



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

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

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

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

A meeting of the **Fire and Rescue Authority** will be held at **Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA** on **Thursday, 13 December 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	

Item	Subject	Lead	Purpose of Discussion
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 meeting held on 18 October 2018 (Pages 5 - 16)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Corporate Services Policy and Challenge Group 27 November 2018	Cllr Chapman	To consider a report (Pages 17 - 26)
7.	Service Delivery Policy and Challenge Group 29 November 2018	Cllr Mingay	To consider a report (Pages 27 - 44)
8.	Draft 2019/20 Revenue and Capital Programme	CFO	To consider a report (Pages 45 - 66)
9.	Fire Authority Report - Options Paper	CFO	To consider a report (Pages 67 - 90)
10.	Members' Allowances Scheme 2019/20	Secretary/ Monitoring Officer	To consider a report (Pages 91 - 94)
11.	Collaboration Working Group	DCFO	To consider a report (Pages 95 - 100)
12.	HMICFRS Update	CFO	To receive a verbal report
13.	Community Risk Management Plan 2019-2023		To consider a report (Pages 101 - 110)

Item	Subject	Lead	Purpose of Discussion
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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.

14.	Fire Fatality Presentation	DCFO	To receive a presentation
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Next Meeting

10.00 am on 7 February 2019 at Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA

DECLARATIONS OF INTEREST

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

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

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MINUTES OF FIRE AND RESCUE AUTHORITY MEETING HELD ON 18 OCTOBER 2018

Present: Councillors C Atkins, F Chapman, J Chatterley, P Downing (Chair), P Duckett, D Franks, M Headley, D McVicar, J Mingay and Y Waheed

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

K Holloway, the Police and Crime Commissioner

18-19/FRA/27 Apologies

An apology for absence was received from Councillor T Khan.

[Councillor Saleem sent apologies but these were not received until after the meeting]

18-19/FRA/28 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

18-19/FRA/29 Communications

High Sheriff Visit

The Chair reported that the High Sheriff of Bedfordshire, his wife and two of his children had visited Fire and Rescue Headquarters the previous day and, in addition to being shown a number of facilities such as the Training Centre and Control Room, the High Sheriff had expressed a real interest in the Service and had asked pertinent questions about funding and other issues.

It was recognised that, as well as entertaining visiting judges, the High Sheriff also undertook an advocacy role. During his year in post, the High Sheriff would visit thousands of local organisations and seek to facilitate relationships between those organisations when appropriate.

Meeting with Chair of Cambridgeshire Fire and Rescue Authority

The Chair advised that he had recently met with Councillor Kevin Reynolds, the present Chair of Cambridgeshire Fire and Rescue Authority. During their meeting, the Chairs had discussed the ICT Shared Service, sharing of Principal Officers, the HMICFRS Inspection process, the current situation in Cambridgeshire in relation to the Police and Crime Commissioner and Cambridgeshire Fire and Rescue Service's development of a training centre off the A1 near Huntingdon.

Like Bedfordshire, Cambridgeshire Fire and Rescue Authority was currently undergoing a governance review, and Councillor Reynolds had volunteered to share the results of this with Bedfordshire Fire and Rescue Authority.

Fire Commission

The Chair and Chief Fire Officer had attended the meeting of the Fire Commission. It was noted that the Policing and Fire Minister was not present.

It was understood that in addition to the Government's preoccupation with Brexit, the Minister's absolute priority was to seek to tackle the increase in serious violence caused by knife, gang and drug crime.

In this respect, the Police and Crime Commissioner for Bedfordshire advised that the Minister would be visiting Bedfordshire on 25 October 2018 and that she would request that representatives of the Fire and Rescue Service were invited to participate in those discussions.

Combined Fire Authority Meeting

The Chair and a number of Members had attended the meeting of the Combined Fire Authorities that had been hosted at Milton Keynes Dons Football Stadium.

The Chair highlighted two issues that had been identified at the meeting: the need for a crisis response plan and the use of digital strategies.

Ongoing concerns about funding for combined fire authorities had been raised and the Chair had volunteered to head up a working group that would consider how a meaningful business case could be prepared for submission to the Minister, who had not responded to previous letters that had been sent on the subject. He stated that there would be an opportunity for other Members to be involved in this work if they so wished.

Station Visits

The Chair reported that there had been two Station Visits during the summer period.

Fire Cadets

The Chief Fire Officer reported Fire and Rescue Service Cadet had recently been installed as one of the Lord Lieutenant's seven cadets. The Chief Fire Officer would circulate the citation that had been read out at the ceremony to Members of the Fire and Rescue Authority for their information.

Governance Report

The Chief Fire Officer advised that the final version of the internal audit report had recently been received and would be submitted through the normal reporting processes. This should provide a platform for Officers to produce an options paper for Members to consider in due course.

Service Awards Evening

The Chief Fire Officer reported that the Awards Evening that had been held at the Auction House in Luton the previous month had been well supported by Members.

National Firefighters Memorial Service

The Chair and Chief Fire Officer had attended the national memorial service held in London.

Members' Development Day

The Chair advised that the presenter from the CIPFA Conference on commercial contracts had been invited to attend. It was noted that the Chair and the Chief Fire Officer were not available on the day as a result of conflicting commitments but it was agreed that it should proceed as planned.

The Police and Crime Commissioner for Bedfordshire emphasised the importance of including penalty clauses in contracts and enforcing these when required.

18-19/FRA/30 Minutes

The Chief Fire Officer reported that the Officer that had been injured at the Fire Service College had now returned to service on modified duties.

RESOLVED:

That the Minutes of the meeting held on 19 July 2018 be confirmed and signed as a true record.

18-19/FRA/31 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).

There were no members of the public present at the meeting.

18-19/FRA/32 Corporate Services Policy and Challenge Group of 13 September 2018

Councillor Chapman introduced the draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 13 September 2018. She reported that recommendations had been made relating to the revenue budget and capital programme.

Councillor Chapman also referred to the pay award for firefighters and the zero-based budgeting exercise that would be undertaken in relation to the larger budget areas.

The Police and Crime Commissioner for Bedfordshire reported that Bedfordshire Police would be undertaking a priority based budgeting exercise and that this information could be shared with the Fire and Rescue Service.

The Head of Finance and Treasurer advised that priority based budgeting was another exercise that could be undertaken in the future.

Policy and Challenge Group had also recommended the approval of the Asset Management Plan for land and buildings.

RESOLVED:

1. That the submitted draft Minutes of the meeting of the Corporate Services Policy and Challenge Group held on 13 September 2018 be received.
2. That the £90,000 underspend already identified be moved to the Transformation Reserve.
3. That the Asset Management/Fleet System be added to the 2018/19 Revenue Budget.
4. That Sharepoint and Xen Desktop be transferred from capital schemes to revenue projects.
5. That the updated Asset Management Plan for Land and Buildings be approved.

18-19/FRA/33 Service Delivery Policy and Challenge Group of 19 September 2018

Councillor Mingay submitted the draft Minutes of the meeting of the Service Delivery Policy and Challenge Group that was held on 19 September 2018 and reported on the large piece of work that was currently underway in relation to the Community Risk Management Plan (CRMP).

The Deputy Chief Fire Officer advised that the CRMP would be presented to Members at a future meeting.

Councillor Mingay highlighted performance against PI11 (average call-handling time to mobilise to primary fires), which had missed its target by 40%. The performance had been impacted by nine calls ranging in time from 61 seconds to 440 seconds. The 440 second call was from a caller on the motorway who was not able to identify the location of the fire.

Another issue of concern was the number of fires that had taken place in HMP Bedford. It was noted that, as the Prison was a Crown Property, it was not inspected by the Service, although the Service did undertake operational familiarisation visits. Following the concerns raised, the Service would write again to the Crown Premises Fire Inspection Group and request its view on whether the Group was satisfied with the fire safety arrangements at the Prison.

The view was expressed that many of the issues at the Prison were the result of overcrowding.

The Police and Crime Commissioner reported that, in relation to reoffending, she was setting up an online directory of services for offenders. This information would be translated into all the main community languages used in Bedfordshire and the content was being prepared with the assistance of former offenders. The Commissioner was also working with You Turn Futures and JobCentre Plus to improve services for ex-offenders.

Councillor Atkins welcomed this project, as one of the Ward Councillors for the area. She had received a number of complaints about the behaviour of prisoners from residents of the area around the Prison.

Councillor Mingay reported that, whilst there were no fire fatalities during the reporting period, there had been four water deaths.

In response to a reference to the decreasing rate of return to the customer satisfaction surveys, Strategic Operational Commander Peckham advised that the methods used to distribute and collect the surveys was being reviewed in an attempt to increase the rate of return to the levels achieved previously.

RESOLVED:

1. That the submitted draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 19 September 2018 be received.
2. That ways to improve feedback of its meetings to constituent authorities be considered, such as a video presentation provided by the Chief Fire Officer outlining the extensive activities undertaken by the Service that Members of constituent councils may not be aware of.

18-19/FRA/34 Human Resources Policy and Challenge Group of 20 September 2018

Councillor Waheed introduced the draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 20 September 2018.

Councillor Waheed reported on the progress made against the HR Payroll Project and the positive performance against the majority of indicators, with the exception of EQ2 (recruitment of black and minority ethnic staff across the whole organisation) and some of the training indicators that had missed their targets by 1-2%.

Councillor Waheed advised that the Group had received the Health and Safety Annual Report. The number of accidents had decreased significantly from 388 in 2016/17 to 104 in 2017/18. 54 of these days related to the same incident.

The People Strategy 2018-22 had also been received. The Strategy had been subject to internal and external consultation and 92% of respondents had responded positively to all areas. Following the approval of the Strategy, it would be loaded onto the Service website.

The view expressed at the meeting about a “canteen culture” was a general comment that there may be a perception amongst certain communities and Members were assured that there were no specific concerns about this culture in the Service at the present time.

The Chair highlighted concerns that had been raised during recent Station Visits around the e-learning package and leave arrangements for on call firefighters and advised that Officers had been asked to progress these.

Firefighters at Toddington Fire Station had also queried whether a Cadets Scheme could be introduced at the Station.

