops Van F123
Scania Rescue Pump Flt 65	
Scania Rescue Pump Flt 80	

During 2017 to 2018 Workshops staff completed a total of 112 annual services:

<b>Service by Type</b>	<b>Number of services</b>
Special Appliances	24
Rescue pumps	29
Ancillary vehicles	46
Trailers & Pods	13

This page is intentionally left blank



## MEMORANDUM

**From:** SOC Christopher Ball

**To:** Fire Authority Members

**cc**

---

### Transport Asset Management Plan 2018/19 to 2020/21

#### Summary

The TAMP is a significant document that is in place to fully inform the reader of how the Service ensures;

- Constantly improving customer and stakeholder satisfaction
- Improving use of natural resources
- The effective and efficient use of capital funds
- Compliance with statutory regulations
- Effective Corporate Management

This helps to:

- Deliver efficiency savings
- Continuously improve Service Delivery
- Implement new ways of working
- Maximise the safety of our Communities by reviewing operational resources to meet identified risks in the Community Risk Management Plan

Due to the size of the document, as I have done previously, I have highlighted below the major differences to last year to ensure that FRA members can easily review the updates and raise questions accordingly.

## **6. TRANSPORT ASSETS – LOCATION, COST**

BFRS has a variety of transport assets located at 18 locations. The majority of vehicular assets are located at the Service's Fire Stations. The current fleet operated by BFRS consists of 115 items on the fleet list; and includes vehicles, trailers, boats and demountable modules. The unaudited NBV figures as at 31 March 2018 are, Vehicles £5,467,000 (including £0.00 leased vehicles).

## **7. TRANSPORT ASSET NEED AND FUNDING, UTILISATION AND EMERGENCY VEHICLE REQUIREMENTS**

Since SDAG was established in April 2009, it is estimated that through their monitoring, evaluation and direction, the Service has saved to date £953,757. These efficiency savings have been established via Finance and through the use of calculations agreed with the Head of Finance and Treasurer and the Chief Accountant.

## **8. VEHICLE LIFE CYCLE**

Previously, a large proportion of the fleet was secured through leasing arrangements. As those leasing periods come to an end an inspection of the condition of the vehicle is carried out to determine suitability of the vehicle for capital purchase from lease. Currently this is now not applicable as we do have any leased vehicles.

## **10. OPERATIONAL LEASES**

This is no longer applicable, as from April 1st 2017 all vehicles are Capital Purchased. However should the Fire Authority decide to lease vehicles again in the future CAPITA would again be used to determine best value.

## **13. AGE PROFILE OF FLEET**

The average age of the whole fleet (appliance and support) is 5 years. (Previously 7 years).

#### **15.4 A Red diesel**

A project is currently underway to install 1 x Red Diesel tank at Luton Fire Station and 1 x Red Diesel tank at Bedford Fire Station. The red diesel will be used by the 2 x Aerial Platform vehicles which are classed as “Plant” and can legally run on this fuel. This will save approximately 50p per litre on all Fuel used by these 2 vehicles

#### **15.4 B Electric Vehicles**

Currently the Service is looking into the feasibility of using Electric vehicles in the support fleet. This would have a substantial effect on reducing the current Carbon footprint for the service. The introduction of electric vehicles will reduce the costs of fleet maintenance as no oil changes / filter changes are required on the vehicle reducing the time taken to service the vehicle.

#### **15.5 Carbon Footprint**

Currently the Service’s LGV fleet comprises of:

- 12 Scania Rescue Pumps (RP’s) with Euro 3 engines fitted with Continuous Regeneration Traps
- 10 Scania RP’s with Euro 6 engines fitted with AD Blue Tanks
- 2 Volvo Water Carriers with Euro 5 engines fitted with ‘AdBlue’ tanks
- 2 Volvo ALP with a Euro 5 engine fitted with ‘AdBlue’ tanks
- 3 MAN Rural Water Tenders with Euro 4 fitted with Clean Air Technology
- 6 Scania/Browns RP’s with Euro 5 engines fitted with Exhaust Regenerations Gas Technology

From the above CO2 conversion factors the calculated 2017/18 CO2 emissions for the Service fleet of vehicles was 443.010 tonnes. (Previously 436.071 Tonnes.

#### **15.6 Fleet Monitoring**

In 2016/17 the fleet covered 447,444 miles and consumed 159,957 litres of fuel at a cost of £149,216.

Total Mileage for vehicles: 2013/14-2017/18.

<b>Vehicle</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
<b>Pumps &amp; Specials</b>	162,895	129,527	152,275	192,709	191,527
<b>Ancillary</b>	335,415	323,498	295,169	263,756	271,553
<b>Total</b>	498,310	453,025	447,444	456,465	463,080

TOTAL FUEL PURCHASED 2012/13-2016/17

<b>Fuel Type</b>	<b>2013/14</b> £	<b>2014/15</b> £	<b>2015/16</b> £	<b>2016/17</b> £	<b>2017/18</b> £
<b>Petrol</b>	5,128	4,746	3,965	2,048	1,527
<b>Diesel</b>	199,179	165,897	137,182	146,125	158,377
<b>Red Diesel</b>	0	0	1,480	4,125	1,560
<b>Total</b>	204,307	170,643	142,627	152,298	161,169

During 2018/19 the Service will implement two Red Diesel storage units based at Bedford and Luton, this will allow the Service to hold its own stock of Red Diesel providing savings in the future.

### 18 Project 2018/19 to 2019/20

<b>Project</b>	<b>Rationale</b>	<b>Completion Date</b>
Rescue Pumping Appliances	To replace 7 Rescue Pumping (RP) appliances with modern up to date units that meets the operational needs of the Service.	2018/19
Station Vans	To replace existing 6 x vehicles on Stations.	2018/19
Hydrant Technician Van	To replace existing 3 x vehicles (B/F 2017/18 – ongoing)	2018/19
Operational Support Unit 1	To replace existing unit that meets the changing needs of the Service, this will be reviewed annually.	2018/19
FSOT vehicle	To replace existing vehicle	2018/19
Property Vehicle	To replace existing vehicle on fleet	2018/19
Pool vehicles	To replace existing 2 x vehicles	2018/19
Workshop Pickup	To replace existing vehicle	2019/20
Station AP CS vans	To replace existing 2 x vehicles on fleet	2020/21
Pool Minibus	To replace existing vehicle on fleet	2019/20
Site team van	To replace existing vehicle on fleet	2019/20
Welfare vehicle / Trailer	To replace existing vehicle on fleet	2019/20
CFS Van	To replace existing vehicle on fleet	2018/19
Station Vans Large	To replace existing 3 x vehicles on fleet	2019/20

Site team van	To replace existing vehicle on fleet	2020/21
Trailers	To replace existing 3 x trailers on fleet	2019/20
Rescue Pumps	To replace 2 x Rescue Pumps	2020/21
Review the CFOA guidance for servicing and maintaining emergency vehicles	Reduce costs associated with servicing and maintenance, in accordance with manufacturers modern recommended servicing schedules and actual use of vehicles.	End of March 2019
Review the base line for Service contribution to lease car provision	To re-align the Service contribution to lease contributions based on minimum vehicle specification.	Annually
Fleet management Project	To identify, procure and implement a Fleet management system with which to manage the entire Service flee.	

21. ACTION PLAN

**Anticipated Vehicle Replacement Programme 2019/19**

<b>DESCRIPTION</b>	<b>ALLOCATION £</b>
FSOT Vehicle	35,000
Rescue Pump x 7	225,000 each
OSU	135,000
Station Vans x 6	16,000 each
Property Vehicle	15,000
PO Cars x 2	35,000 each
CFS Van (LWB)	20,000
<b>TOTAL</b>	<b>1,911,000</b>



## 1. Achievements

The table below details the vehicles which were procured and brought into service over the last twelve months. # denotes vehicles that have been ordered or are in build, but we await delivery completion.

Pool car – Flt 124	Scania Rescue Pump Flt 87
Pool car – Flt 125	Scania Rescue Pump Flt 91
Pool car – Flt 129	T Centre Car Flt 55
Pool car – Flt 133	Technical Van Flt 114
Pool car – Flt 134	#Rescue Pumps x7 (3 <sup>rd</sup> stage payment made)
Pool car – Flt 135	Hydrants Vans x 3 Flt 105, 106, 113
CFS VAN– Flt 119	Workshops Van F123
Scania Rescue Pump Flt 65	
Scania Rescue Pump Flt 80	

In addition to this work a significant amount of work has been completed in 2017/18 to completely refurbish 3 Rescue pumps and return them to operational service. This work has been completed by the sale of obsolete assets, effectively saving the Service circa 110k. The Technical and Workshop facility will continue to explore alternative methods of providing operational appliances to get best value for the Service.

**STRATEGIC OPERATIONAL COMMANDER CHRISTOPHER BALL**  
**HEAD OF SERVICE SUPPORT**

This page is intentionally left blank



**Bedfordshire**  
Fire and Rescue Service

## **BEDFORDSHIRE FIRE AND RESCUE AUTHORITY**

**Asset Management Plan 2018 to 2021**

**Information Technology**

## Contents

Contents Section No	Title	Page No
1	The Need for an ICT Asset Management Plan (AMP)	3
2	How the ICT AMP Interlinks within the Corporate Structure and Other Policies	4
3	Background	5
4	Purpose and Role of ICT	6
4.1	Functions Performed	6
5	Purpose and Role of Business Information Team	7
5.1	Functions Performed by BIT	7
6	Corporate Technology Functions Supporting Front Line Services	8
7	Legislative Requirements	8
8	ICT Assets	9
8.1	Overview of Hardware Assets	9
8.2	Overview of Software Assets	11
9	The Next 4 Years	12
9.1	Technology Projects	12
9.2	Technology Supported Projects	13
10	Financial Planning	15
11	Medium Term Capital Plan – Investment Profile	16
12	Technology Contract Provisions and Renewals	17
13	Review of Action Plan 2017/18	19
13.1	Other Achievements in 2017/18	20
14	Action Plan 2018/19	21
15	ICT Performance	22
15.1	ICT Performance Review 2017/18	22
15.2	ICT Performance Targets 2018/19	23

Appendix 1	Table showing ICT Performance in 2017/18 and Targets for 2017/18	24
Appendix 2	Table showing ICT Asset Management Replacement Policies	28

## 1 THE NEED FOR AN **INFORMATION TECHNOLOGY** ASSET MANAGEMENT PLAN (AMP)

Bedfordshire Fire and Rescue Authority is responsible for the provision of the Fire and Rescue Service within the Local Authority areas of Bedford Borough, Central Bedfordshire and Luton Borough. Its three main objectives are to:

- Respond effectively, manage risks and reduce the number of emergency incidents that we attend.
- Ensure high standards of corporate governance and continued service improvement.
- Create a safe, fair and caring workplace for our staff.

This Asset Management plan aligns to a programme of action for Information Technology over the medium-term (4 years) and shows specific actions plans for the short-term (1 year). This plan is submitted for review and approval on a yearly basis and is designed to provide visibility of work plans for the forthcoming year based on identified service priorities and tracks actions & performance from previous year. It is intended as a tool which helps to define, plan, implement and measure how the Authority:

- Makes its investment decisions.
- Maintains and improves its assets.
- Increases the cost effectiveness of its portfolio.
- Promotes innovation and development in asset management.

It is intended for a wide audience including:

- Members - to support decisions on investment priorities in the portfolio.
- Service managers - to identify changes to meet their needs.
- Information Technology staff involved in executing and prioritising deliverable work streams in the asset plan.

This plan seeks to:

- Ensure the provision of user focussed and cost effective Technology function, which will be sufficiently flexible to adapt to the Authority's long term requirements.
- Support the Authority's corporate risk management in relation to its legislative and environmental obligations.
- Deliver a cost effective and responsive service, which supports operational needs.
- Help to strategically plan Information Technology for the future.
- Contribute to the Authority's community safety initiatives through the provision of ICT infrastructure and applications.
- Provide the Authority with long-term value for money.

## 2 HOW THE ICT AMP INTERLINKS WITHIN THE CORPORATE STRUCTURE AND OTHER STRATEGIES

The Authority has an established Community Risk Management Plan that outlines what it aims to achieve and how during the next four years. It sets out in particular:

- Delivery of our Services
- Service Improvements
- Community Risks
- Who is at Risk
- Consultation Responses

The ICT AMP is a live document that evolves through time and reflects appropriate changes based on up to date practices.

The AMP links with and informs other strategic decisions and plans for the effective management of our Fire and Rescue Service, specifically.

- The ICT Strategy Plan
- ICT Roadmap
- Corporate financial planning cycle (capital and revenue)
- The Corporate Risk Register

## 3 BACKGROUND

In July 2017 the ICT Shared Service Governance Board comprising Principal Officers and Managers from both Bedfordshire Fire and Rescue Service (BFRS) and Cambridgeshire FRS undertook the five yearly review of the ICT Shared Service agreement and agreed to its continuation for a further five years. This agreement was ratified by Bedfordshire Fire Services Authority through the Corporate Services Policy and Challenge Group.

The ICT Shared Service upgrade and investment decisions for ICT assets are influenced and taken jointly to ensure economies of scale and ease of delivery are optimised in line with principles and purpose a shared service. This can result in each organisation being influenced by the others priorities and business need. One of the purposes of the Governance Board is to ensure no conflicts arise for resource scheduling, managing and developing each organisation's ICT assets.

The development and support of business applications is managed for BFRS through the Business Information Management Team (BIT), which does not form part of the Shared Service. This team develops and manages information applications/assets and ICT training function. The ongoing development, upgrade and investment decisions for information applications and assets are taken through the Corporate Management Team (CMT) with ownership of specific projects assigned to members of CMT to ensure user focused service based on priorities identified by BFRS. Investment decisions align to the Medium Term Financial Plan which is monitored through the quarterly Capital Strategy Board and progress on delivery is monitored monthly through the CMT as well as BFRS Programme Board on a quarterly basis.

This Information Technology Asset Management Plan takes advantage of the benefits that arise from joint working within the ICT Shared Service, as well as the separate Business Information Team which when seen together combine to provide a comprehensive Information Technology capability.

#### **4 PURPOSE AND ROLE OF ICT SHARED SERVICE**

The primary objective of the ICT Shared Service is the efficient, resilient and economical provision of infrastructure, communications and end user technologies in support of front line Services, support services and our partners. Users of these services are both internal (Fire and Rescue Headquarters, Area Offices, Fire Stations, Service Emergency Fire Control and the Service Training Centre) and external partner organisations.

The ICT Shared Service acts as the 'prime contractor' for all such technology services provided to users. Users, therefore, deal directly with the ICT Service Desk on all matters concerned with IT and communications; the Service Desk then in turn arranges the involvement of either internal expertise or external parties (e.g. computer vendors, software developers and user manual producers) as required.

The relationship between the ICT Shared Service and users has been formalised by the implementation of an ICT Services Catalogue with associated Service Level Agreements (SLA). This Service Catalogue enables BFRS to optimise full use of ICT assets and the shared service, including business continuity resilience arrangements to support the delivery of frontline services.

##### **4.1 Functions Performed**

The general functions performed by ICT are:

Infrastructure, support and delivery of

- Standard desktop applications
- Email
- Finance management system



- Internet
- Database Management
- Mobile data terminals
- Fire ground radio
- Telephones fixed
- Telephones mobile
- Remote access
- Service desk
- ICT security and threat management.
- Main Scheme Radio (Airwave service)
- Emergency call handling mobilising system

## **5. PURPOSE AND ROLE OF THE BUSINESS INFORMATION TEAM**

The purpose of the Business Information Team (BIT) is to support day to day business activities and decision making through the analysis and optimisation of business processes and management of information. Working in collaboration with the ICT Shared Service, the BIT focuses on software applications, business processes and data management. Systems providing enhanced functionality will require training and application testing, products such as VDI, Windows 10 upgrade require working across both ICT Shared Service and the BIT.

As the functions of the BIT are specifically linked to the way BFRS carries out its business as opposed to operating a series of common infrastructure platforms, this function is not part of the ICT Shared Service. BFRS operates a combination of commercially off the shelf software products as well as internally developed software applications and integration services.

The BIT provides application support to end users via the ICT Shared Service Desk where calls regarding software issues are logged and managed to resolution by the BIT. The BIT in turn arranges the involvement of external parties (e.g. software developers and suppliers) as required.

### **5.1 Functions performed by BIT**

The general functions performed by BIT are:

Line of business application development and support

- Business Process Improvement

- Applications Systems Administration Support
- Application and System Training
- Staff Induction
- Systems Integration
- Systems & Applications Development
- Information Management and Security
- Database Management
- Business Intelligence and Reporting Solutions

## **6 CORPORATE TECHNOLOGY FUNCTIONS SUPPORTING DELIVERY OF FRONTLINE SERVICES**

- Technology Strategic direction aligned to Service vision and plans
- Contingency/disaster recovery
- Identification and maintenance of ICT risk information
- Policy documentation
- Project management

## **7 LEGISLATIVE REQUIREMENTS**

ICT equipment is used and operated is affected by the following main legislation:

- Freedom of Information Act
- Data Protection Act
- **General Data Protection Regulation (GDPR)**
- Human Rights Act
- Regulation of Investigatory Powers Act (RIPA)
- Computer Misuse Act
- Radio Telegraphy Act
- Telecommunications Act
- Waste Electronic and Electrical Equipment Regulations

Policy documents provide guidance on how the Authority complies with the above Acts. The Head of ICT monitors the requirements of existing and emerging legislation to ensure statutory compliance.

## 8 ICT ASSETS

BFRS has a variety of ICT assets located throughout the Service area. This section examines where these assets are used and the key stakeholders in maintaining the asset and maintenance contracts. A comprehensive ICT register is maintained and available on the Service IS Systems drive.

### Networks

All sites have Wide Area Network (WAN) high speed links connecting them to the corporate network, in addition three of the main sites, HQ, Bedford and Luton stations have secondary links for resilience. These are fully managed through the network contract, including internet connectivity with BFRS being a founding member of the Cambridgeshire Public Sector Network (CPSN).

There are direct resilient links (provided by a separate network supplier – Up Data) to the HQ mobilising system from Essex FRS who host the mobilising system as part a joint collaborative procurement. BFRS effectively operates its own mobilising system as a remote satellite link to Essex FRS. BT is responsible for network telephone lines feeding the control room.

### 8.1 Overview of Hardware Assets

#### Servers

BFRS Virtual servers and key network assets are based on BFRS premises with mirrored services on Cambridgeshire FRS premises.

#### Clients

There are a variety of client devices deployed across the Service. These are a mixture of PC's, Laptops, Smartphones, tablets, thin clients as well as a range of Audio Visual (AV) equipment which includes projectors, amplifiers, speakers and DVD players. All fire stations and area offices have number of PC's, terminals, two e-learning and one audio-visual (AV) PC, and a number of portable computing devices including iPads.

Desktop PCs have undergone a programme of replacement with Virtual Desktop endpoints as part of the VDI project. As working practises have evolved and equipment has become end of life a number of users have changed from using desktops to Laptops or tablets. The VDI project has been closed down in March 2018 through the Corporate Programme Board.

The Incident Command Training Suite is equipped with PC, AV and telecoms equipment.

## Devices on Appliances

All Rescue Pumps have incorporated a mobile data terminal on a hardened tablet PC platform and Automatic Vehicle Location System (AVLS). The Incident Command vehicle is provided with AVLS, laptops and other AV equipment. ICT staff are responsible for 1st line maintenance.

## Telephony

Currently in use is a network consisting of Meridian Option11 and Nortel BCM PBX. A variety of telephone instruments are deployed at all locations (analogue, digital and IP) and voice mail provided Fax machines are also provided at various locations throughout the Service. Primary fax machine is implemented using call pilot (Meridian voice mail system) providing email fax message facilities. RDS stations are provided with a PSTN line. ICT SS staff are responsible for provision, changes, system maintenance and handsets. A maintenance contract for second line repair also exists with BT. All of these PABX will be replaced by a Unified Communications platform (Skype for Business), the project is due to close at end of 2018.

## Portable Computer Equipment

To assist flexible working practices, laptops, Smart Phones and tablet devices have been issued for use across the Service many Service laptops have full 3G connectivity. ICT SS staff are responsible for supply, administration, audit and first line maintenance. In addition, ICT have enabled a secure remote service allowing BFRS staff to have full access to the Corporate Network work from any computer with an internet connection as part of providing flexibility in working practises and also in the event of civil contingency.

## Message Pagers, Radio, and Mobile Phones

These are provided as communication facilities for senior staff, flexible duty officers and lone working staff. ICT SS staff are responsible for the supply, administration, first line maintenance, and auditing of the above. Maintenance is as required basis with a local repair facility. Message pagers are rented on a three year contract.

## Printers

The multi-function printers across the BFRS provide secure printing, copying, scanning facilities. This is a managed service contract from Canon; ICT SS staff are responsible for contract management.

Message pagers	60
Mobile Telephones & Sim Cards	315
Printers	32

## 8.2 Overview of Software Assets

The BIT manages the day to day running of the Services software assets. Any major issues are escalated to the software suppliers via maintenance agreements including Microsoft Gold Partners. Functional support, and training is provided through the BIT in liaison with system owners and ICT.

### Business applications

**Microsoft Dynamics Great Plains** - Is the Authority's financial management system which integrates all the Authority's financial ledgers and also provides a purchase ordering system, a stock control system and an electronic stock requisition system. The system is accessed on a daily basis by Finance staff, Budget Managers, Procurement Section, Stores and stations.

**Pharos**, supplied by Sophtlogic Ltd, is an integrated Employee Resourcing Platform (ERP) used widely through the Service. Databases integrated include; Training, Fire Safety including Legislative Fire Safety, Fleet Management and Whole time Duty rostering. The day-to-day running, maintenance and development is managed and provided by the BIT.

Work has been underway since 2016 to utilise 'best of breed' products which will replace the Pharos suite of applications, where applicable this will be supplemented with internally developed products using open source software. This migration will continue into 2019.

There are in excess of 50 applications used throughout the Service, notable applications include:

**Gartan -Retained Duty System** (rostering for retained firefighters, supplied and supported by Gartan.

**Infographics Fire Safety** (Protection) which is the replacement product

**iTrent- HR/Payroll** provided as a cloud based hosted application by Midland HR Ltd

**ReqLogic** (Procurement),

**Incident Recording System** Cloud based application provided by Home Office for upload of performance data.

**Microsoft Office** Suite of productivity tools

### Corporate Performance System

Corporate performance data is managed and stored in Microsoft SharePoint. SharePoint provides a controlled document management and project management workspace and assists in analysing BFRS corporate performance.

## Integration and Process Automation

Automation of Service processes and bespoke system integration between applications has been developed using open source software including micro services for middleware. These have been based predominantly on .net language with a limited number using Java open source. Support is provided by the BIT, without further third party support costs.

## 9 THE NEXT FOUR YEARS

The following changes are aligned to the Corporate Plan and Medium Term Financial Plan. They underpin the ICT Roadmap for the four years. As can be seen in the Medium Term Financial Plan, monies have been designated to ICT to deliver these services.

### 9.1 Technology Projects

The ICT Shared Service will continue to build on joint infrastructure projects as well as application upgrades. In a number of these the BIT and ICT Shared Service work in conjunction with each other.

- **Shared servers and Hardware replacement programme.** Contained in the medium term financial plan the use of the existing assets have been 'sweated' to extend their life without compromising performance or security to maximise use of finances. The Server replacement project has started in 2018 as these are now end of life. As part of the implementation of the new hardware, disaster recovery testing is planned to be take place once implementation is completed. The underlying infrastructure has been established with BFRS and Cambridgeshire FRS providing back-up infrastructure for each other.
- **Wide Area Network.** The existing contract for the provision of Wide Area Network will come to an end in in June 2018, an 18 month extension has been put in place to extend it by 12 months plus 6 months, to December 2019 as part of a joint procurement approach. Procurement for the replacement service known as 'Eastnet' has reached a major milestone with contract award to a new supplier. This continues to be a joint venture with other mid-Anglia public sector bodies and Cambridgeshire FRS in order to leverage economies of scale.
- **Security and Resilience, Penetration Testing and Enhancements.** The programme of penetration testing continues as a yearly cycle. Further enhancement of cyber protection has taken place with active email and advance threat detection put in place during early 2018. Rollout of secure messaging will continue in 2018/19.
- **VDI Upgrade.** A secondary project has been started to move the VDI on product to its next generation replacement Xen Desktop this project has been scoped for a completion date of Q3 of 2018.

- **Cloud Services.** The Service has been able to take advantage of appropriate cloud technologies and infrastructure where possible. BFRS operates a hybrid environment with applications such as iTrent, hosted as Cloud based services with the predominant number internally hosted using Virtual Server based on VM Ware virtualisation technology.
- **Unified Communications.** A project is underway to deliver a suite of communication products to enhance productivity as part of the Microsoft Skype for Business product. This will include replacement telephony system providing a resilient platform based on IP for all non 999 voice calls. In addition it will provide a suite of collaboration tools such as Desktop conferencing, Instant Messaging, Presence and facilities for video to the desktop. The project is due to complete in April 2019.
- **Windows 10 Upgrade.** A project will be incepted during 2018 to upgrade the underlying Windows Operating System from Windows 7 as this will become end of life and no longer supported after December 2019. Whilst this will upgrade the underlying operating system the compatibility and upgrades of a number of applications may be necessary to ensure functionality is not compromised. Compatibility testing is underway in 2018.
- **SharePoint Upgrade.** The existing SharePoint product is a multifaceted platform that provides various productivity tools and an information knowledge environment. These range from an Intranet function for communications and knowledge sharing, document management, collaboration platform and document sharing. The upgrade will increase its functionality and stabilise an end of life hardware environment.

## 9.2 Technology supported projects

### Replacement Mobilising System

The BFRS Options Appraisal for a new mobilising system to replace Frequentis and Remsdaq is now complete, and the FRA has approved a partnership with Cambs and Suffolk Fire and Rescue Services. The new mobilising system Project has been aligned to the national ESMCP project. Work will continue through the next two years.

### Whole Time Availability System

The Service is implementing a replacement Whole Time Availability system which will provide significant improvements in the assessment of availability and deployment of our whole time firefighters.

### **HR and Payroll System - iTrent**

The HR and Payroll system is the Service's cloud based application. The system was procured in April 2016 and has gone live with Core HR, payroll and manager self-service as part of Phase 1. Phase 2 has commenced and will replace the PharOS system with new recruitment, time and expenses functionality and is expected to complete by end of financial year 2018/19.

### **Cloud Based Products Systems and Applications**

BFRS is 'Enterprise Licenced' allowing upgrades to take place in-line with business need through the ICT Shared Service. The Service is assessing and evaluating the potential of cloud based and open source software where this is appropriate to our needs following central government direction.

### **Asset Management and Asset Tracking**

An Asset Management and Tracking tool is being assessed to assist the Service in maintaining accurate and timely records of all the Service's assets to include their location, servicing record, value, replacement date and modification record.

### **Replacement of Public Address Systems**

Following extensive surveys at four stations Luton station has been deemed to be the priority to replace aging infrastructure, to optimise deployment of staff resources at the locations.

### **Implementation of Fire Safety Application Protection element of 'Prevent and Protect'**

As part of migrating from the PharOS suite of applications, a Fire Safety application which contains and manages information relating to premises and Fire Safety checks, visits and compliance orders has been procured and is being implemented throughout 2018.

### **Implementation and Go Live of Safe & Well application element of 'Prevent and Protect'**

A new in-house developed Open Source application has been developed iteratively, following Agile methodology, defined and customised specifically for BFRS needs. This is being introduced to replace the current Home Fire Safety Check database, providing additional functionality around the management and recording of Safe and Well visits. The product went live in May 2018 with further customer driven enhancements being developed throughout 2018/19.



## 10. FINANCIAL PLANNING

The Head of Information, Communications & Technology (HICT) is a member of the Service's Capital Strategy Group (CSG). HICT will annually provide capital bids using the Revenue and Capital Project Appraisal Form (FMS3/4) for consideration by CSG and the budget approval process.

Any Corporate Management Team member seeking an improved ICT facility that would be subject to a capital bid is required to discuss and consult with HICT. HICT is then required to provide the technical elements to the business case bid ensuring appropriate consultation is undertaken with Cambridgeshire FRS to ensure opportunities for harmonisation of technologies are identified and acted upon. If agreed, the proposal will be taken to the FRA for formal inclusion in the Capital Programme. The Services Objectives, plans, ICT Strategy and asset replacement policies provide the framework for forward planning of ICT requirements, including by means of annual reviews of this Asset Management Plan, with the associated ICT related budgetary provisions incorporated into the Service's Medium-Term Financial Plan.