RESOLVED:

1. That the submitted draft Minutes of the meeting of the Human Resources Policy and Challenge Group held on 20 September 2018 be received.
2. That the roll-out of unconscious bias training to Members of the Authority be supported.

18-19/FRA/35 Audit and Standards Committee of 25 September 2018

Councillor Headley submitted the draft Minutes of the meeting of the Audit and Standards Committee held on 25 September 2018.

He advised that the Committee had agreed that the Review of Effectiveness not be undertaken this year as a governance review of the Authority was currently in progress.

RESOLVED:

That the submitted draft Minutes of the meeting of the Audit and Standards Committee held on 25 September 2018 be received.

18-19/FRA/36 NJC Pay Awards

The Assistant Chief Officer introduced her report on the NJC pay awards and offers for Green Book and Grey Book staff, as well as seeking authority to implement the pay award for Brigade Managers.

The Service was involved in national pay bargaining arrangements and therefore the agreements reached in relation to Green Book and Grey Book staff were for acknowledgment only.

For Green Book staff, a pay increase of between 4.3% and 15% for those on spinal column points 2-28 had been agreed, with a 4.04% increase over two years for those above spinal column point 29. A new pay spine was being introduced from 2019 from 1-43 with even 2% pay gaps between spinal column points 6-28.

In relation to Principal Officers, the pay agreement was not automatically implemented. A two stage-approach had been agreed providing a 1% increase on 2017 basic salary levels with effect from January 2018, rising to a 2% increase on 2017 basic salary levels with effect from 1 July 2018. There had been no local review conducted since 2015 so Members were being asked to consider the application of the national agreement.

The Assistant Chief Officer reported that, following protracted negotiations, a 2% increase had been agreed from July 2018 for Grey Book staff, although there was still no clarification about the broadening of the role.

In response to a question, the Head of Finance and Treasurer confirmed that there was provision in the budget for the proposed pay increases.

RESOLVED:

1. That the NJC Green Book Pay Award for 2018 and 2019 be noted.
2. That the application of the NJC Brigade Managers Pay Award for 2018 be confirmed.
3. That the ongoing NJC Grey Book pay negotiations for 2017/18 and the interim payment be acknowledged.

18-19/FRA/37 HMICFRS Inspection Update

Strategic Operational Commander Peckham introduced his report which provided an update on the recent activity involved in delivering Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection process in 2018. This had equated to 1,200 hours, or 150 days of support for the process to date.

It was noted that the Service Liaison Lead had changed partway through the process in June 2018 to Jerry Kirkby. This required the exploration stage to be revisited. The exploration stage included observing the exercise for "Storm Deborah" which was a multi-agency exercise, as well as giving the inspection team an opportunity to meet a number of staff.

HMICFRS had provided the Service with a Data Pack which included information collated from a number of sources. This had been reviewed by the Service to ensure that all the data contained within it was accurate. This then informed the fieldwork stage of the inspection.

HMICFRS had also provided a reporting line and staff survey access to enable staff members to report directly to HMICFRS and the feedback received would inform the final report which was expected in December 2018.

Strategic Commander Peckham then gave a presentation that had been prepared for management briefings to staff on the process. Staff had also been provided updates via the Blue Bulletin, with 11 updates provided to date.

The slides provided detail on a number of areas that had been highlighted as positive performance, as well as the areas that had been identified as needing improvement. Over 1800 individual data submissions had been completed. 126 staff had participated in the fieldwork stage of the inspection and the inspection team had visited 9 fire stations, Control and the Northern Area and Southern Area Offices.

Data returns would need to be submitted in October and again in January 2019.

The Chief Fire Officer suggested that the FRA briefing for the December meeting be brought forward and all Members be invited to attend as it was anticipated that the draft inspection report would be available at that time.

RESOLVED:

1. That the contents of the report be acknowledged.
2. That the FRA briefing be brought forward to 3 December 2018 at 2pm and that all Members be invited to attend.

18-19/FRA/38 Collaboration Working Group

The Deputy Chief Fire Officer provided an update on collaboration initiatives between the Service, Bedfordshire Police and the East of England Ambulance Service NHS Trust which were managed through the Blue Light Collaboration Board.

The Police and Crime Commissioner advised that she would like to work with the Service around the communications in relation to the use of Harrold Fire Station by the Police and the red routes pilot. She highlighted the importance of police driver training and how useful it would be if the Service was able to provide this.

In response to a comment by the Chair on Fire and Rescue Services in other parts of the country assisting hospitals and the health and social care sector by completing home visits to check that properties were safe before individuals were released from hospital in order to reduce the number of delayed transfers of care, the Chief Fire Officer commented that the Service was willing to assist but that the local Hospitals and Ambulance Service had previously rejected these proposals.

RESOLVED:

That the content of the report be received.

18-19/FRA/39 Metropolitan Fire Chiefs Conference

The Chief Fire Officer presented his report which outlined the key issues arising from the Metropolitan Fire Chiefs' Conference 2018.

The key issue arising from the Chiefs' Conference was "presumptive firefighter cancer" as it was recognised that firefighters were more prone to certain types of cancer, such as prostate cancer. The Service had already put a number of measures in place to reduce contamination, such as the clean cab policy.

The Chief Fire Officer had given a presentation on firefighter mental health and awareness.

RESOLVED:

That the learning outcomes in the report be noted and future attendance at the Metropolitan Fire Chiefs' Conference be supported as appropriate.

18-19/FRA/40 Information Bulletin

Members received the information bulletin for the period 1 July 2018 to 30 September 2018.

In response to a question about the retention of on call firefighters, the Assistant Chief Officer reported that a number of on call firefighters left the Service after a short period of time as a result of work-life balance issues. The Service was currently considering changes to leave arrangements in order to make on call firefighting more flexible and to improve retention rates, as the Service recognised the scale of the commitment required. This improvement project was overseen by the Service Delivery Policy and Challenge Group.

The number of crop fires caused by the hot and dry weather was noted. The Service ran a large publicity campaign to raise awareness of the conditions and continued to work with farmers in order to prevent these types of fire from occurring.

The Chief Fire Officer reported that, on all but two occasions, the crops had already been cut when the fire had started.

RESOLVED:

That the information bulletin be received.

18-19/FRA/41 and 18-19/FRA/42 Local Government Act 1972, Schedule 12A (Paragraphs 1 and 3 of Part 1 of Schedule 12A)

RESOLVED:

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

Item

Joint Feasibility Study Update (Paragraph 3)
Pension Investigation (Paragraph 1)

The meeting ended at 1.24 pm

For Publication

Bedfordshire Fire and Rescue Authority
13 December 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 27 November 2018.

RECOMMENDATIONS:

That the submitted Minutes of the Corporate Service Policy and Challenge Group held on 27 November 2018 be received; there were no recommendations to the Fire Authority.

**COUNCILLOR F CHAPMAN
CHAIR OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP**

MINUTES OF CORPORATE SERVICES POLICY AND CHALLENGE GROUP MEETING HELD ON 27 NOVEMBER 2018

Present: Councillors Chapman (Chair), Headley and McVicar
CFO P Fuller, ACO Z Evans, Mr J Atkinson, Mr G Chambers and Mr P Hughes

18-19/CS/030 Apologies

30.1 An apology for absence was received from Councillor P Downing.

18-19/CS/031 Declarations of Disclosable Pecuniary and Other Interests

31.1 There were no declarations of interests.

18-19/CS/032 Communications

32.1 The Policy and Challenge Group received the Minutes of the meetings of the ICT Shared Service Governance Board held on 11 September and 30 October 2018 for information. It was noted that the customer satisfaction results had been updated as there had been a miscalculation. The new results were being presented to the Group later in the meeting.

32.2 Mr P Hughes, the Service's newly appointed Head of ICT and Improvement, introduced himself and detailed his previous experience, having worked 30 years in ICT. Part of his new role was to drive forward the Council's digital transformation programme, which would enable the Service to deliver its services more effectively and efficiently.

RESOLVED:

That the Minutes of the meetings of the ICT Shared Service Governance Board held on 11 September and 30 October 2018 be received.

18-19/CS/033 Minutes

33.1 It was noted that the meeting had been inquorate for the last few items.

RESOLVED:

That the Minutes of the meeting held on 13 September 2018 be confirmed and signed as a true record.

18-19/CS/033 Corporate Services Performance Monitoring Report, Quarter 2 2018/19

33.1 ACO Evans submitted the 2018/19 second quarter report on the Corporate Services performance against Corporate Services performance indicators and associated targets. All indicators were reporting as Green.

RESOLVED:

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

18-19/CS/034 Corporate Services Programmes to date, Quarter 2 2018/19

34.1 ACO Evans introduced a report for 2018/19 Quarter Two, detailing progress against and the status of the Corporate Services Programme and Projects to date.

34.2 ACO Evans reported that the Fleet Asset Management System Project was reported to both this Group and to the Service Delivery Policy and Challenge Group and that the Sharepoint Project was now underway.

34.3 ACO Evans then provided updates on the exceptions. The Prevention Replacement MIS was rated Amber as a result of capacity issues. These had now been resolved by the appointment of a new developer.

34.4 The Protection Replacement MIS was rated Amber as there had been previous over-runs and the Unified Communications Project was also Amber due to challenges with the infrastructure build.

34.5 The Virtual Desktop Infrastructure (VDI) Upgrade Project was reporting as Amber as there had been delays engaging with the supplier and scheduling issues.

- 34.6 ACO Evans advised that projects affected by historical over-runs were being re-baselined and would be reporting against their new timescales at the next meeting. All the above exceptions were being re-baselined to Green.
- 34.7 In response to a question, ACO Evans explained that the Prevention Replacement MIS would be used to monitor and log Safe and Well visits and record any action that was required as a result of the visits. This had been developed in-house.
- 34.8 The Protection Replacement MIS was an “off the shelf” solution that had been purchased by the Service.
- 34.9 Mr P Hughes, the Head of ICT and Improvement, advised that work was underway to ensure that the new systems were fully integrated.
- 34.10 It was recognised that the years of investment in the ICT were now starting to have a significant positive impact.