## 11. MEDIUM TERM CAPITAL PLAN – TECHNOLOGY INVESTMENT PROFILE

The table below shows the planned technology infrastructure upgrades and replacements contained within the medium term Capital Plan. Before proceeding with any replacement the costs are justified and considered as part of the project business case. In certain cases due to the rapid pace of change and working practises such as the move to mobile technologies from fixed technology costs are being re-balanced and shifted from one area to the other to accommodate the need for the organisation to become more flexible.

	<b>Project</b>	2018/19	2019/20	2020/21	2021/22
		£000's	£000's	£000's	£000's
1	Server & Storage Hardware Renewal	320			
2	Unified Communications	197			
3	Primary Network Switch Replacement		100		
4	Network Structured Cabling Replacement		60		
5	Local Area Network (LAN) Replacement		50		
6	Secondary Network Switch replacement			35	
7	Renewal of Mobilising System Mobile Data Terminals (who & where resources available)		276		
8	VDI Upgrade (Xen Desktop)	104			
9	SharePoint Upgrade	77			
10	Wi-Fi Refresh		tba		
11	End Point Refresh				tba
12	Public Address Systems Replacement	30			
13	Upgrade Unified Communications				tba

## 12. CONTRACT PROVISIONS & RENEWALS

The ICT function manages a large number of contracts on behalf of the Service for the provision and ongoing support of technology products and services. These contracts are let in line with Public Sector procurement rules and legislation. Where new projects involve the purchase of services, funding for the first year ongoing support contract is normally part of the project cost. Subsequent years funding will form part of the ICT budget bid in line with BFRS annual financial planning cycle.

As support contracts terms reach end of term, planning is put in place for procurement of the new contract. These are shown below for contracts due to expire in 2018/19:-

Service	Start date	End date
Annual Software Support & Maintenance	01/04/2015	31/03/2019
Penetration testing on behalf of BFRS and CFRS	01/10/2015	30/09/2020
BlueLight Tender Management and Contracts Register	01/11/2015	31/10/2018
Airtime & Silver Service Level Support	01/02/2015	31/01/2019
Software - RDS mobilisation system	03/07/2015	02/07/2019
GP Licence/Software Support	05/09/2013	03/09/2018
OH Software	01/10/2015	11/01/2019
Maintenance of phone switches at HQ sites	04/12/2014	25/01/2019
Trade Mark Licence Renewal	14/10/2011	07/10/2018
Pharos 10 Software	22/04/2004	31/03/2019
WAN & LAN Web Services	07/11/2011	31/12/2019

Marketing	01/08/2011	06/08/2018
Software licence and support	01/06/2013	30/09/2018
Licences for EU-Supply CTM Contract Management	01/04/2015	06/04/2019
ChemData Coporate Licences (x75)	01/04/2014	31/03/2019
Desktop package, messaging service	08/06/2015	07/06/2018
Escrow Agreement 37626	01/03/2016	28/02/2019
Chemdata Pocket Licences	01/10/2013	30/09/2018
Supply and fit of communication devices and audible and visual vehicle mounted warning systems (blue light)	01/11/2016	31/10/2018
Specialist ICT Contractor Services	08/09/2016	07/08/2018
ICT Hardware Maintenance Support	01/07/2016	30/06/2019
Unified Comms	29/03/2017	28/03/2019
Microsoft subscription licences	01/01/2018	31/12/2018
Service Management for CPSN	01/12/2015	30/06/2018
BSI H&S Professional Services Subscription/Licences (H&S) - Barbour	01/10/2017	30/09/2018

### 13. REVIEW OF ACTION PLAN 2017/18

Progress against each of the actions is detailed in the table below, where particular business cases are deferred or projects or work streams re-baselined to complete in subsequent years, these are shown below.

REFERENCE NUMBER	ACTION	STATUS
ICT AMP01/17-18	Produce revised ICT Asset Management Plan for 2017/18 to 2020/21 updating previous content and incorporating new ICT roadmap and applicable corporate projects from Community Risk Management Plan.	Completed May 2018
ICT AMP02/17-18	Deliver technical requirements for the forthcoming Asset Management Project which will provide a method of managing and tracking assets in line with requirements	Project suspended to recommence 2018/19
ICT AMP03/17-18	Implement core hardware for Unified communications project for telephony upgrade and provision of collaboration tools incl. messaging and integration with VDI	Core Hardware completed April 2017
ICT AMP04/17-18	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	Completed July 2018
ICT AMP05/17-18	Review and refine ICT Strategy aligned to service requirements	Reviewed and ongoing development
ICT AMP06/17-18	Develop Information management strategy and action plan to implement General Data Protection Regulation (GDPR)	Ongoing enhancements
ICT AMP07/17-18	Enhance Cyber threat defence measures to protect our information and data assets	Completed early 2018 and ongoing as BAU
ICT AMP08/17-18	Implement ICT elements for new Website to provide enhanced customer experience and informative data analytics	Completed May 2018
ICT AMP09/17-18	Upgrade of Share point environment providing technical infrastructure facilities.	To commence
ICT AMP10/17-18	Develop strategy and roadmap for Workbench development applications in line with business priorities.	Ongoing
ICT AMP11/17-18	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Ongoing through 2018
ICT AMP12/17-18	Implement Whole-time Availability System in line with required project timelines	Ongoing through until Q1 2019
ICT AMP 13/17-18	Review and refresh of mobile working technologies and associated assets complementing ESMCP project.	Review undertaken implementing Risk MDT's through 2018
ICT AMP14/17-18	Complement secure email facility with additional solution to support secure communications with organisations operating outside of the government secure network.	System in place

REFERENCE NUMBER	ACTION	STATUS
ICT AMP15/17-18	Upgrade existing Microsoft e mail Exchange platform to new version	Completed summer 2017
ICT AMP16/17-18	Establish the ICT tactical response to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future strategies	Ongoing in line with national time scales
ICT AMP17/17-18	Work with CPSN partners to establish next generation Mid-Anglia Public Sector Network including actively supporting procurement process for PSN services.	Achieved in line with partner requirements
ICT AMP 18/17-18	Replace Public Address Systems at Kempston and Stopsley stations in line with estates plan.	Re-baselined to 2018 for Luton
ICT AMP 19/17-18	Provide additional WAN capacity for Camborne to provide enhanced support for the ICT estate	Completed Summer 2017

### 13.1 Other Achievements in 2017/18

- Completed and in live use, three internally developed open source applications for Sickness Absence, People Position and Other Absences using Workbench platform
- Go Live of internally developed prevention application for 'Safe & Well' using open source software on the Workbench platform
- Go Live of Retained Recruitment application developed as a collaboration STEP project
- Replacement of Service wide pagers, used for response and deployment.
- Implementation of Information Audio Visual screens at HQ
- Implementation of station screens at Whole time stations

## 14 ACTION PLAN 2018/19

Activities planned for continuation, commencement or completion in 2018/19, are shown in the table below. It aims to build upon the previous year's achievements to ensure continuous improvement in Technology & ICT service delivery. Where particular projects or work streams are planned to complete in subsequent years, the phases within this 2018/2019 year are shown. Where dates have not been confirmed within each of the projects, the nearest estimated month is shown.

REFERENCE NUMBER	ACTION	TARGET DATES
ICT AMP 01-18/19	Produce revised ICT Asset Management Plan for 2017/18 to 2020/21 updating previous content and incorporating new ICT roadmap and applicable corporate projects from Community Risk Management Plan.	Completed June 2018
ICT AMP 02 - 18/19	Deliver technical requirements for the forthcoming Asset Management Project which will provide a method of managing and tracking assets in line with requirements	Ongoing through the life of the project
ICT AMP 03 -18/19	Implement Unified Communications for telephony upgrade and provision of collaboration tools incl. messaging and integration with VDI	Completion April 2019
ICT AMP 04 -18/19	Implement upgrade, server & storage refresh project	October 2018
ICT AMP 05 -18/19	Implement VDI upgrade project	By December 2018
ICT AMP 04 -18/19	Review of annual customer satisfaction and adopt findings into ICT Shared Service Plan	August 2018
ICT AMP 06 –18/19	Review and refine ICT Strategy aligned to service requirements	Throughout 2018/19
ICT AMP 07 –18/19	Implement a series of further control measures & enhancements to ensure ongoing compliance for General Data Protection Regulation (GDPR)	January 2019
ICT AMP 08 –18/19	Enhance Cyber threat defence measures to protect our information and data assets	Throughout 2018/19
ICT AMP 09 –18/19	Upgrade of Share Point environment providing technical infrastructure facilities.	March 2019
ICT AMP 10 –18/19	Implement Phase 2 of HR (Recruitment) in line with required project timelines	Throughout 2018
ICT AMP 11 -18/19	Implement Whole-time Availability System in line with required project timelines	Throughout 2018
ICT AMP 12 -18/19	Implement replacement Fleet Management application in line with required project time scales	Throughout 2018/19

REFERENCE NUMBER	ACTION	TARGET DATES
ICT AMP 13 -18/19	Complete rollout of Risk Mobile Data Terminals	Complete by October 2018
ICT AMP 14 –18/19	Implement applications compatibility testing and complete upgrade where needed ready for Operating System upgrade for Windows 10	March 2019
ICT AMP 15 –18/19	Implement Operating System upgrade for Windows 10	September 2019
ICT AMP 16 -18/19	Provide ICT support to the Emergency Services Mobile Communications Programme assessing technical requirements and impact on existing infrastructure and resources and future Strategies	In line with Project time scales
ICT AMP 17 -18/19	Establish implementation plan for next generation Network 'Eastnet' Wide Area Network working with Mid-Anglia Public Sector partners.	September 2018
ICT AMP 18 -18/19	Replace Public Address System at Luton stations in line with estates plan.	By December 2018
ICT AMP 19 -18/19	Carry out Penetration Testing and implement any improvements from its findings	September 2018

## 15 ICT PERFORMANCE

The ICT Services Catalogue provides a detailed description of the support the shared team provides to BFRS and Cambridgeshire Fire and Rescue Service (CFRS). The catalogue identifies the shared ICT across both Services with annexes for those ICT systems that are unique to a particular Service. Each entry aims to describe the ICT service being delivered from a user perspective, when it is available, what is included and how the level of service is measured. The Catalogue was drawn up in collaboration with senior ICT users across both services. Their advice and guidance on how each system is used, where it is needed and when was critical in ensuring each ICT system was given an appropriate level of cover.

### 15.1 ICT Performance Review 2017/18

Performance in the ICT Shared Service has shown a steady improvement as practices and controls were introduced, generally achieving or exceeding performance targets across the range of ICT indicators over the last three years.



In 2017/18 there was increased pressure to maintain the performance that had been established in previous years due to staff shortages. However the Virtual Desktop Infrastructure that has been rolled out helped to maintain good levels of support through the ability to resolve incidents remotely as part of a standardised environment.

Targets achieved for last quarter for 2017/2018 are not yet available as these are being calculated. These figures will be reported as soon as the data is available.

## **15.2 ICT Performance Targets 2018/19**

For 2018/19 we are maintaining previous years' targets taking into account the severity of each incident, these are aligned to ICT systems delivering an efficient service ensuring the Service's primary objectives can be met effectively. This approach continues to build upon the foundations that have been laid, in preparation for structural changes planned in the ICT organisation which aims to stabilise resources and improve performance in the area of project delivery and business change through introducing new technologies as part of the Medium Term Capital Programme.

**APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19**

Measure		2014/15	2015/16	2016/17	2017/2018	
No.	Description	Actual (Target)	Actual (Target)	Actual (Target)	Actual (Target)	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	100% (90%)	100% (90%)	92% (98%)	n/a (80%)	Comparative TBA
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	92% (86%)	100% (86%)	99% (96%)	n/a (96%)	Comparative TBA
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	92% (83%)	100% (83%)	100% (90%)	n/a (90%)	Comparative TBA
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	88% (80%)	94% (80%)	93% (90%)	n/a (90%)	Comparative TBA
AV1	Core ICT services availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target
AV2	Business Applications Availability	97% (97%)	100% (97%)	100% (97%)	100% (97%)	3% Better than target

**APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19**

<b>INFORMATION AND COMMUNICATION TECHNOLOGY PERFORMANCE TARGETS 2018/19</b>								
<b>Ref</b>	<b>Performance Indicator</b>	<b>Source of Performance Indicator</b>	<b>Frequency of Reporting</b>	<b>Benchmark Performance Data</b>	<b>BFRS Baseline Performance</b>	<b>BFRS Target 2017/18</b>	<b>BFRS Target 2018/19</b>	<b>Target Setting Rationale</b>
ICT1	User Satisfaction	Customer Survey	Annual	Better than ICTSS 60.2% starting benchmark set by earlier survey.	2014 - 60.73% 2015 - 67.5% 2016 - 89.0%	70%	70%	Performance has been showing steady improvement from inception of ICT Shared Service to Target being achieved in 2016. As this is the first time this target has been achieved and not established over time it is proposed to maintain at the same level.
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Mission Critical, Priority A and B Incidents resolved within 1 hour.	2014/15 - 100% 2015/16 - 100% 2016/17 - 92%	80%	80%	Target based on Services SLA. Resources are diverted from other incidents and work to deal with Mission Critical Services incidents.  Due to the low number of incidents raised within this category failure to meet the target for just 1 incident would mean failure to achieve the overall target of 80%. For this reason it is proposed to leave at 80%.

**APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19**

IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Business Critical, Priority A and B Incidents resolved within 2 hours.	2014/15 - 92% 2015/16 - 100% 2016/17 - 99%	96%	96%	Performance has exceeded target 2015/16 with lower performance in 2016/17 but still exceeding Target. For this reason it is proposed to maintain the existing Target acknowledging resources may be diverted to Mission Critical Incidents. The small number of incidents of this type makes the impact of a single incident on performance significant.
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Business Operational, Priority A and B Incidents resolved within 4 hours.	2014/15 - 92% 2015/16 - 100% 2016/17 - 100%	90%	90%	Target based on Services SLA. The 2018/19 target acknowledges that resources may be diverted to Mission Critical Incidents and Projects. The small number of incidents of this type makes the impact of a single incident on performance significant. Therefore proposed to be retained at 90%.
IM4	The Number of Incidents on Administration Services resolved	Joint Catalogue of Services	Quarterly	Catalogue of Services SLA. All Administration I	2014/15 - 88% 2015/16 - 94% 2016/17 - 93%	90%	90%	Target based on Services SLA. The highest proportions of incidents fall into this

**APPENDIX 1 – ICT PERFORMANCE 2017/18 AND TARGETS 2018/19**

	within 8 Hour			Priority A and B Incidents resolved within 8 hours.				category. The anticipated draw on resources to support priority projects throughout 2018/19 is expected to reflect in the performance outcome for these lower category incidents therefore recommended to maintain 90% target.
AV1	Core ICT services availability	Joint Catalogue of Services	Quarterly	Catalogue of Services Core ICT availability median 98%	2014/15 - 97% 2015/16 - 100% 2016/17 – 100%	97%	97%	Target meets the agreement for levels of Service from ICT Catalogue of Services. It is proposed to maintain the Target at 97% which has been met for the last two years.
AV2	Business Applications Availability	Joint Catalogue of Services	Quarterly	Catalogue of Services Core ICT availability median 98%	2014/15 - 97% 2015/16 - 100% 2016/17 – 100%	97%	97%	Target meets the agreement for levels of Service from ICT. Catalogue of Services. It is proposed to maintain the Target at 97% which has been met for the last two years.

## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

Renewal Policy	Renewal Point	Consideration	Renewal Restriction	Applying the policy
Desktop Hardware/end points	5yrs Due 2020	Limit of Warranty or major software upgrade compatibility	Like for like functionality	Additional functionality that is not available within the specification of a like for like replacement will be payable from Function Budget
Servers	5yrs Due 2018 Then 2023	Limit of Warranty, technology viability	Subject to the ICT Strategy and Asset Plan	At Y3 the Service will commence review of future requirement aligned to ICT Strategy to be built into an options appraisal at leading into Procurement process (including specifications and requirements) Options examples - extend life, explore new technologies- replace like for like.
Major Business Software Systems	10 yrs	Legislation, Supplier roadmaps and technology viability	Subject to Service Business Plan and Technology Plan.	A requirements document will be prepared for each business system and reviewed annually by the System Owner supported by BIM. Yr. 7 - Options Appraisal. Yr. 8 Confirmation of Requirements, Assessment of Market Yr. 9 Procurement Process begins (may be deferred in time if OJEU not required)

## APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLICIES

Renewal Policy	Renewal Point	Consideration	Renewal Restriction	Applying the policy
Network hardware	5yrs	Limit of warranty, technology viability	Subject to the ICT Strategy and Asset Plan	At Y3 the Service will commence review of future requirement aligned to ICT Strategy to be built into an options appraisal at leading into Procurement process (including specifications and requirements) Options examples - extend life, explore new technologies- replace like for like.
Mobile technology	3yrs	Limit of warranty, external national projects infrastructure	Subject to the ICT Strategy and Asset Plan	Review at Yr. 3. The mobile phones/smart devices are commoditised items which are generally replaced due to wear and tear during the three year plan of the total system.
Structured Cabling	10 to 15 yrs	Technology Standards	Subject to the ICT Strategy and Estates Plan	All Service sites, however an assessment will be undertaken at the time and where possible the extend the replacement lifecycle
Paging Systems	3 yrs	Commodity	Subject to Service delivery strategy	Review at Yr. 3. The pagers are commoditised items which are generally replaced due to wear and tear during the three year plan of the total system.
Printers	5 yrs	Managed contract	Subject to the ICT Strategy and Asset Plan	Review at Yr3 with start of options appraisal. Procurement to begin at Yr4

**APPENDIX 2 – ICT ASSET MANAGEMENT REPLACEMENT POLCIES**

<b>Renewal Policy</b>	<b>Renewal Point</b>	<b>Consideration</b>	<b>Renewal Restriction</b>	<b>Applying the policy</b>
Unified Communications/ Telephony	5yrs	Technology Standards as these are software driven systems	Subject to the ICT Strategy and Asset Plan	Review at 3 years with view to extend to 5



**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 7**

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

For further information on this Report contact: Nicky Upton  
Democratic and Regulatory Services Supervisor  
Tel No: 01234 845149

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 26 June 2018

**RECOMMENDATION:**

That the submitted draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 15 March 2018 be received.

1. Introduction

- 1.1 The draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 26 June 2018 are appended for Members' consideration.
- 1.1 The Service Delivery Policy and Challenge Group made no recommendations to the Fire Authority.

**COUNCILLOR J MINGAY**  
**CHAIR OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP**

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING  
HELD ON 26 JUNE 2018 AT 10.00am**

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

DCFO A Hopkinson, SOC I Evans and SOC G Jeffery

18-19/SD/001 Apologies

1.1 There were no apologies.

18-19/SD/002 Election of Vice-Chair 2018-19

**RESOLVED:**

That Councillor Franks be elected as Vice-Chair of the Policy and Challenge Group for 2018-19.

18-19/SD/003 Declarations of Disclosable Pecuniary and Other Interests

3.1 There were no declarations of interest.

18-19/SD/004 Communications

4.1 There were no communications.

18-19/SD/005 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 15 March 2018 be confirmed and signed as a true record.

18-19/SD/006 Terms of Reference

6.1 The Group received its current Terms of Reference for review. No changes were recommended.

**RESOLVED:**

That no changes are required to the Group's current Terms of Reference.

18-19/SD/007 Service Delivery Performance Monitoring Report (Annual Review) and Programmes to date

7.1 DCFO Hopkinson submitted the Quarter 4 and year-end project and performance report. He advised that a new project to replace the fleet management system had been added to the Service Delivery Programme Report. There may be opportunities to merge this with the asset tracking report and this was currently being considered.

7.2 The majority of projects were on track to deliver their outcomes within the targeted timescale with the exception of two projects.

- 7.3 The co-responding project which was reporting as red as the national trials had been suspended as part on the ongoing national pay and conditions negotiations.
- 7.4 The Emergency Services Mobile Communications Programme was reporting as amber due to changes in the national programme, which was currently being reviewed.
- 7.5 In relation to the co-location of the Ambulance Service at Dunstable Community Fire Station, SOC I Evans advised that the Ambulance Service had decided to locate their vehicles elsewhere and this opportunity for collaborative working was no longer being pursued.
- 7.6 In response to a question, SOC I Evans provided the background relating to the replacement mobilising system and the reasons why a procurement process had commenced for a new system. The primary reason was that Essex Fire and Rescue Service had decided to procure a new system that would be compliant with the new Emergency Services Network (ESN) with Essex Police, Kent Fire and Rescue Service and Kent Police. Therefore there was no option to extend the partnership agreement beyond the contractual end date of late 2019/early 2020. There was also a significant cost associated with upgrading the current system to ensure that it was ESN compliant and minor glitches relating to the data capture functionality with the system creating “ghost data”.
- 7.7 Members were assured that the data reporting glitches did not affect the mobilisation of appliances and resources and that the current system was more robust, effective and resilient than the Service’s previous mobilising system.
- 7.8 Members requested an update on the RMS project, including some background information, focusing on the option that had been selected as the way forward and the scope of the work to be undertaken in partnership with Cambridgeshire and Suffolk Fire and Rescue Services.
- 7.9 DCFO Hopkinson presented the performance information for Quarter 4 and year-end. The target for Pi01 (the rate and number of primary fires) had been exceeded by 7%. This was largely attributable to increases in dwelling and road vehicle fires and reflected a national increase in these types of fires. The Service was actively working with partners to identify targeted action that could be introduced to combat this increase.
- 7.10 Pi02 (the rate and number of primary fire fatalities) had missed its target as there had been four fire fatalities during the year. One incident related to a late call of fire, two had been non-accidental and the final incident the individual had passed away days after the actual fire. The findings of the Coroner’s inquests were awaited.
- 7.11 Pi03 (the rate and number of primary fire injuries) had exceeded its target by 6. There had also been 27 fire injuries during 2017/18. The majority of injuries resulted in outpatient treatment with injuries that were not designated as serious.
- 7.12 Pi04 (the number and rate of deliberate (arson) fires) had exceeded its target by 19%. This was attributable to an increase in criminal activity.

- 7.13 DCFO advised that he had discussed with the Deputy Chief Constable the undertaking of an arson case study, which would examine every step of the process, from the incident itself through to investigation and prosecution.
- 7.14 DCFO Hopkinson reported that publication of the national fire statistics for 2017/18 was anticipated shortly and the results of this would be submitted to a future meeting of the Group to benchmark performance of the Service against other services in the national league tables.
- 7.15 Pi05 (the rate and number of accidental dwelling fires) had missed its target by 2%. There had been a noticeable increase in “cooking accident” fires and Cooking Safety continued to be a focus of the Safe and Well visits.
- 7.16 In relation to the increase in deliberate fires, SOC I Evans confirmed that the Service worked closely with the Police. This included data sharing, the Arson Reduction Officers working closely with the Police Neighbourhood Policing Teams and joint fire investigations. Two prolific arsonists from the Leighton Buzzard area had been successfully prosecuted as a result of collaborative working between the Police and Fire Service.
- 7.17 Vehicle fires accounted for approximately 200 of the 874 fires which was an increase of 7% from the previous year. 569 of the fires were classified as outdoor fires.
- 7.18 DCFO Hopkinson reported that, due to data capture glitches mentioned earlier in the discussion, performance data for Pi11 (percentage of occasions when our response times for critical fire incidents were met), Pi16 (the percentage of 999 calls answered in 7 seconds) and Pi17 (the percentage of 999 calls mobilised to in 60 seconds or less) was not yet available.
- 7.19 In relation to Pi26 (the percentage of fire safety audits carried out on high and very high risk premises), DCFO Hopkinson advised that 100 of the 112 identified high and very high risk premises had been audited at year end. The remaining premises had not been inspected for a number of reasons including that some properties were being redeveloped, for some the Service was not the enforcing authority and the audits for two premises had been extended to a two-yearly interval following a desktop exercise on risk.
- 7.20 In response to a question, SOC I Evans advised that the Service was not the primary authority with responsibility for inspections of Luton Football Club. This was undertaken by Luton Borough Council as part of the licensing arrangements for sports stadia. He assured Members that the Service was fully involved in supporting fire safety measures at the premises.
- 7.21 DCFO Hopkinson reassured Members that, even when the Service was not the enforcing authority, such as for Crown properties, the Service still gathered intelligence on the premises as part of familiarisation visits to identify risks so that the Service could respond effectively in the event of an emergency.
- 7.22 Reports from national incidents, such as the fire at Grenfell Tower, were considered to ensure that the Service was adopting any learning arising from those incidents.

- 7.23 DCFO Hopkinson reported on the feasibility study that had been undertaken relating to a shared Police and Fire Headquarters. It was anticipated that an options paper would be submitted to a future meeting of the Authority.
- 7.25 The Group was also advised that a drone had been ordered in collaboration with Bedfordshire Police and that delivery of the drone was now awaited.

**RESOLVED:**

1. That the progress made on the Service Delivery Programmes and Performance be acknowledged.
2. That the Group receive a report on the Replacement Mobilising System at its next meeting.
3. That the Group receive a report on the arson case study at its next meeting.

18-19/SD/008 Audit and Governance Action Plans Monitoring Report

- 8.1 DCFO Hopkinson reported that all actions had been completed.

**RESOLVED:**

That progress made against current action plans be acknowledged.

18-19/SD/009 Customer Satisfaction Survey Report End of Year Report – 1 April 2017-31 March 2018

- 9.1 SOC G Jeffery presented the year-end results of customer satisfaction surveys conducted from 1 April 2017-31 March 2018. During this period, the Service had achieved a 99% customer satisfaction rate. 94% of the respondents had been very satisfied.
- 9.2 1,506 surveys had been completed during 2017/18, an increase from the 1,186 surveys completed in 2016/17. This was over a 50% rate of return.
- 9.3 49 compliments and 8 complaints had been received in 2017/18. Complaints had reduced from 14 during 2016/17. The majority of complaints had been resolved at Stage 1 of the complaints process. Only one remained outstanding.
- 9.4 DCFO Hopkinson confirmed that the Service sought continuous improvement. The incidents relating to the responses stating that the Service arrived slower than expected would be investigated to determine if the response was over the Service's agreed response times.

**RESOLVED:**

That the high levels of customer satisfaction achieved throughout the year be acknowledged and the changes in the method of gathering data trialled during 2016/17 that have now been implemented for 2017/18 following the change from Home Fire Safety Checks to Safe and Well visits be noted.

18-19/SD/010 Operational Decision Making Procedures – Exception Report

- 10.1 There were no exceptions to report.

## 18-19/SD/011 Corporate Risk Register

- 11.1 SOC G Jeffrey presented the review of the Corporate Risk Register.
- 11.2 The risk rating of CRR046 (Due to the range of factors which deplete the number of staff available to crew fire appliances there is a risk of incurring excessive cost if pre-arranged overtime is relied upon to maintain crewing and crewing arrangements will lack resilience) had been reduced following a review of the risk, risk control and action plan. Both the inherent risk and the inherent likelihood had reduced. The overall risk rating had been reduced from 12 to 4.
- 11.3 CRR046 had also been updated as the Service was satisfied that the policy and procedure changes had enabled greater control and monitoring of crewing levels to reduce the burden of over-time expenditure.

### **RESOLVED:**

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

## 18-19/SD/012 Work Programme

- 12.1 The Group received its work programme and noted that two additional items had been added to the agenda for its next meeting on 19 September 2018 earlier in the meeting.
- 12.2 DCFO Hopkinson provided an update on the HMICFRS Inspection Process. The “discovery” week had recently taken place and initial feedback that staff had positively engaged with the inspectors. The Key Lines of Enquiry were being developed and the strategic briefing to the HMICFRS by the CFO and Senior Management Team had been arranged for 18 July 2018.
- 12.3 The onsite inspection was planned to take place during the week commencing 30 July 2018. DCFO suggested that the report would take 3-4 months to prepare but that a hot debrief would be presented back to the CFO and FRA Chair at the end of the onsite week.
- 12.4 The Chair reminded the Group of forthcoming Station Open Days that were taking place during the summer.

### **RESOLVED:**

That the Work Programme be received.

The meeting finished at 11.05am.

**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 8**

**REPORT AUTHOR: COUNCILLOR Y WAHEED**

**SUBJECT: HUMAN RESOURCES POLICY AND CHALLENGE GROUP**

For further information on this Report contact: Nicky Upton  
Democratic and Regulatory Services Supervisor  
Tel No: 01234 845149

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 28 June 2018.