RESOLVED:

That the progress made to date on Corporate Services Programme and Projects be acknowledged.

18-19/CS/035 Audit and Governance Action Plans Monitoring Report

- 35.1 ACO Evans introduced her report on progress made to date against current action plans arising from internal and external audit reports and the Fire Authority’s 2018/19 Annual Governance Statement.
- 35.2 Two actions were currently in progress, with the remainder having been completed.

RESOLVED:

That the issues raised in the report and the progress made to date against the action plans be acknowledged and the recommendation to extend the completion date be approved.

18-19/CS/036 Revenue Budget and Capital Programme Monitoring 2018/19 as at 31 October 2018

- 36.1 Mr G Chambers, The Head of Finance and Treasurer introduced his report which set out the forecast year end budget monitoring position as at 31 October 2018 and sought agreement to the recommendations contained within.
- 36.2 There was currently no forecast underspend or overspend in relation to non-salary budgets.
- A £464,500 underspend in relation to the salary budget was forecast as a result of:
- (i) the 2% pay award that had recently been agreed (against an assumed 4% in the budget); and
 - (ii) a zero-based budgeting exercise had been undertaken in relation to employer pension costs for employees transitioning between pension schemes. There was also a £150,000 underspend against the retained salary budget due to vacancies.
- 36.3 There had been no changes to the Capital Programme.
- 36.4 The Head of Finance and Treasurer reported that the Procurement savings included in the savings and efficiencies plan had been deferred from 2018/19 was expected to achieve £100,000 in 2019/20.
- 36.5 It was noted that £350,000 of savings had been identified through the zero-based budgeting exercise

RESOLVED:

That the forecast outturns for revenue and capital be acknowledged.

18-19/CS/037 Treasury Management Mid-Year Review Report to 30 September 2018

- 37.1 The Head of Finance and Treasurer submitted the Treasury Management Mid-Year report. In doing so, he advised that the prudential indicators had been updated in accordance with the revised Code and that the indicator that was the subject of a query for further information by Members was now no longer used and had been removed.

- 37.2 There had been no changes to capital expenditure since the Capital Programme was agreed by the Authority and no changes to the financing of the projects in the Programme. There had also been no changes to the capital financing requirement.
- 37.3 The total long term debt was £9.987 million. There were just under 40 years left on the Public Works Loan Board loans. The financial penalty for repayment of these loans was high.
- 37.4 The Head of Finance and Treasurer referred to the borrowing and investment strategy set out in the report and reported on the recent investments that had been made.
- 37.5 The current level of investment was £11.75 million. Link Asset Services had been appointed as the Authority's treasury management advisors and the Authority was the best performing in terms of investment rates achieved, out of the nine Fire and Rescue Services that Link Asset Services support.
- 37.6 Members were reminded that treasury management training would be provided in summer 2019.
- 37.7 In response to a question about whether the Authority's treasury management advisors had provided Brexit advice, particularly in the event of a "no deal", the Head of Finance and Treasurer advised that he had not yet seen this himself but that he would check to see whether it had been received.
- 37.8 The Head of Finance and Treasurer advised that property fund investments would be considered in future.

RESOLVED:

That the report be received and that it be noted that Members have requested the Head of Finance and Treasurer to confirm whether treasury management Brexit advice has been received from Link Asset Services.

18-19/CS/038 Update on Annual Review of the Operation of the ICT Shared Service Agreement

- 38.1 Mr P Hughes, the Head of ICT and Improvement, provided an update to section 5.3 Customer Satisfaction Survey Results of the Annual Review of the Operation of the ICT Shared Service Agreement report received by the Group at its meeting last

meeting (Minute18-19/CS/027 refers). These had been incorrectly reported at the Group's last meeting as there had been errors in the matrix.

- 38.2 The updated data confirmed that customer satisfaction continued to improve year on year.
- 38.3 It was recognised that the quality control measures in place had failed and this was being addressed.
- 38.4 The Head of ICT and Improvement advised that an automated dashboard was being created which would provide additional quality control. This would be rolled out across all performance indicators, with operational measures having priority.

RESOLVED:

That the update be received and the revised figures and the process in place to ensure that mis-reporting of this information did not occur again be noted.

18-19/CS/039 Corporate Risk Register

- 39.1 ACO Evans introduced the report on the review of the Corporate Risk Register. There were no changes to the corporate risk register individual risk ratings but eight updates to the individual risks in the corporate risk register.
- 39.2 In relation to 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), ACO Evans reported that the Fire Brigades Union had recently submitted a 17% pay settlement proposal and the threat of industrial action remained.
- 39.3 In relation to CRR43 (if the Service suffers a terrorist attack then there is the potential for elements of the Critical National Infrastructure (CNI) to be compromised, our ability to respond to emergency incidents could be significantly affected, we would be unable to fulfil our duties under the Civil Contingencies Act and our reputation could be adversely affected), awareness training was being provided and the Service continued to take part in multi-agency exercises.
- 39.4 ACO Evans confirmed that CRR45 (exchanges of information, attacks and or hacking, email, web browsing, removable media, exposes the Service to malicious code and content (Virus/malware). There is a risk this could seriously damage the confidentiality, integrity and availability of our Service's information and ICT resulting in disruption to the delivery of our

Services, loss of sensitive information, resulting in material financial loss and legal or regulatory sanctions) continued to be an area of focus for the Service.

- 39.5 In relation to CRR48 (there is a risk that the Service may be subjected to a fine from the ICO due to not implementing GDPR resulting in poor data security and process), it was noted that the Police were providing support to the Service and an action plan had been created and was in the process of being implemented.
- 39.6 In response to a question about contingency arrangements, the Group was advised that, in addition to the formal arrangements currently in place with Essex Fire and Rescue Service, the Service also had an on-site generator and a paper-based telephone system to fall back on in the event of a power failure.
- 39.7 The Head of ICT and Improvement advised that the Service was seeking cyber essentials accreditation. This was a Government backed scheme and the Service had already achieved 95% compliance. It was anticipated that the accreditation would be achieved by Quarter 1 of 2019/20. There was a raft of security measures in place to prevent against cyber security attacks.

RESOLVED:

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

18-19/CS/040 Work Programme 2018/19

- 40.1 Members received the Work Programme for 2018/19.
- 40.2 An update on Brexit preparations was requested for the Group's next meeting.

RESOLVED:

That the Work Programme be received.

The meeting finished at 10.49am

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For Publication

Bedfordshire Fire and Rescue Authority
13 December 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 29 November 2018.

RECOMMENDATIONS:

That the submitted Minutes of the Service Delivery Policy and Challenge Group held on 29 November 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 Service Delivery Policy and Challenge Group held on 29 November 2018 are appended for Members' consideration.

1.2 The Service Delivery Policy and Challenge group made the following recommendation to the Fire Authority:

18-19/SD/036 Liaison with HM Prison Bedford

That the report and the associated correspondence with the Crown Premises' Fire Inspection Group be referred to the next meeting of the Fire and Rescue Authority.

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

**MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING HELD ON 29 NOVEMBER 2018 AT
10.00am**

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

DCFO A Hopkinson, SOC I Evans, SOC G Jeffery and GC I McLaren

18-19/SD/025 Apologies

25.1 Apologies for absence were received from Councillors Chatterley and McVicar.

18-19/SD/026 Declarations of Disclosable Pecuniary and Other Interests

26.1 There were no declarations of interest.

18-19/SD/027 Communications

27.1 There were no communications.

18-19/SD/028 Minutes

RESOLVED:

That the Minutes of the meeting held on 19 September 2018 be confirmed and signed as a true record.

18-19/SD/029 Service Delivery Performance Monitoring Report Quarter 2

29.1 DCFO Hopkinson submitted the Quarter 2 2018/19 performance report and the Group discussed the exception reports for the eight indicators that were RAG rated Amber or Red.

- 29.2 SOC Evans reported that PI01 (primary fires) had missed its target by 4%. However, due to the seasonal variety of primary fires, with a greater number of incidents historically occurring in Quarters 1 and 2, it was hoped that this indicator would reach its target by year-end. Performance was higher than both Quarter 2 2017/18 and the 5 year average, with the number of all categories of fire decreasing.
- 29.3 This was evidenced by the performance against PI05 (accidental dwelling fires) which was currently exceeding its target by 18%.
- 29.4 PI04 (deliberate fires) had also missed its target; however, like PI01, the majority of these fires occurred during the summer months and it was anticipated that the rate of deliberate fires would decrease in Quarters 3 and 4. Performance against this indicator had also improved in comparison to Quarter 2 2017/18 and the five year average. This was recognised as an achievement, given the long, hot summer during which more deliberate fires would be anticipated.
- 29.5 DCFO Hopkinson advised that consideration was being given to reporting performance against these indicators in a different way that was more reflective of seasonal variation and expected performance, rather than a linear target divided evenly amongst the quarters. If changes were made, an algorithm could be run against historic data to provide the five year average and other comparative data. The targets for 2018/19 would be set at the Group's next meeting in March 2019.
- 29.6 It was noted that PI04 measured the Service's definition of "deliberate fires", the majority of which would not be incidents of arson. It was suggested that the word "arson" be removed from the target to clarify this.
- 29.7 SOC Jeffery advised that PI08 (average response time to primary fire incidents) had missed its target and the average response time at the end of Quarter 2 was 11.8 minutes. 73% of the incidents related to non-addressable locations. There had also been a step-change in performance against this indicator from 2016/17 to 2017/18 and the reasons for this were being investigated.
- 29.8 SOC Jeffery reported that PI11 (average call handling time to mobilise to primary fires) had missed its target by 36%. Whilst recognising that 60 seconds was a challenging target, there were also two calls of 401 seconds and 215 which had increased the average significantly. Both of these related to outdoor fires.

- 29.10 PI09 (average response time to dwelling fires), which measured response time to the fires posing the greatest risk to life, had exceeded its target.
- 29.11 It was suggested that performance against the response indicators may be related to the introduction of the new mobilising system which measured calls from point of connection rather than at incident creation. The Service had adopted this particular measure for comparative purposes as it was similar to that used to prepare nationally published statistics.
- 29.12 In relation to PI14 (number of “false alarm, good intent” mobilised to), SOC Jeffery reported that over 51% of these mobilisations in Quarter 2 were to controlled burns or fires on open ground. Performance against this indicator would continue to be monitored to identify if this was a trend or the result of the unusually warm and dry weather conditions.
- 29.13 SOC Evans advised that PI16 (number of fire safety audits/inspections completed) had missed its target as a number of additional inspections had been undertaken to multi-storey cladded buildings following the Grenfell disaster. This had resulted in the routine audit programme being temporarily suspended. The programme had also been affected by vacancies and secondments in the specialist fire safety inspection team. This was being addressed, however, the specialist qualifications required in order to undertake this work did take time to achieve, so performance against this indicator may be affected for the remainder of the performance year.
- 29.14 The Chair noted that the number of road traffic collisions attended by the Service continued to increase. There was a time lag on the data relating to people killed or seriously injured in these collisions. SOC I Evans advised that the Service had recently been granted access to collision data from Highways England and this was being used to inform community risk management.

RESOLVED:

That the progress made on the Service Delivery Performance be acknowledged.

18-19/SD/030 Service Delivery Programmes to Date Report Quarter 2

- 30.1 DCFO Hopkinson introduced a report detailing the progress and status of the Service Delivery Programmes and Projects to date.

- 30.2 He reported that the Mobile Data Terminal Project had been combined with another project and had been added to the Group's programme report. The Service was leading a national aggregation procurement project on this and Kent Police and Lincolnshire Fire and Rescue Services were the initial partners, with other fire and rescue services expressing an interest. This could lead to a significant saving in the unit cost.
- 30.3 DCFO Hopkinson advised that, due to ongoing national negotiations, it was proposed that the Co-responding Project be put on hold until progress could be made. In the interim period, the DCFO was meeting with the East of England Ambulance Service to discuss how this Service could support the Ambulance Service in relation to a wide range of areas. The local FBU representatives had agreed that these discussions could continue but not be implemented until a national agreement was reached.
- 30.4 Members requested an update on these discussions and DCFO Hopkinson suggested that these be reported under the Co-responding Project at the Group's next meeting.
- 30.5 The Emergency Services Mobile Communications Programme was rated as Amber as revisions to the strategic direction of the project had not yet been agreed at national level.
- 30.6 It was noted that, with the exception of two projects, all other projects were on target and reporting as Green.

RESOLVED:

That the progress made on the Service Delivery Programmes be acknowledged.

18-19/SD/031 New Internal Audit Reports

- 31.1 DCFO Hopkinson submitted the internal audit report for the Use of Risk Information. The auditors had awarded this substantial assurance.
- 31.2 SOC Jeffery added that the auditors had provided positive feedback and that the good practice of the Service in this area had been recognised.

RESOLVED:

That the progress made to date be acknowledged.

18-19/SD/032 Audit and Governance Action Plans Monitoring Report

- 32.1 DCFO Hopkinson reported that he had no changes to report and that all actions had been completed subject to follow-up audit.

RESOLVED:

That progress made against current action plans be acknowledged.

18-19/SD/033 Customer Satisfaction Survey Report Quarter 2 2018/19

- 33.1 SOC Evans presented the results of customer satisfaction surveys conducted from 1 July to 30 September 2018. During this period, the Service had achieved a 99% customer satisfaction rate.
- 33.2 The return rate had improved from Quarter 1, with 500 surveys being sent out to a sample of addresses where Safe and Well visits had been completed. The overall return rate at Quarter 2 had doubled from Quarter 1 but this continued to be monitored.
- 33.3 The importance of a high return rate in identifying and addressing vulnerabilities was acknowledged, and SOC Evans reported that he was raising this issue with Station Commanders to ensure that fire crews were aware of the importance of encouraging individuals to complete and return the surveys.
- 33.4 SOC Evans advised that there was the provision for the completion of surveys online; however, many of the vulnerable individuals who were targeted for Safe and Well visits preferred to complete paper surveys.
- 33.5 DCFO Hopkinson advised that following the replacement of the Mobile Data Terminals, it was envisaged that the surveys could be completed on tablets on site in future.

33.6 Councillor Atkins commented positively on the presentation given by David Lynch at the Neighbourhood Watch meeting the previous evening.

RESOLVED:

That the report and the continuing good levels of customer satisfaction be acknowledged.

18-19/SD/034 Operational Decision Making Procedures – Exception Report

34.1 There were no exceptions to report.

18-19/SD/035 Corporate Risk Register

35.1 GC McLaren presented the review of the Corporate Risk Register in relation to Service Delivery. There had been no changes to risk ratings during the reporting period.

35.2 Three risks had been updated: CRR02 (if we cannot recruit or retain adequate numbers of part time fire fighters, particularly in relation to day cover, then we will not be able to fully crew our fire appliances and thus have a detrimental impact on our service delivery due to the unavailability of our fire appliance), CRR22 (if we have inadequate or incomplete operational pre planning policies, procedures or information available to us then we can potentially risk injury or even death to our firefighters and staff and CRR44 (if the Service does not have a reliable accurate system for continuously monitoring and updating the availability and skills of Retained Duty System (RDS) operational personnel and RDS appliances then there could be delays in mobilising the nearest available appliance to emergency incidents. This could significantly impact upon the effectiveness and mobilising of our emergency response, increase risks to firefighters and the communities, reduce our ability to monitor performance, undermine RDS employees confidence in the Service and could result in negative media coverage).

RESOLVED:

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

18-19/SD/036 Liaison with HM Prison Bedford

- 36.1 SOC Evans introduced his report which provided information in relation to the Service's liaison with HMP Bedford following an increase in the number of incidents requiring a Service response over the last five year period. There had also been a significant disturbance at the prison in November 2016 which had resulted in £1million worth of damage to two wings of the Prison.
- 36.2 13 out of the 14 deliberate fire incidents requiring rescue had occurred at the Prison, and it was recognised that, due to the nature of the Prison, it was difficult to access in the event of an emergency.
- 36.3 In May 2018, the Prison had been placed in special measures by the Government as the result of safety concerns. An "urgent notification" process had been triggered in September 2018 regarding concerns over a lack of control in parts of the Prison. The inspection identified a high level of assaults on staff and poor and overcrowded living conditions. These conditions may have led to the increase in incidents.
- 36.4 The Prison was identified as a special risk and the Service made regular risk gathering visits and had site specific plans for both minor and major incidents in place. There had also been a number of multi-agency exercises conducted to test the emergency arrangements. However, the Service's operational debrief process had highlighted concerns with prison staff being unaware of agreed procedures leading to difficulties in gaining access.
- 36.5 There was a Memorandum of Understanding in place between the Prison and the Service and this was reviewed in September 2017. This was sent by the Service to the Prison in March 2018 for signature and to date had not been received.
- 36.6 As the Prison was a Crown Premises, the statutory enforcing authority for the fire safety arrangements was the Crown Premises' Fire Inspection Group and the CFO had written to the Group detailing the concerns raised by Members of the FRA. A response was received on 25 October 2019 which indicated that the Prison would be subject to a two-day inspection in the early part of 2019.
- 36.7 Councillor Atkins, as Ward Member for the ward in which the Prison was located, commented on the particular difficulties arising from the cohort of the Prison who were subject to short-term confinement.

36.8 DCFO advised that GC Cook had been tasked with meeting with the Governor or Deputy Governor of the Prison to discuss our concerns. He would also be asked to request that the Prison representatives sign and return the Memorandum of Understanding to the Service.

RESOLVED:

1. That the report be received.
2. That the report and the associated correspondence with the Crown Premises' Fire Inspection Group be referred to the next meeting of the Fire and Rescue Authority.
3. That the Group receive an update following the inspection of HMP Bedford by the Crown Premises' Fire Inspection Group in early 2019.

18-19/SD/037 Work Programme

37.1 The Group received its work programme and noted that it had requested an update report on HMP Bedford to be submitted to its next meeting.

RESOLVED:

That the Work Programme be received.

18-19/SD/038 Local Government Act 1972, Schedule 12A, Paragraphs 1 and 2 of Part 1: Exclusion of the Public

RESOLVED:

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

Item

Fire Fatality

The meeting finished at 11.36am.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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For Publication

Bedfordshire Fire and Rescue Authority
 Service Delivery Policy and Challenge Group
 29 November 2018
 Item No. 12

REPORT AUTHOR: HEAD OF PROTECTION

SUBJECT: LIAISON WITH HM PRISON BEDFORD

For further information on this Report contact: Ian Evans, Head of Protection
 Tel No: 01234 845000

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 provide Members of the Service Delivery Policy and Challenge Group with information in relation to the Service's liaison with HMP Bedford following an increase in the number of incidents requiring BFRS response.

RECOMMENDATION

That Members of the Service Delivery Policy and Challenge Group consider the report provided.

1 Introduction

1.1 At the Service Delivery Policy and Challenge meeting held on 19 September 2018 members were advised that there has been an increase in the number of incidents attended at HMP Bedford and that as a result of concern over this the Service has taken certain actions. Members requested that a report be provided on the situation.

2 An overview of HMP Bedford

2.1 HMP Bedford is a Category B facility which holds more than 500 male prisoners. The total certified normal accommodation is 322 with an operational capacity of 485. The prison has been on its current site, situated close to the town centre of Bedford, since 1801 with modification and expansion in 1849 and 1992. A new fire alarm system was installed in 2002.

2.2 All prisons have, by design, restricted access and egress. This poses a number of difficulties to BFRS when attempting to deal with fire and rescue situations e.g. restricted personnel and appliance movements and difficulty and delay in accessing the scene of operations. The age of HMP Bedford and the expansions and modifications that have taken place add to these difficulties. The traditional brick and timber construction of the older parts of the prison presents additional risks in terms of the potential for fire spread. The behaviour from detainees can be unpredictable and may involve hostilities against fire and rescue service personnel. During night time hours the number of prison staff on site is low and this presents further difficulties in relation to the management of incidents.