**RECOMMENDATION:**

That the submitted draft Minutes of the meeting held on 28 June 2018 be received.

1. Introduction
  - 1.1 The draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 28 June 2018 are appended for Members' consideration.
  - 1.2 The Human Resources Policy and Challenge Group made no recommendations to the Fire Authority.

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

**MINUTES OF HUMAN RESOURCES POLICY AND CHALLENGE GROUP  
MEETING HELD ON 28 JUNE 2018**

Present: Councillors C Atkins, D Franks, T Khan and J Mingay

ACO Z Evans, SOC A Peckham, Ms D Clarke, Mr R Jones and Mr A Pixley

18-19/HR/001 Apologies

1.1 An apology for absence was received from Councillor Y Waheed. In the absence of the Chair, Councillor Mingay was elected Chair for the meeting.

**RESOLVED:**

That Councillor Mingay be elected Chair for the meeting.

18-19/HR/002 Election of Vice Chair 2018/19

**RESOLVED:**

That Councillor Mingay be elected Vice Chair of the Policy and Challenge Group for 2018/19.

18-19/HR/003 Declarations of Disclosable Pecuniary and Other Interests

3.1 There were no declarations of interests.

18-19/HR/004 Communications

4.1 There were no communications.

18-19/HR/005 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 29 March 2018 be confirmed and signed as a true record.

18-19/HR/006 Terms of Reference

6.1 Members received the Policy and Challenge Group's terms of reference for review.

6.2 ACO Evans advised that, arising from an internal audit, it had been suggested that the annual review of the terms of reference be set out in the document and that it be specified that the Policy and Challenge Group was not a decision making body but could make onward recommendations to the Full Authority.



- 6.3 It was noted that following the Authority's annual general meeting, there were no longer any Members from Central Bedfordshire Council on this Policy and Challenge Group.

**RESOLVED:**

That the terms of reference be updated to specify that they are reviewed annually and that the Policy and Challenge Group is not a decision making body but can make onward recommendations to the full Fire and Rescue Authority.

18-19/HR/007 Human Resources Performance Monitoring Year End Report and Programmes to date

- 7.1 ACO Evans submitted the 2017/18 year-end report on the Human Resources programme, projects to date and performance against Human Resources performance indicators and associated targets.
- 7.2 ACO Evans reported that, whilst the HR/Payroll System and Service Project was RAG rated as Amber, this was only due to cost overruns in Phase 1. The project had been very successful and the Service now had an integrated payroll and HR system that was fit for purpose. All synchronisations had now all been completed.
- 7.3 The Group's attention was drawn to the year-end performance report. Strong performance had been achieved against EQ1a (percentage of new entrants to the retained duty system to be women) and EQ1b (percentage of new entrants to the whole time operational duty system to be women), with 4 female retained duty system fire fighters and 2 whole time female fire fighters starting with the Service during the year. Looking forward into the performance year 2018/19, 3 out of 9 potential candidates for recruitment to the retained duty system were female.
- 7.4 EQ2 (recruitment of black and minority ethnic staff across the whole organisation) had missed its target, with only 5 black and minority ethnic staff recruited out of a total 81 new staff. The Service continued to focus on improving performance in this area.
- 7.5 The Service had performed well against the indicators measuring parity in retention rates between both black and minority ethnic employees (EQ3) and men and women (operational staff) (EQ4).
- 7.6 It was noted that approximately 60% of staff took up the offer of an exit interview when leaving the employment of the Service. A number of individuals had cited work-life balance as the primary reason for leaving. Individuals were offered the opportunity to have their exit interviews conducted by someone who was not their line manager. All concerns raised in exit interviews were fully investigated.
- 7.7 In Quarter 3, of 49 leavers, 26 accepted an exit interview.

- 7.8 In response to a question, SOC A Peckham confirmed that the Service used a variety of recruitment methods, including social media campaigns and targeted positive action events, to encourage applications from underrepresented groups. Different methods of engagement had been considered and the Service was working with its colleagues in the Police to learn from their recent successful recruitment campaigns.
- 7.9 ACO Evans referred to the coffee mornings, “have a go” days and the all female fire crew that were some of the methods used to encourage applications from women and individuals from black and minority ethnic backgrounds.
- 7.10 Councillor T Khan volunteered to provide a list of organisations working with young people from black and minority ethnic backgrounds so that these could be engaged with during positive action and recruitment campaigns.
- 7.11 Ms D Clarke, the Head of Human Resources, advised that the Service was recruiting to a new post of Positive Action Officer, and that part of this role was to identify further groups to engage with in order to make recruitment more representative of the communities of Bedfordshire.
- 7.12 She also reported that the performance against HR1 (the percentage of working time lost to sickness) had achieved 3.73% against a target of 4.3%. This was an improvement upon the previous year’s performance.
- 7.13 HR2b (turnover excluding retirement or dismissals – retained only) had missed its target by 87%. It was noted that turnover was high amongst on-call firefighters as it was a significant commitment for individuals for whom the Service was not their primary employer. A number of leavers had indicated that on call duties had an adverse impact on their work-life balance, and work was ongoing to produce more flexible employment contracts to improve retention rates.
- 7.14 Positive performance against HR3 (the percentage of returned appraisal documents (all staff)) was highlighted. 92.8% of appraisal documents had been returned.
- 7.15 The Head of Human Resources reported that, following the agreement of Members at the Group’s last meeting, the Occupational Health indicators were not being reported on as new national guidance for fitness testing had been introduced in 2017, following which there had been a period of extensive consultation with the Fire Brigades Union. A new Policy had been introduced in 2018 and performance would be reported in the 2018/19 performance year.
- 7.16 SOC A Peckham reported on performance against the training indicators. These remained stretch targets. 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) had missed its target by 6%. This equated to only 3 Sections/Watches that were below target and an

additional course had recently been run for nominees from 2 of those 3 Stations/Watches.

- 7.17 T6 (percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years) had only missed its target by 1%.
- 7.18 T8b (percentage of Retained Duty System personnel attainment in maintaining core, operational safety critical training modules within a rolling 12 month period) was only 2% under target but significant improvement had been demonstrated against the 5 year average. It was noted that around 30 tactical operational learning documents had been published during the year and that a full review of all learning materials was taking place.
- 7.19 In response to a question, the Group was advised that the Compartment Fire Behaviour course was run at London Luton Airport and allowed Service staff access to hot wear. This was primarily about fire cause, effect and behaviour, but may cover some elements of compartmentalisation of fires in high-rise properties.
- 7.20 ACO Evans commented that all the health and safety indicators were RAG rated green.

#### 18-19/HR/008 Audit and Governance Action Plans Monitoring Report

- 8.1 ACO Evans introduced the report on progress made to date against current action plans arising from internal and external audit reports. All actions had been completed.

#### **RESOLVED:**

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

#### 18-19/HR/009 New Internal Audit Reports Completed to date

- 9.1 ACO Evans introduced the audit of Payroll – Key Controls and New System Benefits. The auditors' opinion had been one of reasonable assurance.
- 9.2 Two low risk and two medium risk actions had been identified and these were being progressed.
- 9.3 It was suggested that the Audit and Standards Committee be asked to consider the effectiveness of the Authority's auditors, given the significant concerns raised nationally about the big four auditing firms in the United Kingdom.

#### **RESOLVED:**

- 1. 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.

2. That the Audit and Standards Committee be asked to consider the effectiveness of the Authority's auditors.

#### 18-19/HR/010 Absence Year End Report

- 10.1 Ms D Clarke, Head of Human Resources, gave a detailed presentation on Employee Absence Year End 2017/18, including an analysis of employee absence, the performance targets, causes of absence, the methods the Service used to manage attendance and the support provided to employees and managers going through the sickness absence management process
- 10.2 During the presentation, the Group was advised that:
  - The Service had achieved 3.73% of working time lost due to sickness. This was lower than the national public sector average of 8.5 working days lost per annum.
  - Percentages of absence were higher for Control staff, though it was noted that this was a very small group of staff who were working in a very pressurised environment.
  - The main causes of sickness absence were gastrointestinal (23.22%), coughs, colds and flu (21.69%) and musculoskeletal (17.47%).
  - 23.28% of hours lost were due to musculoskeletal issues, with 22.89% a result of mental health and 10.06% due to injuries. There had been a significant increase of individuals reporting mental health as the reason for their absence, with only 8.91% reported in 2016/17. This had been identified as a national trend.
  - Mental health was the top reason of absence for control and support staff, and the third reason for whole time staff absence.
  - There had also been an increase in employees citing mental health as the reason for both short and long term absence.
  - Benchmarking had been undertaken against other Fire and Rescue Services. Nationally, mental health was the fourth highest reason for absence. In Bedfordshire, it was the sixth.
  - The Service provided a high level of support to its employees, including Occupational Health, a dedicated Fitness Adviser, the Employee Assistance Programme, mental health awareness training and Critical Incident Support.
  - 30 calls had been handled by the Employee Assistance Programme, 24 of which had been referred for counselling, many for non-work related issues.
  - Future areas of focus included the publication of a mental health action plan, a service wide stress survey using the HSE toolkit and a review of the Occupational Health provision, with collaborative opportunities being explored.
- 10.3 In response to questions, the Head of Human Resources reported that take up of Critical Incident Support was not high but a full debrief took place after incidents and individuals may feel they did not require additional support. No issues had been identified through the Employee Assistance Programme (red flagging) or through the sickness absence management process.

- 10.4 The Head of Human Resources emphasised that the Service sought to proactively support individuals.

**RESOLVED:**

That the presentation be noted.

18-19/HR/011 Occupational Accidents Year End Report

- 11.1 Mr A Pixley, the Service's Health and Safety Adviser, presented a report on Service occupational accidents from 1 April 2017- 31 March 2018. There had been a total of 58 workplace accidents in the year. This was a slight increase from the previous year, but carried on a downward trend over the previous 5 year period, with 134 accidents reported in 2010/11.
- 11.2 There had been a significant decrease in the number of days lost due to workplace accidents from 388 in 2017/18 to 104 in 2017/18. 58 of these days resulted from one incident of a fractured wrist.
- 11.3 The three main causes of workplace accidents were manual handling, musculoskeletal and slips, trips and falls. There appeared to be a downward trend in musculoskeletal incidents. There had been an increase in the number of slips, trips and falls reported and this was being investigated.
- 11.4 Whole time staff had reported the highest number of incidents as they were the largest employee group. There had been a large increase in the number of incidents reported by support staff and this was being investigated, although there did not appear to be any obvious trends.
- 11.5 In response to a comment, the Health and Safety Adviser confirmed that the Service did report near misses, with 32 reported during the year.
- 11.6 Routine activities were now the highest work activity resulting in accidents, with 23 of the 58. Following a significant amount of work to reduce accidents during training, there was a continuing reduction of percentage of time lost due to training activities, with 11% of time lost in 2017/18 compared with 16% of time lost in 2016/17.
- 11.7 The Group noted the positive performance driven forward by the Health and Safety Adviser and his small team.

**RESOLVED:**

That the report be endorsed.

18-19/HR/012 Single Equality Scheme Review

- 12.1 Mr R Jones, the Service's Diversity Adviser, presented his report on progress made against the Single Equality Scheme Action Plan. The Action Plan had been approved in 2016 and identified within it were 6 objectives with 21 related actions to be achieved by 2020.

- 12.2 All actions were completed or ongoing and RAG rated as green with the exception of the provision of evidence showing how the procurement process was contributing to equality related priorities.
- 12.3 In relation to this action, the Diversity Adviser reported that a new Procurement Manager was now in post and he would be working closely with the Manager to ensure that the appropriate reporting and auditing systems were in place.
- 12.4 The Diversity Adviser confirmed that suppliers would not be offered contracts if they did not comply with the Service's equality and diversity requirements.
- 12.5 It was noted that, as part of the exploration week, the Service's Service Liaison Lead, Kathryn Bloomfield, would be engaging with staff around the Service's equality and diversity policies. This may or may not include an interview with the Diversity Adviser. The Service would be seeking to demonstrate that equality and diversity had been "mainstreamed" in the organisation.
- 12.6 Members recognised the excellent progress made against the Action Plan.

**RESOLVED:**

1. That the progress report be received.
2. That the Group receive an update on progress against the action relating to evidence gathered through the procurement process at a future meeting.

**18-19/HR/013 Annual Report on the Provision of External Training**

- 13.1 SOC A Peckham introduced the annual report providing an overview of the external training provision within the Service.
- 13.2 The budget for external training had been reduced significantly over a number of years, from £414,500 in 2010/11 to £222,300 in 2017/18. Despite this, SOC Peckham reassured Members that this had not had an adverse impact and that any necessary training would be funded, even if a special request for additional funding had to be requested from Principal Officers to ensure that any identified training needs were met.
- 13.3 The Service engaged over 50 external training providers, with the most frequently used being detailed within the report. The Fire Service College continued to be the most significant provider of training for the Service.
- 13.4 There had been an increase in costs relating to Specialist Operational Trainer courses to enable training to be provided internally.
- 13.5 The Service was involved in a number of collaborative training arrangements, including a Memorandum of Understanding with Hertfordshire Fire and Rescue Service to provide driver training and the provision of "Aspire" training in partnership with Cambridgeshire and Hertfordshire Fire and Rescue Services and some Police forces.

- 13.6 Opportunities to support staff through use of the National Apprenticeship Levy were being explored.
- 13.7 It was noted that some Members of the Authority had recently undertaken a visit to the Fire Service College and that a report on the visit would be prepared for submission to Members.

**RESOLVED:**

1. That the report be considered.
2. That the report on the Member visit to the Fire Service College be submitted to a meeting of the full Fire and Rescue Authority when it is available.

**18-19/HR/014 Corporate Risk Register**

- 14.1 ACO Evans presented the 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.
- 14.2 The risk rating for 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 reduced from 10 to 8 following a review of the risks and continued high performance against the training performance indicators.
- 14.3 CRR25 had also been updated to refer to the identification of individuals or groups requiring safety critical training that was monitored through the quarterly performance reports.

**RESOLVED:**

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

**18-19/HR/015 Work Programme 2018/19**

- 15.1 Members received the Work Programme for 2018/19.
- 15.2 It was suggested that, following the recent visit to the Fire Service College, Members could be invited to visit other training providers or observe training exercises as appropriate.

**RESOLVED:**

That the Work programme be agreed.