3 The Incident Trend for HMP Bedford

- 3.1 In the five financial years 2013/14 to 2017/18 BFRS has attended a total of 74 incidents at HMP Bedford. This comprises 18 false alarms, 4 special services and 52 fires. Of particular concern is the significant increase in the number of fire incidents attended each year, as shown in Chart 1 below. It can be seen that this peaked in 2016/17. Of these fires only 5 were accidental in nature, with the rest having been deliberately set. This has included serious incidents including disorder in November 2016 which caused £1M in damage to two wings of the prison.

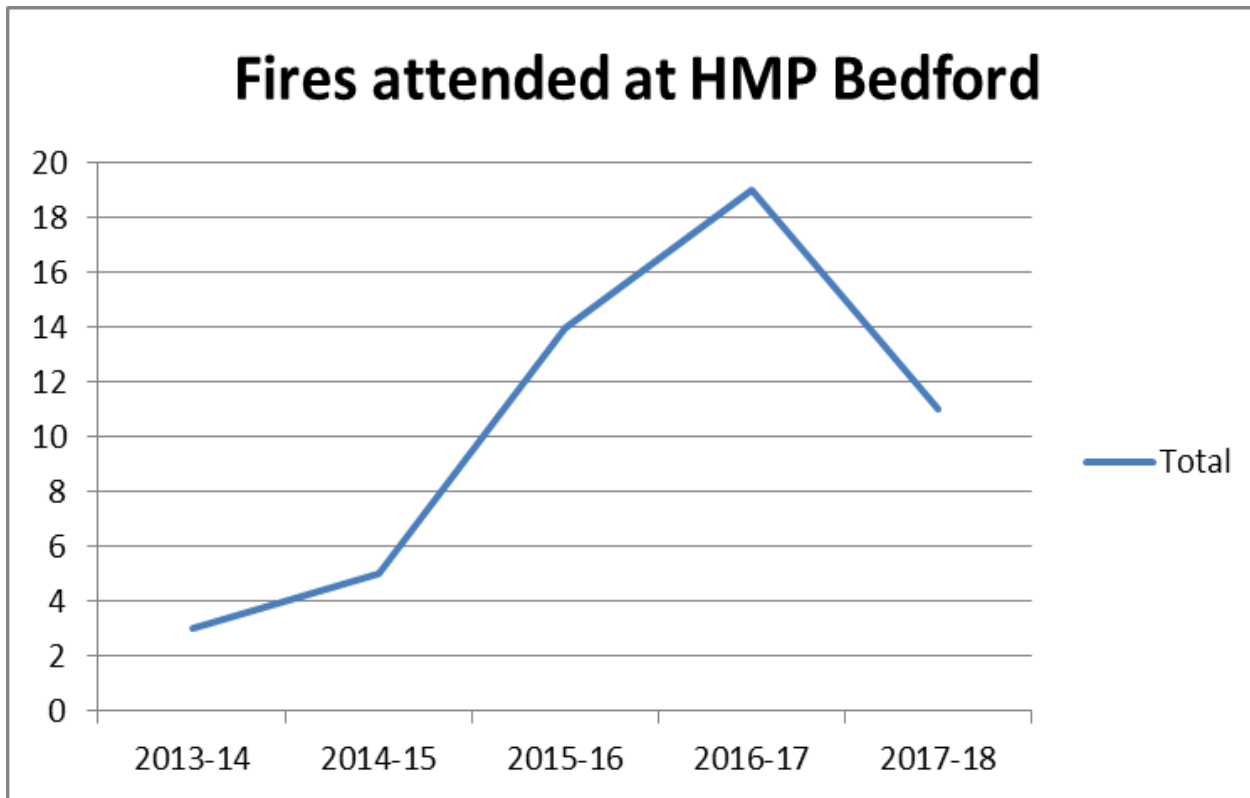


Chart 1 - Fires attended at HMP Bedford over the last 5 years

- 3.2 An analysis of our deliberate fire records found that 13 out of 14 of the rescues recorded over the last five financial years took place at HMP Bedford.
- 3.3 In May 2018 HMP Bedford was placed in “special measures” by the Government because of safety concerns. In September 2018 the Chief Inspector of Prisons triggered an "urgent notification" process at the prison regarding concerns over a lack of control in parts of the prison. The inspection found rates of assaults on staff to be high and living conditions to be poor and overcrowded.

4 Pre-planning

- 4.1 Due to the nature of HMP Bedford and the risks it presents to both the occupants and firefighter safety, HMP Bedford is designated as a special risk. Regular visits take place for information gathering and familiarisation and BFRS holds Site Specific Risk Information (SSRI) and Site Specific Risk Plans (SSRP) relating to dealing with both minor and major incidents.
- 4.2 In the event of a fire, prison staff will evacuate prisoners in sequence depending upon the severity of the incident: by cell, by landing, by wing. Certain prison staff are trained to take immediate action to deal with fires using respiratory protective equipment and on site firefighting equipment.
- 4.3 In April 2017 it was considered necessary to write directly to the Deputy Governor of HMP Bedford regarding the need to ensure that up to date agreed response plans were in place. There is a Memorandum of Understanding between HMP Bedford and BFRS and this was reviewed in September 2017 and following internal review processes was sent to HMP Bedford in March 2018 for signature. BFRS is currently awaiting return of the document by HMP Bedford representatives. There have been a number of multi-agency exercises conducted to test emergency arrangements. However, in May 2018 our operational debrief process highlighted problems with prison staff being unaware of agreed procedures leading to operational difficulties in gaining access. The most recent exercise involving BFRS and prison staff took place in June 2018.

5 Other Actions

5.1 HMP Bedford is a Crown Premises and as such BFRS does not hold the statutory responsibility for enforcement of the Regulatory Reform (Fire Safety) Order. This is the responsibility of the Crown Premises Fire Inspection Group (CPFIG). Given the nature of the premises, the prevailing conditions and the rise in the occurrence of incidents, it was considered appropriate to officially write to CPFIG and highlight this as a matter of concern. Our letter sent in October 2018 has been acknowledged by CPFIG Lead Inspector of Prisons and there is an intention for further dialogue around the systems and procedures they have in place for the investigation and monitoring of fires.

6 Recommendation

That Members of the Service Delivery Policy and Challenge Group consider the report provided.

IAN EVANS
HEAD OF PROTECTION

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FOR PUBLICATION

**Bedfordshire Fire and Rescue Authority
13 December 2018
Item No. 8**

REPORT AUTHORS: CHIEF FIRE OFFICER AND TREASURER

SUBJECT: DRAFT 2019/20 REVENUE BUDGET AND CAPITAL PROGRAMME

For further information on this Report contact: Mr G Chambers
Head of Finance/Treasurer
Tel No: 01234 845000

Background Papers:

1. The 2018/19 Budget Book and Medium-Term Financial Strategy.
 2. The 2019/20 Budget Paper to the Corporate Services Policy and Challenge Group on 13 September 2018.
-

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 present information to allow Members to approve and consult further on a draft Revenue Budget, Capital Programme and Council Tax for 2019/20.

RECOMMENDATIONS

That subject to review and consideration of these papers, Members approve for public consultation:

1. A draft revenue budget requirement of £29.862m, as per Appendix 1, with a council tax increase of 2.99%.
 2. A draft Capital Programme of £1.736m as per Appendix 3.
-

1. Report Background:

- 1.1 The 2019/20 budget timetable was reviewed by the Corporate Services Policy and Challenge Group of the Fire and Rescue Authority on 13 September 2018 and this has been adhered to.
- 1.2 Budget work to-date has included a robust review and scrutiny of budgets by the Head of Finance/Treasurer, Principal Officers, the Finance Team and the Corporate Management Team. There has also been a Zero Based Budget Exercise carried out for this budget round on key areas. Planned meetings have also taken place, such as the Capital Strategy Team meeting, where the Capital Programme was scrutinised. There has also been one Members' budget workshop where the draft budget was discussed in detail.

There have been minimal new revenue and capital budget requests for 2019/20. Not all requests were approved at the officer budget scrutiny stage, so the low bids included as part of the draft budget are the reduced scrutinised position. These were discussed at the Members budget workshop too.

- 1.3 The next stages of the budget process, in accordance with the timetable, are summarised in Table 1 below:

Table 1: 2019/20 Budget timetable extract from the date of 13 December 2018 onwards.

Fire and Rescue Authority (FRA)	Draft budget approved for consultation.	13 December 2018
Public Consultation on draft budget	From 14 December 2018 to 31 January 2019.	14 December 2018 to 31 January 2019
Corporate Management Team (CMT)	Update to CMT as required.	January 2019
FRA	2nd Members budget workshop – with updates on consultation responses received.	17th January 2019
FRA	2019/20 Budget and Council Tax Precept set.	7 th February 2019

- 1.4 The Authority is proposing a draft budget for 2019/20 that takes into account the aims and objectives of the service and prioritises the resources available for front line services.

It does this by:

- a. Proposing a council tax increase of 2.99%. This equates to an increase from £95.59 to £98.45, therefore a £2.86 increase per Band D equivalent property per year or just over 5 pence per week.
 - b. Proposing the continuation of significant efficiency savings over the period 2019/20 to 2022/23 which totals £1.017m.
 - c. Examining all possible savings and other ways of reducing expenditure or increasing income without affecting service levels.
- 1.5 The Authority when reviewing this draft budget report may choose to make amendments to the draft revenue and capital budgets presented or to the draft council tax increase and adjust the budget proposals accordingly, in consultation with the Treasurer and the Chief Fire Officer.

2. Issues and Overview

- 2.1 The coalition Government's Spending Review announced at the end of 2010 indicated a 25% formula funding cut to the national funding pot that is distributed to the Fire and Rescue Services. The reductions were back loaded as announced in years 2013/14 and 2014/15. The budget for 2015/16 was set following a one year Spending Round. For the 2016/17 budget process, the DCLG offered a four year funding settlement. The Authority accepted this offer and therefore has some certainty over the Government funding for the fourth and final year of 2019/20. The grant reductions identified in Appendix 1 for 2020/21 and 2022/23 have the same percentage applied as per the reduction between the prior two years. Significant change is anticipated through the Comprehensive Spending Review in 2020 and also the Business Rates Retention.
- 2.2 Up to and including the 2019/20 budget, the Authority has seen the Government's revenue and capital funding reduce by £11.692m since 2010/11. Continued and further reductions to both revenue and capital are forecast at £5.482m over the 2019/20 to 2022/23 financial years.

To manage these funding reductions, the Authority has introduced savings and efficiencies of £5.811m up to 2018/19, with at least a further £1.017m planned. The Authority has also absorbed the £1.3m annual funding of the Capital Programme. New budget bid/growth pressures have also been managed with other cost increases such as pay awards, general inflation, employer national insurance increases and the apprenticeship levy and scheme. The above funding reductions have also been offset by increases in council tax, the council taxbase and Collection Fund surpluses.

- 2.3 The final settlement for 2018/19 and the indicated fourth and final year settlement figure for 2019/20 are shown in Table 2 below. The estimated funding for 2020/21 onwards is detailed in Appendix 1.

Table 2: Baseline Funding Level

2018/19 £000		2019/20 £000
£8,571	Final 2018/19 and 2019/20 four year settlement offer	£8,316

- 2.4 The baseline funding level is the Government's assessment of the funding that the Authority requires. This can be broken down into Revenue Support Grant (RSG), the Authority's Business Rates Baseline (how much is collected locally and allocated to the Fire and Rescue Service) and the Government's Business Rates Baseline Top up.

The Government's calculation of the 'start-up funding assessment' (SUFA) refers to a local authority's share of the spending control total. This SUFA figure is made up of two parts: an authority's revenue support grant in that year and the baseline funding level as set for the start of the business rate retention funding system.

- 2.5 Capital - Prior to 2013/14 the Authority received in excess of £1m capital grant funding per annum. A bidding process was introduced in 2013/14 and continued until 2015/16. There have not been any capital grants or bidding rounds post 2015/16.
- 2.6 The 2019/20 budget assumptions and uncertainties, for transparency, are detailed in Appendix 2.

3. Business Rates Retention/Formula Funding

- 3.1 As identified in Table 2 above, the baseline revenue funding level is forecast to reduce by £0.255m between 2018/19 and 2019/20.
- 3.2 As can be seen from Appendix 1, the forecast reduction in Revenue Support Grant reduction to the Authority in 2019/20 is 13.4% or £0.382m lower than 2018/19. This is after a 19% reduction or £0.653m in equivalent funding for the 2018/19 financial year. The MTRP factors in an overall Government grant funding reduction of 44% or £1.250m between 2018/19 and 2022/23. This is subject to the Comprehensive Spending Review in 2020 and the outcome of the Business Rates Retention. There is therefore significant funding uncertainty over the next few years, combined with funding pressures such as Employer Pension Contributions and pay awards.

The Authority's Business Rates Retention (BRR) baseline funding level was set for 2013/14 and will increase by the Retail Price Index (RPI) until there is a reset calculated by Government. As our business rate baseline is lower than the baseline funding level, we are a 'top up' authority and receive a payment from central government. All Fire and Rescue Services are top up authorities. Fire grants such as for Firelink and New Dimensions are outside of the BRR scheme.

The Authority could be impacted by fluctuations of the Business Rates collected in Bedfordshire. If business rates income increases, the Authority will receive a share of this, if it decreases again the Authority will be impacted by this. There are

mechanisms in place within the funding scheme that offer protection, called safety nets, should an authority be considerably adversely impacted.

Table 3 below details the estimated business rates income from the three unitary authorities. This has decreased by (£88k) for 2019/20, below the previously estimated 2019/20 predictions.

Table 3: Business Rates Income

Authority	2018/19 £'000	Forecast Original 2019/20 at time of 2018/19 budget setting £'000	Current Forecast 2019/20 £'000	Variance Original to Revised 2019/20 £'000
Bedford	615	641	638	(3)
Luton	660	674	675	1
Central Bedfordshire	861	934	848	(86)
Total	2,136	2,249	2,161	(88)

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2019.

4. Council Tax Taxbase

- 4.1 The Department for Works and Pensions (DWP) from 2013/14 reduced its funding to local authorities for those receiving council tax benefits by 10%. As a result of this and the new schemes that billing authorities have put in place, there was a reduction in the council tax taxbase. The schemes that the authorities developed led to the taxbase reducing from 209,029 Average Band D properties in 2012/13 to 185,822 in 2013/14. The Authority did receive a grant allocation from the DCLG to offset the impact of the taxbase reducing in 2013/14. However, since 2014/15 this has not been visible and is included within the Revenue Support Grant

which is subject to funding reductions. Following the above there have been fluctuations in the taxbase, which have led in part to the Council Tax Collection Fund surpluses.

- 4.2 Table 4 below shows the estimated change in the taxbase between 2018/19 and 2019/20. These are the current estimated taxbase figures for 2019/20 received to date from the local billing authorities.
- 4.3 As can be seen from the table below, the forecast 2019/20 taxbase figures provided when setting the 2018/19 budget, have increased by 773.4 Band D equivalent properties. This increase will result in additional council tax revenues for the Authority of £76k in 2019/20. The overall impact on the MTRP from this revised 2019/20 forecast taxbase is £0.305m over the years 2019/20 to 2022/23, therefore having a direct impact on reducing the call on the Transformational earmarked reserve.

Table 4: Taxbase (Band D equivalents)

Council	2018/19 Taxbase	Councils Original 2019/20 Estimates	Councils Revised 2019/20 Estimates	Variance Original to Revised 2019/20	2019/20 Forecast council tax income £'000
Bedford Borough	58,521.00	59,691.00	60,120.00	429.00	5,919
Luton	50,461.10	50,861.10	50,644.50	(216.60)	4,986
Central Bedfordshire	99,951.00	101,801.00	102,362.00	561.00	10,078
Total	208,933.10	212,353.10	213,126.50	773.40	20,983

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2019.

5. Choices (Options) - Revenue Budget

- 5.1 The council tax freeze grant option ceased for the 2016/17 budget setting period and is therefore not a consideration for this 2019/20 budget.

The 2011/12 freeze grant that the Authority did receive has been built into the formula funding baseline.

- 5.2 Appendix 1 details a council tax increase at 2.99% for 2019/20 and 1.99% per year thereafter. This is based on need as even with these council tax increases in each year, there is still a base budget gap going forward into 2022/23.
- 5.3 It is anticipated that the referendum trigger for council tax will remain at 3% for 2019/20 as previously announced. The council increases from 2020/21 onwards have been forecast at 1.99%.
- 5.4 As identifiable in Appendix 1 the Authority has:
- Achieved a base budget reduction of £0.358m in 2019/20 through the Zero Based Budget Exercise (MTRP line 2).
 - Planned savings and efficiencies over the medium-term of £1.017m to assist in balancing the budget and offset the Government's funding reductions (MTRP line 21).
 - Implementing the Transformational Reserves Strategy that was set up in the 2011/12 Medium-Term Financial Plan, setting earmarked reserves aside to utilise to balance the budget in following years whilst the savings and efficiencies were/are being planned and implemented (MTRP line 42).
 - Focused on the medium-term, as well as the 2019/20 tax setting year, to ensure that there is an excellent fire and rescue service that we can all be proud of in the future.
 - Budgeted for revenue contributions to capital, to enable future funding of the Capital Programme to be met from internal resources and not new borrowing (MTRP line 18).

As well as the focus on savings and efficiencies, the Authority is also aiming to maximise its income generation from chargeable services, investments and property rental.

- 5.5 The main Planning Assumptions used within this budget are attached at Appendix 2, along with a list of some of the uncertainties that the Authority is facing.
- 5.6 Further work has again been carried out for this budget round on savings and efficiencies and these are summarised in Appendix 4, covering the period 2019/20 to 2022/23.

- 5.7 Appendix 1 currently shows an estimated Collection Fund surplus of £282k, MTRP line 56. This figure will be updated in the budget report in February 2019 when all three estimated 2018/19 Collection Fund positions are confirmed by the Unitary Authorities for both Council Tax and Business Rates.
6. Transformational Earmarked Reserve (TEMR)
- 6.1 Following the last few years of contributing to the TEMR, as per the agreed financial strategy, these monies will now be used to close the budget gap in the medium-term, smooth the introduction of the savings/efficiencies and be invested in transformational initiatives.
- 6.2 The balance of the TEMR as at 1 April 2019 is forecast to be £4.724m, which includes the 2018/19 financial year forecast underspend of £555k. As identified in Appendix 1, £4.492m has been allocated over the 2019/20 to 2022/23 years. As there is currently a base budget gap of £0.340m in 2022/23, on the assumption that the same gap is there for 2023/24 plus new inflationary pressures, the current forecast use of the Transformational reserve will leave not enough balance to utilise in 2023/24. It is however anticipated that additional contributions to the reserve will be made over the medium-term, from the phased introduction of savings and efficiencies. As these are yet to commence they have not yet been factored into the MTRP.
- 6.3 It is recommended that the 2018/19 year end underspend is allocated to the TEMR.
- 6.4 The Authority's Officers and Treasurer recommend that a Council Tax increase of 2.99% should be implemented. This is based on need, as the current MTRP still shows that there will be an as yet unfunded ongoing base budget reduction at the end of 2022/23. As this is based on numerous funding assumptions, there is planning time between now and 2022/23 to implement additional savings and efficiencies if the forecasts become reality. However, these do need to be researched, planned and implemented, so there is a significant lead time for large scale savings and efficiency options that will be required to close a base revenue budget gap of circa £1m currently in 2025/26. The Transformational Efficiency Reserve will also be continued in the medium-term to assist in future year's budget setting, with investments in innovation to close the budget gap and improve the efficiency of the Authority's resources.
7. Capital Programme
- 7.1 The Authority's base budget revenue contributions to fund capital commenced in 2012/13 to support capital expenditure funding in future years. There is now a base budget revenue contribution of £1.3m per annum, which fluctuates in line with the varying

funding demand (MTRP line 17). This is with the assumption that capital grants are not forthcoming. If the capital funding from 2019/20 changes, the base budget revenue contributions could reduce.

7.2 The Capital Programme, as per the approved timetable, has followed the same robust challenge/scrutiny route as the revenue budget. The Capital Strategy Team has also reviewed and assessed the bids made, supporting the schemes that are attached at Appendix 3 as the 2019/20 Capital Programme.