The meeting finished at 11.48am

This page is intentionally left blank



**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 9**

**REPORT AUTHOR: COUNCILLOR M HEADLEY**

**SUBJECT: AUDIT AND STANDARDS COMMITTEE**

For further information on this Report contact: Nicky Upton  
Democratic and Regulatory Services Supervisor  
Tel No: 01234 845149

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 6 July 2018.

**RECOMMENDATION:**

That the submitted Minutes of the meeting held on 6 July 2018 be received.

1. Introduction

1.1 The draft Minutes of the meeting of the Audit and Standards Committee held on 6 July March 2018 are appended for Members' consideration.

**COUNCILLOR M HEADLEY  
CHAIR OF AUDIT AND STANDARDS COMMITTEE**

**MINUTES OF THE AUDIT AND STANDARDS COMMITTEE  
MEETING HELD ON 6 JULY 2018 AT 10.00am**

Present: Councillors Headley (Chair), Chapman, Chatterley, Downing, Duckett and Waheed

Mr J Atkinson, ACO Z Evans, Mr G Chambers and Mr J Harrison

Ms K Storey, Ernst & Young

Ms L Wright, RSM

18-19/AS/001 Apologies

1.1 There were no apologies.

18-19/AS/002 Election of Vice Chair 2018/19

**RESOLVED:**

That Councillor Duckett be elected Vice Chair of the Committee for 2018/19.

18-19/AS/003 Declarations of Disclosable Pecuniary and Other Interests

3.1 There were no declarations of interest.

18-19/AS/004 Communications

4.1 The Committee received the March 2018 Emergency Services sector update from RSM.

4.2 The Assistant Chief Officer referred to the questions set out for the Committee's consideration and responses were provided as follows:

4.3 *Have you considered the resource requirements of the new inspection arrangements?*

4.4 The Assistant Chief Officer advised that the Service had allocated an Area Manager as the Service Liaison Lead, with one middle manager providing dedicated support and a consultant with contracted hours to support the process.

4.5 Indications from other Fire and Rescue Services that had already been inspected had been that the inspection required over 500 hours of Officer support and was an extremely intensive process. The Strategic Briefing would be held on 18 July 2018, with the full inspection commencing in the first week of August 2018.

- 4.6 *What plans do you have in place to collate the information that will be requested?*
- 4.7 The Officers mentioned above would be responsible for collating the information requested.
- 4.8 *Have you talked to police colleagues about how they deal with the inspections?*
- 4.9 Discussions had been held with police colleagues to support organisational learning.
- 4.10 *Do you have effective or automated mechanisms to track the actions that arise from the inspection?*
- 4.11 Monitoring of the actions arising from the inspections would be incorporated into the current processes tracking actions arising from Internal Audits and would be regularly reported.
- 4.12 *Have you revised your integrated risk management plan in line with the framework and are you covering all the priorities above?*
- 4.13 It had been agreed at the full FRA that the Service's Community Risk Management Plan would be developed throughout 2018.
- 4.14 *Will you have the revised plan approved and in place from April 2018?*
- 4.15 The Plan was currently in progress and it was anticipated that it would be published in 2019.
- 4.16 *How do you compare (in relation to response times)?*
- 4.17 *Are there any outliers for your FRS that need further investigation and action?*
- 4.18 In relation to these two questions, benchmarking information was considered by the Service Delivery Policy and Challenge Group when the performance targets for the forthcoming year were set.
- 4.19 The Chair suggested that the Service Delivery Policy and Challenge Group be requested to consider this information and any reporting requirements.
- 4.20 *Do you have clear policies and procedures for firefighters to be aware of for dealing with attacks on firefighters?*
- 4.21 The Assistant Chief Officer reported that there were only a small number of cases locally and primarily related to displays of aggressive behaviour. Processes such as lone working and reporting policies were in place.
- 4.22 These statistics were not currently reported to the Human Resources Policy and Challenge Group. It was agreed that the number of attacks on firefighters

should be reported to that Policy and Challenge Group as part of health and safety reporting so that Members could maintain an oversight.

**RESOLVED:**

1. That the communication be received.
2. That the Service Delivery Policy and Challenge Group consider the benchmarking information in relation to response times and any reporting requirements.
3. That the number of attacks on firefighters be reported to the Human Resources Policy and Challenge Group as part of the health and safety reporting so that Members can maintain an oversight.

18-19/AS/005 Minutes

**RESOLVED:**

That the Minutes of the meeting held on 28 March 2018 be confirmed and signed as a true record.

18-19/AS/006 Terms of Reference

- 6.1 Members were requested to review the Terms of Reference for the Audit and Standards Committee.
- 6.2 The Chair reported that, unlike the Policy and Challenge Groups, the Committee had decision making responsibility in relation to some of the areas in its current Terms of Reference. He suggested that these be set out in bold to highlight them.
- 6.3 The Assistant Chief Officer advised that, arising from an internal audit, it had been suggested that the annual review of the terms of reference be set out in the document

**RESOLVED:**

That the Terms of Reference be updated to highlight in bold the delegated responsibilities of the Committee and specify that the Terms of Reference are reviewed annually.

18-19/AS/007 Annual Audit Fees 2018/19

- 7.1 Ms K Storey, Ernst & Young, submitted the proposed annual audit fees for 2018/19. The fee for 2018/19 had been reduced by 23% from the fees applicable for 2017/18. Therefore, the indicative fee for 2018/19 was £23,271.

**RESOLVED:**

That the letter dated 17 April 2018 submitting the external Annual Audit Fees for 2018/19 be received.

#### 18-19/AS/008 Internal Audit Annual Report 2017/178

- 8.1 Ms L Wright, RSM, introduced the annual report on progress made against the internal audit plan for 2017/18.
- 8.2 The internal audit opinion for 2017/18 was that the organisation had an adequate and effective framework for risk management, governance and internal control, and that the work of the internal auditors had identified further enhancements to the framework of risk management, governance and internal control to ensure that it remained adequate and effective.
- 8.3 It was acknowledged that there had been no high priority actions arising from internal audits during 2017/18, and the number of medium priority actions was relatively low.
- 8.4 In response to a question about the land and property owned by the Service, the Head of Finance and Treasurer advised that all properties were valued by an external organisation on behalf of the Service every five years. The Service did not lease any of its assets and owned its property assets outright. The valuations were audited by the external auditor, and Ms K Storey confirmed that there had been no issues to report to the Committee in respect of these.
- 8.5 The Service participated in the One Public Estate (OPE) programme for Bedfordshire and, as Members were aware, OPE funding had been awarded to fund a feasibility study for a joint Police and Fire and Rescue Headquarters. The Police were already co-located in a number of the Service's stations.

#### **RESOLVED:**

That the report be received.

#### 18-19/AS/009 Internal Audit Progress Report 2018/19

- 9.1 Ms L Wright of RSM introduced a report on the progress made against the internal audit plan for 2018/19. The work was largely in the planning and delivery phase, with governance fieldwork having commenced.

#### **RESOLVED:**

That the internal audit progress report for 2018/19 be received.

#### 18-19/AS/010 Audit Results Report – Results of 2017/18 Audit including Matters Outstanding

- 10.1 Ms K Storey of Ernst and Young tabled a communication schedule for uncorrected misstatements relating to the share of the Pension Fund deficit position as a result of an increase in net assets at year-end.
- 10.2 This information had arisen following the Statement of Accounts having been agreed with the Head of Finance and Treasurer on 29 June 2018, with a communication from the auditor of Bedfordshire Pension Fund having been

received earlier in the week, identifying that there had been a better than forecast outturn than the figures that had been estimated.

- 10.3 The position of the Authority had improved by £161,000 and as the auditors were required to report on changes in materiality over £28,000, this was being drawn to the attention of Members. This was in the context of the total pension liability for the LGPS being approximately £14 million.
- 10.4 The Committee agreed that, as it was not material to the accounts, the accounts did not require adjustment, although it was noted that the letter of representation would have to be amended to refer to this.
- 10.5 Ms K Storey then gave a brief overview of the remainder of the audit work, including valuation of PPE and property. Value for money had not been identified as a significant area of risk.
- 10.6 The Committee was advised that the original version of the Annual Governance Statement submitted to the external audit had included a paragraph from 2016/17 that was no longer relevant. The Head of Finance and Treasurer confirmed that the version submitted with the agenda for the Committee's approval was the updated version.
- 10.7 In response to a question, the Head of Finance and Treasurer reported that the level of general reserves held by the Authority, £2.6 million, was close to the average level of reserves for Combined Fire and Rescue Authorities. The level of reserves in comparison to the overall budget was currently 9%, slightly higher than the 5% that was recommended. However, during the budget setting process for 2019/20, it was likely that proposals would come forward to reduce the level of general reserves.
- 10.8 The Assistant Chief Officer advised that the management of reserves was one of the Key Lines of Enquiry that had been identified by the HMICFRS Inspection Team.

**RESOLVED:**

1. That the submitted external Audit Results Progress Report for 2017/18 be received.
2. That it be noted that the change in materiality had been considered and that it be agreed that the accounts do not need to be adjusted.

18-19/AS/011 Draft Annual Governance Statement, Statement of Accounts and Letter of Representation

- 11.1 Mr G Chambers, the Head of Finance and Treasurer, submitted the 2017/18 Statement of Accounts, including the Annual Governance Statement, following its audit, in accordance with the earlier closure of accounts which required them to be completed by the end of May 2018 and approved by the Committee by the end of July. This required a significant amount of work from both Service staff and the external auditors.

- 11.2 The Assistant Chief Officer added that the dedication of staff to meet the early closure led to many members of the Finance Team coming into work at weekends. The Committee recognised this dedication and wished that its thanks be recorded and passed on to all relevant staff.
- 11.3 Mr J Harrison reported that a mop up session would be held with the external audit team and that improvements on the process for next year would be discussed.
- 11.4 The Head of Finance and Treasurer gave a brief overview of the report and confirmed that the letter of representation had been updated to refer to the amended pension liability. He and the Chair would sign the letter of representation following the meeting, subject to the approval of the Committee.
- 11.5 Mr J Harrison highlighted a number of key areas in the accounts, including the £486,000 underspend. A large proportion of the underspend related to the employees-operational budget. This underspend had been reported throughout the year and related to workforce planning and difficulties in recruiting and retaining RDS firefighters. The underspend was incorporated into the corporate earmarked reserves figure in the table on reserves in the report. It was noted that that figure also took into account the reserves that had been utilised during the year.
- 11.6 The Assistant Chief Officer added that workforce planning was considered regularly by the Corporate Management Team. The Service was planning to run another recruitment campaign in June 2019 and continued to consider transfers-in.
- 11.7 There were three actions set out in the Annual Governance Statement: to continue to address the medium term funding gap, to complete the actions arising from the 2017/18 Review of Effectiveness and to conduct a salary benchmarking exercise.
- 11.8 There was a £332 million pound deficit relating to defined benefit pension schemes. £1.5 million of assets under construction had been completed and had moved into operational assets during the year. There were seven appliances remaining in construction.
- 11.9 There had been an increase in net current assets due from the Government in relation to pension to £2.177 million, as there had been a number of lump sum retirements during the year. Mr Harrison reported that the Home Office paid 80% of the forecast pensions in June and that the remaining amount would be paid the following year. This could impact on cash flow.
- 11.10 In response to a question, the Head of Finance and Treasurer confirmed that provision had been made in the contingent liabilities in relation to the working hours case currently going through the European courts that could have a significant impact on the RDS nationally.

- 11.11 In response to a query, the Head of Finance and Treasurer reported that he would investigate whether the figure included for the expenses claimed by the Assistant Chief Fire Officer was correct. If it was not, this could be amended under his delegated authority.
- 11.12 It was noted that the Public Works Loan Board Loan Interest had been paid before 31 March 2016/17 so it had been reported as a nil figure for that year. In 2017/18, the interest had been paid on 5 April 2018.
- 11.13 The Chair referred to the legal action being taken against cartel price fixing in relation to trucks of 6 tonnes or over purchased, financed or leased between 1997 and 2011.
- 11.14 The Head of Finance and Treasurer reported that this was likely to be ongoing for some time, but that it was anticipated that between £38,000- £48,000 would be recovered by the Authority during the current financial year.
- 11.15 It was suggested that further Member training on the Statement of Accounts be provided following the elections in 2019, as there may be a number of new Members on the Committee.

**RESOLVED:**

1. That the current version of the 2017/18 Statement of Accounts and Annual Governance Statement that have now been externally audited be approved.
2. That any final amendments be delegated to the Treasurer.
3. That the letter of representation be approved.

18-19/AS/012 Audit and Governance Action Plan Monitoring: Exception Report and Summary Analysis

- 12.1 The Assistant Chief Officer 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. A small number of low priority actions had required extensions.
- 12.2 The actions arising from the Annual Governance Statement 2016/17 had been completed.

**RESOLVED:**

That the report be received.

18-19/AS/013 Review of Code of Conduct and Annual Report on Standards

- 13.1 Mr J Atkinson, the Secretary and Monitoring Officer, gave a verbal update on developments relating to the standards function during 2017/18. No complaints had been received against Members of the Authority and no wider standards issues had come to light.
- 13.2 As a result of ongoing consideration of the Code of Conduct by the Committee the previous year, which had resulted in changes to the Code being adopted



by the Authority at its meeting on 26 April 2018, it was suggested that the Code of Conduct not be reviewed at this time.

- 13.3 The Secretary and Monitoring Officer reported that he was attending a national Standards conference the following week and that he would report back to the Committee as necessary.

**RESOLVED:**

1. That the update on standards be received, and that it be noted that no complaints had been received against Members during 2017/18.
2. That no further changes are required to the Authority's Code of Conduct at this time as it was reviewed and approved by the Fire Authority on 26 April 2018.

18-19/AS/014 Corporate Risk Register and Review of Corporate Risk Management

- 14.1 The Assistant Chief Officer presented an update on the review of the Corporate Risk Register. All changes and updates to risks had been considered by the relevant Policy and Challenge Group.
- 14.2 There had been three changes and two updates to individual risk ratings in the Corporate Services Risk Register. One risk rating had increased as a result of the new HMICFRS inspection regime and the pending pay award negotiations which were still ongoing.
- 14.3 There had been one change and one update to individual risk ratings in the Service Delivery Risk Register and one change and one update to the individual risk ratings in the Human Resources Risk Register arising from reduced levels of risk.

**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.

18-19/ASC/015 Work Programme

- 15.1 The Committee considered the proposed work programme for 2018/19.
- 15.2 The Chair commented that the calendar of meetings for the Committee may need to be reconsidered in light of the earlier closure of the accounts.
- 15.3 In this respect, Ms K Storey advised that Ernst and Young would be submitting the Annual Audit letter to the Committee's September meeting rather than the December meeting.

**RESOLVED:**

That the Committee's Work Programme for 2018/19 be received, subject to the Committee receiving the Annual Audit letter at its September meeting.

The meeting closed at 11.05am

**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 10**

**REPORT AUTHOR: CHIEF FIRE OFFICER**

**SUBJECT: BLUE LIGHT COLLABORATION**

For further information on this Report contact: Deputy Chief Fire Officer Andrew Hopkinson  
Tel No: 01234 845112

Background Papers: Blue Light Collaboration update

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 update Members of the Fire and Rescue Authority (FRA) on progress with collaboration initiatives between the Service (BFRS), Bedfordshire Police (BP) and East of England Ambulance Service NHS Trust (EEAST), co-ordinated managed through the Blue Light Collaboration Strategic Board.

## RECOMMENDATION

Members are requested to receive the content of the report.

### 1. Background

1.1. The Policing and Crime Act 2017 places a statutory duty on the emergency services to collaborate, where the collaboration is viewed to be in the interests of efficiency or effectiveness or where it will improve public safety. BFRS, BP and EEAST have a successful track record of collaborating together operationally on a number of initiatives in recent years.

- 1.2. Collaboration within Bedfordshire is co-ordinated through a bi-monthly Programme Board jointly chaired by the Deputy Chief Fire Officer and Deputy Chief Constable with delivery supported locally within BFRS by the Partnership Development Manager. The meetings alternate between police and fire headquarters.
- 1.3. The programme governance arrangements were strengthened following the recommendations of the RSM audit on Blue Light Collaboration in July 2017. The final report was submitted in November 2017 and all actions identified bar one were completed by the end of March 2018. The final action outstanding was to find a way to engage with all staff regarding the generation and communication of new collaborative ideas. See Section 3 for further details.

## 2. Programme Governance Update

- 2.1. To further strengthen the programme governance arrangements, the joint chairs, DCFO Andrew Hopkinson and DCC Garry Forsyth, have agreed to establish a Tactical Delivery Group (TDG) reporting into the programme board which has been rebranded as the Blue Light Collaboration Strategic Board (CSB).
- 2.2. BFRS will be represented by the Partnership Development Manager and BP will be represented by the Superintendent, Intelligence and Corporate Services.
- 2.3. Improvements to the way in which the numerous projects are tracked and reported to the CSB have been agreed along with the development of a feasibility assessment proforma to allow the feasibility of potential collaboration initiatives to be quickly assessed in a consistent manner.

## 3. Blue Light Collaboration Workshop – 1st August 2018

- 3.1. The CSB have commissioned a 1 day blue light collaboration workshop to be held at Dunstable Community Fire Station on 1st August 2018. This workshop brings together around 45 staff drawn primarily from the operational workforce of both BFRS and BP with the aim of engaging them in a range of exercises to foster a more collaborative culture between the two services.
- 3.2. These will encourage them to discuss the benefits and barriers to effective collaboration as well as identifying ideas for collaboration. Jointly chaired by the DCFO and DCC, BFRS will be represented by a vertical slice of 15-18 staff from Firefighter to Group Manager, along with representatives from our finance and HR teams.
- 3.3. A representative from the national Emergency Services Collaboration Working Group (ESCWG) will help stimulate the debate by speaking about the collaboration initiatives that have been successfully implemented by emergency services around the country.

#### 4. Collaboration Update

- 4.1. Collaboration initiatives are currently structured under the 5 headings of Estates, Operations. Response, Resource Sharing and Support Services.

#### ESTATES

##### Joint Headquarters:

- 4.2. The nominated Senior Responsible Officer for the Project is Assistant Chief Constable Philip Wells.
- 4.3. Following the successful application for a £37.5k grant from Phase 5 of the One Public Estate (OPE) programme, consultants were commissioned to undertake an initial feasibility study of potential options for a joint headquarters site with an initial report received in the spring of this year. This report is currently being considered by both parties.
- 4.4. To further inform the feasibility options appraisal, BP has since commissioned the Carbon Trust to undertake an Energy Audit of their existing headquarters site. At the most recent CSB, BFRS agreed to also commission an Energy Audit on our headquarters site, using the OPE 5 grant monies as with BP. Once this report is received, a further update will be presented the FRA.
- 4.5. Members will be aware that a joint application for further funding was successful and an interest free loan of £230k was successfully awarded in December 2017. Governance arrangements detailing the management and control arrangements for this loan have been agreed with BP.

##### Co-Location Sites:

- 4.6. Ampthill Community Fire Station is now operational with three Police staff and one volunteer based there.
- 4.7. Bedford Community Fire Station is fully operational with six police staff based there with the shared office operating as a 'drop-in' for members of other community policing teams. A joint evaluation process has been completed and will inform future co-location initiatives.
- 4.8. Shefford Community Fire Station opportunity has been reviewed by BP and is no longer under consideration.
- 4.9. Leighton Buzzard Community Fire Station is fully operational. A scheme to increase the number of female toilet units and shower facilities on site has now been agreed to achieve regulatory compliance.
- 4.10. Luton Community Fire Station has been removed from the list of potential co-locations for the time being as there is no current business requirement.

- 4.11. Use of Dunstable Community Fire Station was explored with EEAST as a possible base for two vehicles and three staff but they have decided not to go ahead at this time.
- 4.12. Harrold Community Fire Station is now being used a 'drop-in' venue by front line police response vehicles.
- 4.13. Bury Park Community Centre office is now available for collaborative use by BP and BFRS. The official launch was on 5 April 2018 and attended by PCC, FRA and members of the local community. All FRS departments have been encouraged to utilise the facility to increase local presence and engagement.

## OPERATIONS

### Body Worn Cameras:

- 4.14. It is intended to amalgamate the policies for all video data capture equipment including building mounted cameras, vehicle mounted cameras, unmanned aerial vehicles (UAV, or Drone) to enable body worn cameras to be trialled this year.

### Vulnerable People:

- 4.15. BFRS is working in Partnership with Police in taking forward 'Herbert Protocol' referrals. A three-way data-share agreement is in development between partners.
- 4.16. BFRS is working with Alzheimer's Society to develop a regular forum in Bury Park Community Centre, Luton which has a focus on personal and home safety for vulnerable people.

### Drone (UAV):

- 4.17. We are awaiting delivery in late July of a drone jointly procured with BP with plans being developed for joint training and deployment.
- 4.18. Discussions are under way to share the mandatory licensing training with Police Tri-Force Joint Protective Services based in Alconbury.
- 4.19. Once training is completed BFRS will then explore the establishment of a Regional Fire/Police Memorandum of Understanding to provide joint regional support and interoperability.

### Fire Service Control:

- 4.20. Station Commander (Control) has been security cleared and trained to access Police STORM system for 'real time' incident monitoring. In addition, other local inter-control room processes have been agreed which will offer improved communications when major incidents occur. Police are now routinely emailing Control staff with details of any incidents which could impact upon BFRS mobilisation.

#### Red Routes:

4.21. BFRS has provisionally agreed, subject to consultation with representative bodies, to direct BFRS appliances to return to station via known arson and anti-social behaviour “hotspots”. These are known as Red Routes and has operated successfully in other parts of the country as a crime deterrent.

#### Motorcycle Deployment and Training:

4.22. A feasibility assessment has commenced to explore opportunities for deployment of BFRS motorcycles for transporting blood and organs.

4.23. A further feasibility assessment is being undertaken to determine the benefits of collaborating with BP to deliver driver training for both services.

#### RESPONSE

#### Missing Vulnerable Person Searches:

4.24. A evaluation of current arrangements for BFRS being mobilised to support BP in searches for vulnerable persons has recommended we continue with this arrangement.

4.25. The Memorandum of Understanding (MoU) has been revised to take account of the learning from the evaluation.

#### Effecting Entry:

4.26. An evaluation of the first 15 months of operation was presented to the CSB with the recommendation to continue. The evaluation concluded that BFRS is achieving increased public safety through provision of a faster response time than can be achieved by EEAST or BP. This is particularly so in those “Risk to Life” situations reported at time of call. Work is in progress to identify alternative contractor arrangements for making premises secure following forced entry.

#### Co-Responding:

4.27. Currently on hold due to on-going national negotiations linked to pay and conditions.

#### RESOURCE SHARING

#### General Data Protection Regulation (GDPR):

4.28. Discussions with Police Tri-Force Information Governance team in April and May have secured agreement for them to support BFRS in achieving GDPR compliance in a very cost effective way and without increasing our staff establishment headcount.

#### Datashare Agreements and Information Sharing:

4.29. BFRS has met with BP Information Services team and agreed the way forward to produce an overarching cross service datashare agreement. BFRS

Community Safety staff now have access to Police Control to undertake known risk flag checks on premises to be visited.

4.30. BFRS Fire Investigators now receive confirmed arson reports on the day confirmation occurs. This marks a change from traditional weekly reports and facilitates an improved response by BFRS as well as improves the amount and quality of data available at an earlier date.

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



**For Publication**

**Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 11**

**REPORT AUTHOR: CHIEF FIRE OFFICER**

**SUBJECT: ANNUAL OVERARCHING PERFORMANCE REPORT  
YEAR END 2017/18**

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 2017/18 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 2017/18.
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.

### 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 2017/18 the Service achieved or performed better than target in 71% of its strategic objective measures.

<b>Strategic Objective 1</b> 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
<b>Strategic Objective 2</b> To ensure high standards of corporate governance and continued service improvement	Achieved or performed better than target 8 out of 18 indicators reported.
<b>Strategic Objective 3</b> To develop our employees and create a safe, fair and caring workplace for our staff.	Achieved or performed better than target in 16 out of 22 indicators.

- 1.8 Following Members' review of 2017/18, 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 DL  
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



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><b>How will this be done?</b></p> <p><b>We will provide 'Civic Leadership' in delivering our services by:</b></p> <ul style="list-style-type: none"> <li>• Matching operational response resources to risk;</li> <li>• Focussing on policy, procedures and processes that underpin firefighter and community safety;</li> <li>• A continued focus on operational excellence and safety through the provision of high quality systems and equipment;</li> <li>• 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.);</li> <li>• Enhanced strategic partnerships with other Services and agencies in the public, private and voluntary sectors in pursuit of achieving shared local priorities.</li> </ul> <p><b>And:</b></p> <p><b>We will enhance our customer focus through:</b></p> <ul style="list-style-type: none"> <li>• Use of customer insight techniques (customer segmentation, customer journey mapping etc.);</li> <li>• Enhanced consultation with and involvement of communities;</li> <li>• 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.;</li> <li>• Use of social marketing techniques, including the effective use of social media, to change behaviours in regard to staying safe;</li> <li>• Using an 'embedded' approach to diversity in relation to our customers and the community.</li> </ul>		
<b>Performance Indicators for Strategic Objective 1</b>	<b>2017/18 Target</b>	<b>2017/18 Actual</b>
PI 01 - The Rate of Primary Fires per 100,000 Population	156.22	166.67
PI 02 - The Rate of Primary Fires Fatalities per 100,000 Population	0.47	0.62
PI 03 - The Rate of Primary Fires Injuries per 100,000 Population	3.25	4.18
PI 04 - The Rate of Deliberate (Arson) Fires per 10,000 Population	11.37	13.57
PI 05 - The Rate of Accidental Dwelling Fires per 10,000 dwellings	14.76	15.02
PI28a - The Rate of AFD FA's Non Domestic Properties per 1,000 Non Domestic Properties	43.74	33.61
PI 11 - The % of Occasions when our Response Time for Critical Fire Incidents were met against Agreed Response Standards	80%	73%
PI 12 - The % of Occasions when our Response Time for RTC Incidents were met against Agreed Response Standards	80%	84%
FSO 2 - Total number of Fire safety audits completed	2221	1900
FSO 27b - Total No of Fires in Non-domestic Buildings	8	6.82
After the Incident (Domestic) - Customer Satisfaction Survey	No Target	53%
After the Incident (Non-Domestic) - Customer Satisfaction Survey	No Target	59%
Home Fire Safety Check - Customer Satisfaction Survey	No Target	56%
Fire Safety Audits - Customer Satisfaction Survey	No Target	56%

## Strategic Objective 2

<b>Strategic Objective 2</b>	<b>What does this mean?</b>		
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.		
<p><b>How will this be done?</b></p> <p><b>We will ensure a rigorous, business-like approach through:</b></p> <ul style="list-style-type: none"> <li>• Robust financial scenario planning to meet the continued programme of austerity measures;</li> <li>• Improved strategic planning and quality control systems including robust business cases for strategic expenditure;</li> <li>• Improved performance measurement, reporting and management and enhanced audit and developed Quality Assurance processes;</li> <li>• Rigorous evaluation of outcomes;</li> <li>• Process improvements to achieve efficiencies;</li> <li>• Collaboration and where appropriate shared services to achieve resilience and efficiencies; and,</li> <li>• A focus on sustainability in all our business processes.</li> </ul> <p><b>And:</b></p> <p><b>Using Transformational Information and Communication Technology (ICT) by:</b></p> <ul style="list-style-type: none"> <li>• Further enhancement and development of ICT systems to support our service delivery functions;</li> <li>• Improved Management Information System applications;</li> <li>• 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;</li> <li>• Implementing the Service Transformation and Efficiency Programme (STEP).</li> </ul>			
<b>Performance Indicators for Strategic Objective 2</b>		<b>2017/18 Target</b>	<b>2017/18 Actual</b>
FNP 1 - Cost of Fire Service per Head of Population (Information Only)		n/a	£43.39
FNP 2a - Accuracy of net budget forecast outturn at periods 6 (Sept) against actual outturn - variance between forecast and actual outturn		£600k	£396k
FNP 2b - Accuracy of net budget forecast outturn at periods 9 (Dec) against actual outturn - variance between forecast and actual outturn		£600k	£14k
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%	n/a <sup>i</sup>
FNP 5 – Percentage of Uncontested Invoices Paid Within 30 days		96%	95.17%
FNP 6 – Percentage of Outstanding Debt Over 90 Days Old		2.5%	3.88%
FNP 7 – Percentage of Annual Planned Efficiency Savings Achieved by Year End		75%	87%
FNP 8 – Return on Investment		0.7%	0.73%
IM1 - The percentage of Incidents on Mission Critical services resolved within 1 Hour		80%	n/a <sup>ii</sup>
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%	n/a
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%	n/a
IM4 - The percentage of Incidents on Administration Services resolved within 8 Hours (Priority A and B incidents)		90%	n/a
AV1 - Core ICT services availability		97%	100%
AV2 - Business Applications Availability		97%	99.91%

### Strategic Objective 3

<b>Strategic Objective 3</b>	<b>What does this mean?</b>	
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.	
<b>How will this be done?</b>		
<b>We will have the right people with the right skills by:</b>		
<ul style="list-style-type: none"> <li>• Having a continued focus on operational excellence through safety and training;</li> <li>• Having a continuing ethical and moral leadership approach;</li> <li>• Developing an expanded skills-base and flexible workforce that will provide public value and a wider range of service delivery outcomes;</li> <li>• The use of effective change management processes;</li> <li>• Using an 'embedded' approach to Diversity in relation to our staff;</li> <li>• Maintaining robust individual performance management systems aligned to service strategy;</li> <li>• Utilising knowledge, skills and succession planning; and,</li> <li>• Supporting innovation.</li> </ul>		
<b>Performance Indicators for Strategic Objective 3</b>	<b>2017/18 Target</b>	<b>2017/18 Actual</b>
EQ1a – A % of new entrants to the Retained Duty System to be women.	6.6%	12.12%
EQ1b – A % of new entrants to the Whole-time Duty System to be women.	6%	8%
EQ2 – Recruitment of minority ethnic staff across the whole organisation	14%	6.17%
EQ3 – Parity in retention rates between ME and white employees (All Staff)	13.6%	5.00%
EQ4 – Parity in retention rates between men and women (Operational Staff)	4%	2.33%
HR1 – The percentage of working time lost due to sickness	4.3%	3.72%
HR2a - Turnover excluding retirement or dismissals – Excluding Retained	5%	2.67%
HR2b - Turnover excluding retirement or dismissals – Retained Only	10%	18.69%
HR3 – Percentage of returned appraisal documents to HR (All staff) <sup>iii</sup>	90%	92.80%
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%	n/a <sup>iv</sup>
OH2 - % of operational personnel achieving a pass category in their annual fitness test	95%	n/a
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%	100%
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%	99%
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%	92%
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%	97%
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%

<b>Performance Indicators for Strategic Objective 3</b>	<b>2017/18 Target</b>	<b>2017/18 Actual</b>
T8b – Percentage of Safety Critical Maintenance training programme completed by RDS operational personnel via PDRPro within last 12 months.	92%	90%
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%	93%
H1 – Number of serious accidents (over 28 days) per 1000 employees	3.78	1.96

<sup>i</sup> Data for this measure cannot be provided until after the external audit September 2018

<sup>ii</sup> ICT measures (IM1-4) Data not yet available from Cambridgeshire FRS

<sup>iii</sup> Within 3 months of reporting year end (September).

<sup>iv</sup> Not reported as agreed at March 2018 HR Policy & Challenge Group



For Publication

Bedfordshire Fire and Rescue Authority  
19 July 2018  
Item No. 12



# Bedfordshire Fire and Rescue Service

## Information Bulletin

### Personnel

#### Statistics Covering Period 1 April – 30 June 2018

#### Wholetime Uniformed Staff:

Strength as at 30 June 2018      316

#### Firefighters on the Retained Duty System:

Strength      141  
(includes wholetime retained)

#### Appointments:

Wholetime Duty System	11
Retained Duty System	10
Support Staff	8

#### Leavers:

Wholetime	2
Retained	3
Support Staff	7

#### Appointments:

##### *Wholetime:*

Deputy Chief Fire Officer A Hopkinson with effect from 1 May 2018.

Firefighters P Watts, C Stearn, A Staples, S Holton, W Simms, M Sharples, C Morton, J Mansfield, D Farrell, K Kenyon with effect from 4 June 2018

##### *Retained:*

Firefighters I Webb, J Richardson, J Norman, K Maskell, S Kitchin, O Kirk, J Abbott, A Bowles, M Clarke, J Gale with effect from 16 April 2018.

##### *Support:*

L Sparks (Administrative Assistant, Fire Safety) with effect from 9 April 2018.

S Deacon (Property Support Officer) with effect from 10 April 2018.

K Young (Typing/Secretarial Assistant) with effect from 30 April 2018.

S Godfrey (Home Safety Advisor, South) with effect from 1 May 2018.

S Canzio (Occupational Health Advisor) with effect from 22 May 2018.

K Ilett (Human Resources Advisor) with effect from 1 June 2018.

A Watson (Administrative Assistant, Operations) with effect from 4 June 2018.

P Williams (Site Assistant) with effect from 18 June 2018.

## **Retirements:**

### **Wholetime:**

Firefighter A Walker (Luton) with effect from 1 June 2018 after 28 years and 2 months service.

### **Support Staff:**

L Girt (Personal Assistant to the Principal Officers) with effect from 2 April 2018 after 38 years and 9 months Service.

A Carr (Administrative Assistant, Operations) with effect from 28 May 2018 after 21 years service.

A Cooper (Human Resources Administrator WT) with effect from 11 June 2018 after 33 years and 10 months service

## **Leavers:**

### **Wholetime:**

Firefighter R Cross (Dunstable) left on 7 April 2018 after 9 years' service.

Firefighter A Ford (Luton) left on 23 April 2018 after 3 months service.

### **Retained:**

Firefighter S McKenna (Toddington) left on 1 June 2018 after 7 months service.

Firefighter W Black (Kempston) left on 24 June 2018 after 11 months service.

Firefighter R Fletcher (Potton) left on 27 June 2018 after 4 years and 7 months service.

### **Support Staff:**

A Potter (Procurement Manager) left on 9 April 2018 after 5 years and 11 months service.

J Cleland (Human Resources Advisor) left on 13 April 2018 after 8 years' service.

J English (HR System Implementation Lead) left on 30 April 2018 after 2 years and 6 months service.

S Hodgkiss (ICT Support Manager) left on 10 May 2018 after 4 years and 7 months service.

A Russell (Human Resources Administrator) left on 14 May 2018 after 7 months service.

D Fensome (Occupational Health Practitioner) left on 28 May 2018 after 5 years and 1 month service.

T McCombe (Station Cook, Luton) left on 25 June 2018 after 1 year and 5 months service.

(Contact Mrs S Green, HR Operations Manager Manager, Tel 01234 845152)

# Operations

## Statistics for the Period 1 April– 30 June 2018

Incident Statistics	2018/19 Q1
Total Incidents attended (Fires, Special Services and Fire Alarms)	936
Total Fires Attended*	303
Primary Fires	164
Accidental Dwelling Fires	57
Non Domestic Property Fires	25
Chimney Fires	7
Fire Fatalities	1
Fire Injuries	4
Total Special Service Attended	219
Road Traffic Incidents	73
Road Traffic Accident – Number of Extrications	14
Total Fire Alarms Attended	399
Malicious False Alarm	24
False Alarm Good Intent	129
Alarm caused by Apparatus	246
OTB Mobilised To	19

\*Note: Total fires attended is not a total of the sub fire categories listed.

(Contact Mr A Turner, Service Performance Officer, Headquarters, Tel 01234 845022)

## Incidents of Note

### PERSONAL INJURIES

#### **Person Trapped in Machinery Scapa Tapes UK Ltd, Dunstable 10 April 2018 - 2330 hours**

Rescue Pumps from Dunstable and Stopsley, attended one male trapped between rollers of industrial machinery.

(Contact Station Commander D Evans, Dunstable and Woburn Fire Stations, Tel 01582 661223)

#### **Water Rescue Assist Police Missing Person**

#### **Broom Crossroads, Southill**

**4 June 2018 - 0343 hours**

The Rescue Boat from Bedford and pumps from Sandy and Potton attended a male fatality retrieved from the river.

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

### ROAD TRAFFIC COLLISIONS

#### **RTC Persons Trapped**

#### **New Bedford Road, Luton**

**10 April 2018 - 1612 hours**

Rescue Pumps from Luton and Stopsley attended incident involving two buses. Two persons extracted by fire service. Major incident declared by police and ambulance.

(Contact Station Commander S Brereton, Luton and Toddington Fire Stations, Tel 01582 825218)

#### **RTC Persons Trapped**

#### **Lewsey Road, Luton**

**21 June 2018 - 1220 hours**

Rescue Pumps from Luton attended a RTC involving two private cars. One male casualty was extracted by the Fire Service.

(Contact Station Commander S Brereton, Luton and Toddington Fire Stations, Tel 01582 825218)

#### **RTC Persons Trapped**

#### **Wollaston Road, Wellingborough**

**27 June 2018 - 1132 hours**

Rescue Pump from Harrold attended over the border. RTC involving a minivan with two occupants, one of which was in a wheelchair. Vehicle left the road and was in a field. Both occupants trapped in the vehicle and released by the Fire Service.

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

## **FIRES**

### **High Rise Flat Fire**

**Villa Road, Luton**

**15 April 2018 - 0338 hours**

Rescue Pumps from Luton, Stopsley and Dunstable attended a fire in the bedroom of a ground floor flat in a three storey premise. Evacuation of six surrounding flats was necessary.

(Contact Station Commander S Brereton, Luton and Toddington Fire Stations, Tel 01582 825218)

### **Lorry Fire**

**Bedfordshire Growers Ltd,  
Biggleswade**

**19 April 2018 – 1907 hours**

Rescue Pumps from twelve Bedfordshire stations attended a major fire at a single storey packaging warehouse. Fire damage was caused to the whole structure. The building was unsafe to enter due to the partial collapse of the roof.

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

### **Tree Fire**

**Steppingley Road, Flitwick**

**20 May 2018 - 1846 hours**

Rescue pumps from Ampthill, Woburn, Dunstable and Kempston attended an incident involving 80 metres of conifer trees. Fire spread to neighbouring gardens causing damage to fences and sheds.

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

### **Farm Fire**

**Guilden Morden Road Wrestlingworth**

**26 June 2018 - 1158 hours**

Rescue Pumps from Potton and Biggleswade along with Water Carrier from Kempston attended. Three poultry sheds completely destroyed by fire involving four propane cylinders.

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

## **RESCUES**

### **Swan in Fast Lane of A1**

**A1 Northbound Black Cat Roundabout**

**8 May 2018 - 0943 hours**

Specialist rescue unit from Kempston attended and successfully relocated swan to Paxton Lakes.

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

### **Rescue from Height**

**A5 between Hockliffe and Dunstable**

**8 May 2018 - 2045 hours**

Rescue pump from Dunstable attended two males stuck on cliff face. Rescue equipment used to lower them from cliff face to ground.

(Contact Station Commander D Evans, Dunstable and Woburn Fire Stations, Tel 01582 661223)

# Letters of Appreciation or Complaint

## Complaint:

No complaints (past Stage 1) 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:

Thanks from **Wootton Brownie Pack:**

*.....'I just wanted to say a massive thank you for letting us visit the fire station with the Brownies and also your visit to our meeting. The Girls really enjoyed spending time with the firemen and having a look around the station and learning all about your work. They loved your visit to our meeting and being able to have a look in the fire engine and learning some really valuable lessons that will stay with them for life (Stop, Drop, Roll!) and going home to check their own smoke alarms. I know how busy you are and want to thank you all for taking the time out of your busy schedule to spend time with us'.*

The following has been received from **Shuttleworth at Old Warden Park:**

*.....'I am not sure how to pass on our thanks to the fire pumps and crews that attended The House, Shuttleworth at Old Warden Park on Wednesday evening. They were calm and informative as we located the shut off valve and isolated electrics, and as our support staff arrived they were supportive as we started the clearing and mopping up process. It was a shock for us to see all the water but the professionalism of the crew kept us focused and their calmness helped suppress our panic. Many thanks again'.*

**A member of the public** sent thanks to Dunstable Blue Watch:

*.....'I just wanted to send a message to say a huge thank you to the guys at Dunstable Station. My friend came to visit with her 2 year old son and we thought we'd walk past on our way home as he LOVES fire engines. One of the guys there was kind enough to let us come in and see the engines while you were checking the equipment. The look on my friend's son's face was priceless, he was pretty amazed and we got some lovey photos of him sitting in the engine. I think he was a bit overwhelmed by it (I think it's the first time he has ever been speechless!) but after we left all he could say was 'Happy!' It was all he could talk about, you absolutely made his day!*

*Thank you so much, the work you do is amazing but this was going above and beyond and it was so lovely I felt it needed to be noted.*

Thanks from a **Member of the Public:**

*.....'Thank you very much to the fire crew who attended an abandoned car set on fire in Eaton Bray this evening. It was a very quick response and dealt with efficiently and quickly. We appreciate your response, thank you very much". .....*

Thank you from **St Joseph's Catholic Primary School**

*....."St. Josephs would just like to pass on their thanks to the fire crew who attended our special Dads Day on Saturday. Thank you for your time it was much appreciated by all". .....*

## Forthcoming Events

- 6 July 2018, 10.00 am  
Audit and Standards Committee, Fire and Rescue Service Headquarters
- 17 July 2018, 10.00 am  
FRA Briefing, Fire and Rescue Service Headquarters
- 19 July 2018, 10.00 am  
FRA, Dunstable Community Fire Station

- *6 September 2018, 7.00 pm*  
Awards Evening, Auction House, Luton
- *13 September 2018, 10.00 am*  
Corporate Services Policy and Challenge Group, Fire and Rescue Service Headquarters
- *19 September 2018, 10.00 am*  
Service Delivery Policy and Challenge Group, Fire and Rescue Service Headquarters
- *20 September 2018, 10.00 am*  
Human Resources Policy and Challenge Group, Fire and Rescue Service Headquarters
- *25 September 2018, 10.00 am*  
Audit and Standards Committee, Fire and Rescue Service Headquarters
- *10 October 2018, 10.00 am*  
FRA Briefing, Fire and Rescue Service Headquarters
- *11 October 2018,*  
CFA Conference, Doubletree by Hilton Hotel, Milton Keynes
- *12 October 2018, 11.00 am (TBC)*  
Fire Commission, LGA
- *18 October 2018, 10.00 am*  
FRA, Dunstable Community Fire Station

(Contact Mrs N Upton, Democratic and Regulatory Services Supervisor, Headquarters, Tel 01234 845149)