7.3 Key items of note in the proposed 2019/20 Capital Programme of £1.736m are:

- Investment in our vehicle fleet, to maintain efficient, economic and effective appliances.
- Investment in ICT and software.
- Investment in the modernisation of our buildings (office and operational).
- Invest in a Community Facility at Bedford Station

8. Implications

8.1 **Financial:**

8.1.1 The implications to highlight are:

- With a council tax increase of 2.99%, this should enable council tax to be kept at the 1.99% level in future years subject to the referendum limit. This option will ensure that the Authority has the 2.99% 2019/20 council tax increase in its base funding which equates to circa £610k annually in future years council tax (with the current estimated taxbase).
- Should there be a change to the referendum limit, the Authority will consider the options at the February budget setting meeting.

8.2 **Medium-Term Implications:**

8.2.1 In setting a budget for 2019/20, the Authority must take into account the implications for the following years' financial strategy, namely 2020/21 to 2022/23 and beyond. There are significant efficiency savings over this period that will require action in the short term if they are to be secured within the planned timescales. The base budget gap based on the current assumptions needs

addressing, as the gap may be circa £1m in 2023/24 when taking inflationary pressures into account and the current Transformational earmarked reserves is forecast to have been fully allocated.

8.3 **Robustness of Estimates and Adequacy of Reserves:**

8.3.1 The Local Government Act 2003 places a duty on the Section 151 Officer (Treasurer) to comment on 'the robustness of the estimates' included in the budget and the adequacy of the reserves for which the budget provides. The Treasurer will do this for the final budget that is set post consultation on 8 February 2018.

8.3.2 Budget work to-date has included a robust review and scrutiny of budgets by the Head of Finance/Treasurer, Principal Officers, the Finance Team, Corporate Management Team, Capital Strategy Team and one FRA Members' budget workshop.

In addition to the Authority's own council tax, there are separate council taxes for the Police Service, the local authorities of Central Bedfordshire, Bedford, Luton and their associated parishes that taxpayers will see on their council tax bills.

8.4 **Use of Balances:**

8.4.1 A prudent level of reserves, along with appropriate contributions to and from reserves, should be part of the overall budget. Ernst & Young, the Authority's external auditors, reported to the Audit and Standards Committee on 6 July 2018 that the Authority had appropriate arrangements in place to secure efficiency, effectiveness and economy in our use of resources.

8.4.2 As noted above in this report, it is anticipated that the Transformational Reserve will be fully utilised over the medium term. It is planned that the General Reserves currently remain at £2.6m.

8.4.3 The revenue contributions to capital have built up over a number years to £1.3m per annum. This is a capital funding source to be utilised annually from 2019/20. This is prudent with the uncertainty of Capital Grant.

8.5 **Resources and Risk:**

8.5.1 The resource implications are detailed throughout this report, appendices and in the current MTFS.

8.5.2 The Authority's General and Earmarked reserves have been reviewed against the revised corporate risk register and these presented and discussed at the second Members' budget workshop in January 2019.

8.6 **Legal:**

8.6.1 The Authority must set a balanced budget for 2019/20 by midnight on 1 March 2019.

8.6.2 The Authority has specific legal duties in relation to equalities and financial decision-making – see below.

8.6.3 There are no further specific legal issues arising from this report.

8.7 **Equality:**

8.7.1 Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have 'due regard'.

8.7.2 It is also important to note that public authorities subject to the equality duty are also likely to be subject to the Human Rights Act 1998. It is therefore recommended that public authorities consider the potential impact their decisions could have on human rights.

8.7.3 Decisions should include a consideration of the actions that would help to avoid or mitigate any impacts on particular protected characteristics. Decisions should be based on evidence, be transparent, comply with the law and it is important that a record is kept.

8.7.4 Due regard has been and will be considered as part of the budget build process.

The Appendices are set out as follows:

- Appendix 1 – Draft 2019/20 Revenue Budget with a 2.99% council tax increase.
- Appendix 2 – Summary of planning assumptions and uncertainties.

- Appendix 3 – Draft 2019/20 Capital Programme.
- Appendix 4 – Medium-Term Savings and Efficiencies.

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

**GAVIN CHAMBERS
HEAD OF FINANCE/TREASURER**

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DRAFT BUDGET SETTING MEETING 13/12/2018 - 2.99% Council Tax 2019/20 and 5% FF Pay 19/20

Appendix 1

		2018/19	Original	Proposed	Proposed	Proposed	Proposed
MEDIUM TERM REVENUE PLAN 2019/20 TO 2022/23		2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
		£000s	£000s	£000s	£000s	£000s	£000s
Base Budget		29,284	29,676	29,676	31,588	31,529	31,803
1	Full-Year effect of previous budget decisions & FMS 3 bids	-37	0	0	0	0	0
2	Savings Identified as part of Zero Based Budgeting (ZBB)	0	0	-358	-29	20	-39
3	Removal of 2% Fire Fighter Pay increase 2018/19 from Base Budget	0	0	-188	0	0	0
4	Organisational Improvements resulting from HMICFRS Report	0	0	250	0	0	0
5	Possible outcome from NJC Pay line Review (Non-Operational)	0	0	150	0	0	0
6	Addition of cost for FRIC & Salary abatement / Pensions to enable capture corresponding savings and efficiencies	0	0	105	0	0	0
7	Additional Bank Holidays	-37	25	-15	3	3	3
8	FF Pensions 2015 changes	-21	-23	-23	-23	-23	0
9	Budget Realignment	8	135	81	0	0	0
10	NFCC (CFOA) subscription / LGA Pension Support / NFCC	15	0	10	0	0	0
11	Apprenticeship Levy	1	2	2	2	2	2
12	SCAPE (FF Pensions Scheme) Costs from 01/04/2019 (assumes a 4% increase)	0	450	200	450	0	0
13	Local Government Superannuation Revaluation Lump Sum	46	48	48	32	30	30
14	Total Base Budget Adjustments	-25	637	262	435	32	-4
15							
16	Forecast Variations						
17	Investment Interest Decrease/(Increase)	-15	-5	0	0	0	0
18	Revenue Contribution to Capital	-171	-65	277	-138	71	-91
19	Revenue Implications of Capital Programme	26	12	12	0	0	0
20	Non-Uniform Incremental Drift	4	2	64	42	19	0
21	Transformational Savings/Efficiencies	-178	-150	-395	-77	-360	-85
22	Scrutiny Panel Decisions	-211	50	-24	0	0	0
23	Service Control - Mobilisation System	0	750	850	-850	0	0
24	Total Forecast Variations	-545	594	784	-1,023	-270	-176
25							
26	Inflation						
27	Fire-fighters pay - 1 April to 30 June (2% 2019 & 5% 2020 & 2% each following year)	63	128	62	160	67	69
28	Fire-fighters pay - 1 July to 31 March (5% 2019 & 2% each following year)	376	192	446	192	197	201
29	Retained Pay (As per Fire-Fighters)	38	39	94	54	40	41
30	Control pay (As per Fire-Fighters)	18	18	48	25	19	19
31	Non Uniformed pay (2% effective from 01/04/2018)	96	97	103	106	108	110
32	Member Allowances	1	1	2	2	2	2
33	Gas, Electricity, Water and Derv Inflation	29	32	25	19	27	28
34	Prices Inflation at 2% 2019/20 - 2022/23	81	81	74	75	76	78
35	Total Inflation	702	588	854	633	536	548
36							
37	Budget Pressures						
38	FMS3' bids (Current Year MTFP process)	326	-2	61	0	0	0
39	FMS3' bids (Previous Years MTFP process)	-66	-78	-48	-104	-25	-7
40							
41	Estimated Net Revenue Expenditure	29,676	31,415	31,588	31,529	31,803	32,164
42	Contribution to/from Transformational Earmarked Reserves	-239	-1,816	-1,726	-1,327	-849	-340
43							
44	Estimated Budget Requirement	29,437	29,599	29,862	30,202	30,953	31,824
45							
46	Budget Requirement Increase Year on Year	720.7	162.4	425.6	340.2	750.7	870.6
47	% Budget Increase	2.5%	0.6%	1.4%	1.1%	2.5%	2.8%
48							
49	Financed by:						
50							
51	Revenue Support Grant (RSG):	2,856	2,474	2,474	2,142	1,855	1,606
52	Business Rate Baseline	2,136	2,249	2,161	2,252	2,329	2,384
53	Business Rate Top Up	3,694	3,776	3,776	3,860	4,013	4,239
54	Adjusted 2017/18 Business Rates Top Up following revised VOA list	23	0	0	0	0	0
55	Business Rates Grant	195	195	187	187	187	187
56	Collection Fund Surplus/(Deficit)	291	0	282	0	0	0
57	Council Tax (the remainder)	19,972	20,906	20,983	21,761	22,569	23,408
58	Utilisation of Collection Fund Surplus Reserve	270	0	0	0	0	0
59							
60		29,437	29,599	29,862	30,202	30,953	31,824
61							
62	Band D equivalent Tax base	208,933	212,353	213,127	216,723	220,383	224,109
63	% change on Band D's	2.09%	1.64%	2.01%	1.69%	1.69%	1.69%
64	Leading to an average council tax (Band D) of	95.59	98.45	98.45	100.41	102.41	104.45
65							
66	% increase	2.99%	2.99%	2.99%	1.99%	1.99%	1.99%
67							
68							
69	Use of Transformational Reserves Summary						
70		Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
71		2018/19	2019/20	2019/20	2020/21	2021/22	2021/22
72		£000s	£000s	£000s	£000s	£000s	£000s
72	Transformational Earmark Reserve for Budget Setting	4,408	4,169	4,169	2,998	1,671	821
73	2018/19 Predicted Revenue Underspend	555	0	555	0	0	0
74	Contribution to/from Transformational Earmarked Reserves	-239	-1,816	-1,726	-1,327	-849	-340
75							
76	Net Balance Transformational Earmark Reserves	4,169	2,353	2,998	1,671	821	481

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2019/20 Budget Process- Assumptions/Uncertainties

Current Assumptions:

- Fire Fighters Pension Scheme Revaluation from 2016, which comes into effect from April 2019, has an estimated average increase of 13% (circa £1.2m). This will be supported by grant via the Home Office in 2019/20. The initial budget of £450k has therefore been reduced to £200k in 2019/20. From 2020/21 this will be included within the funding from the Comprehensive Spending Review. The £200k has been increased to £650k in 2020/21 until further information is known.
- Green Book pay award 2% April 2019 onwards (overall average is more due to NJC increases to certain grades)
- Grey Book pay award 5% July 2019 and 2% thereafter (2018 pay award was budgeted at 4%, pay award agreed at 2%. The u/s will be held as a reserve in case backdating of pay award agreed)
- That the additional 1% to council tax will not continue after the two years announced (2018/19 and 2019/20).
- Taxbase in line with previous indications (amended where info supplied)
- Business rates in line with previous indications (amended where info supplied)
- No Capital Funding (bidding round not announced)
- Fire Grant/Emergency Services Mobile Communications Programme (ESMCP) funded (see below) – **Potential large funding risk here**
- Revenue Support Grant (RSG) grant reductions in line with four year funding deal and continuing at this rate for RSG in 2020/21 to 2022/23
- Estimated Collection Fund surplus of £282k in 19/20, nil thereafter (final confirmation in January 2019 for 19/20)
- New Dimensions Grant will continue
- Marauding Terrorist Firearms Team (MTFA) funding continuing
- Apprentice budget of £60k per annum remains to fund new posts (training fees to be drawn down from levy paid)

Uncertainties:

- Recruitment profile/establishment/retirements – associated recruitment/training costs (20 FF in 2019/20, 15 per annum thereafter)
- New savings/efficiencies in the medium term to address the budget shortfall, subject to work and approval by FRA
- Collaboration (PCC, Ambulance, Police etc) – and associated costs/savings
- Medium term property strategy (One Public Estate bid, sharing etc)
- Contingent Liabilities/Assets included in the Statement of Accounts
- EU directives/legislative changes/Brexit impacts
- Fully funded by local business rates (no Revenue Support Grant) by 2020, or direct grant with no business rates (like the Police). The move to funding like the police is unlikely as this will require a change in legislation (and due to Brexit, this is unlikely)
- Implications arising from Fire Brigades Union (FBU) discriminatory claims relating to transitional pension protection
- Strike expenditure potential

- Outcomes of new digital strategy
- General Data Protection Regulations (GDPR), Senior Information Risk Owner (SIRO) work area
- Pay Scale review – Green book (Hay review pay line)
- Interest and inflation rate fluctuations (post Brexit too)
- Outcomes of Retained Duty System project (budget increase/decrease)
- Outcome of Grey book pay review – broader role

DRAFT CAPITAL PROGRAMME 2019-20 to 2022-23

Capital Budgets 2018/19		BEDFORDSHIRE FIRE & RESCUE AUTHORITY CAPITAL PROGRAMME	Capital Budgets 2019/20	Capital Budgets 2020/21	Capital Budgets 2021/22	Capital Budgets 2022/23
£000's		Scheme	£000's	£000's	£000's	£000's
		Fleet:				
404	1	Vehicles/associated equipment (see breakdown)	1,290	917	447	280
		ICT Projects:				
		IT Developments				
320	2	Server hardware renewal (deferred from 2015/16)	0	0	0	0
		IT & Communications				
211	3	Renewal of Risk Information Mobile Data Terminals (GPS, premises information)	0	0	0	0
0	4	Primary Network Switch replacement	0	100	0	0
0	5	Network Structured Cabling replacement	0	60	0	0
0	6	Local Area Network (LAN) replacement	0	50	0	0
0	7	Secondary Network Switch replacement	0	35	0	0
0	8	Renewal of Mobilising System Mobile Data Terminals	276	0	0	0
104	9	Xen Desktop (VDI phase 2) (reallocated to revenue)	0	0	0	0
77	10	Sharepoint upgrade (reallocated to revenue)	0	0	0	0
0	11	Asset Management System (now 18/19 revenue)	0	0	0	0
		New ICT 2019/20 Budget Round:				
0	12	Wi - fi refresh	0	75	0	0
		General:				
80	13	Capital Works - Service Wide (lighting replacements, CCTV, fire protection, etc) - All locations	68	86	52	27
0	14	Drill yard resurfacing (Biggleswade, Luton, Woburn)	25	0	0	20
0	15	WC/Shower facility refurbishments (Amphill, Dunstable, Harrod, Workshops, Training, Luton)	25	0	0	0
0	16	Heating - boiler replacements (Amphill, Bedford, Woburn)	0	23	0	0
0	17	Bay Floor replacements (Bedford, Biggleswade, Potton, Shefford, Toddington)	0	0	65	0
0	18	Dormitory refurbishment (Bedford, Luton)	0	0	0	30
0	19	Station Kitchen Refurbishments (Biggleswade, Leighton Buzzard, Stopsley)	0	0	0	21
15	20	Fitness Equipment Expenditure	8	8	15	15
42	21	Workshop vehicle lifting equipment	0	0	0	0
0	22	Future Capital Programme Schemes (yet to be finalised, reviewed and approved)	0	0	800	900
0	23	Community Facility - Bedford Station	44	0	0	0
1,253		TOTAL	1,736	1,354	1,379	1,293
		Capital Financing Summary				
1,119		RCCO = Revenue Contribution to Capital	1,396	1,258	1,329	1,238
134		Capital Receipts & Reserve Utilisation	340	96	50	55
1,253		Total	1,736	1,354	1,379	1,293

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DRAFT BUDGET SETTING MEETING - 13th DECEMBER 2018**Medium Term Savings and Efficiencies 2019/20 to 2022/23**

£'000s 2018/19	Ref	Savings/Efficiencies	£'000s 2019/20	£'000s 2020/21	£'000s 2021/22	£'000s 2022/23
35	1	Reduction of One Area Commander post and a Service Operational Commander (SOC) allowance (main financial impact was in 2017/18).				
15	2	Income from Property Rents & Collaboration		8		
0	3	Control Income generation	15			
	4	Management Information System (MIS) - Wholetime Rota/Availability System, Human Resources, Technical Equipment	45	44		
0	5	Saving following Procurement of new Fire Fighter PPE Contract (was £50k in 18/19, now additional £50k, therefore £100k in total)	100			
35	6	Air Bags (operational use for lifting)				
20	7	Re-tender of service wide waste contract				
1	8	Refreshments reduction at Committees and meetings				
	9	Change of 4th Area Commander post to Green Book Head of Service (subject to natural turnover)	0	0	15	
7	10	Printers/Photocopiers leasing renegotiation				
	11	Draw down apprenticeship levy (therefore reduction in training budget)	50			
	12	Collaboration Savings		20		
	13	2019/20 Zero Base Budget Exercise (forecast reduction)	100			
		New Savings/Efficiencies for 2019/20 Budget process				
	14	Intelligence Led Response Project	0	0	340	80
	15	To capture Fire & Rescue Indemnity Company - no Insurance Premium Tax	20			
	16	Savings from MDT collaborative procurement and review of licences (Figure £ to be confirmed following procurement and project)	60			
	17	Savings due to new CPSN contract (Figure £ to be confirmed)	5			
	18	Procurement - various including stationery, cleaning materials & Fire Safety checks, etc...	10			
	19	Energy Management Savings (Insulation & works)	5	5	5	5
	20	To capture salary abatement & pension savings	85			
113			495	77	360	85

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For Publication

Bedfordshire Fire and Rescue Authority
13 December 2018
Item No. 9

REPORT AUTHOR: CHIEF FIRE OFFICER PAUL M FULLER

SUBJECT: FIRE AUTHORITY REPORT – OPTIONS PAPER

For further information on this report contact: Chief Fire Officer
Tel No: 01234 845017

Background Papers: **BEDFORDSHIRE FIRE AND RESCUE AUTHORITY GOVERNANCE REPORT – RSM INTERNAL AUDIT OCTOBER 2018**

Implications (tick ✓):

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

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

PURPOSE:

To advise members of the completion of the Governance report and identify a way forward in considering its outcomes.

RECOMMENDATION:

1. Members consider the report and instruct the Chief Fire Officer and the Secretary/Monitoring Officer to jointly produce a discussion paper for Members to consider informally.
2. Those officers arrange an opportunity for discussion amongst Authority Members before any proposals, if appropriate, are made to the Full Authority at its meeting in February 2019.

Background

During early 2018 Bedfordshire Fire and Rescue Authority considered its own structure and systems and decided to commission RSM Team (internal Auditors) to carry out a review of the Governance arrangements for the Authority.

This review was carried out during the Summer of 2018 and finally reported in October of that year.

Each year Bedfordshire FRA carries out a review of effectiveness and both external audit and internal audit have given confirmation of the effectiveness of the Governance arrangements which are in place.

However the Governance review does signal a number of areas for consideration which have potential to improve the efficiency of the Authority and reduce the bureaucratic burden on the Fire and Rescue Service in supporting it as well as aligning it more to a changing social and political landscape.

The report acknowledges but does not detail that a number of FRA's are considering these matters and two appear to have already changed structures.

The full report from RSM is attached, but in summary deals with the following areas:

- Functionality of meetings
- Location of meetings
- Skills requirement of Members
- Structure of Policy and Challenge Groups
- Number of meetings
- Benchmarking of Authority size and Members
- Member Allowances

Implication

The report has some potentially wide ranging implications depending on how discussions and views of members of the Authority develop. This leads to the recommendation of this report.

Recommendation

1. Members consider the report and instruct the Chief Fire Officer and the Secretary/Monitoring Officer to jointly produce a discussion paper for Members to consider informally.
2. Those officers arrange an opportunity for discussion amongst Authority Members before any proposals, if appropriate, are made to the Full Authority at its meeting in February 2019.

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

**JOHN ATKINSON
SECRETARY/ MONITORING OFFICER**

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BEDFORDSHIRE FIRE & RESCUE AUTHORITY

Governance

REVISED DRAFT

Internal audit report 1.18/19

8 October 2018

This report is solely for the use of the persons to whom it is addressed.
To the fullest extent permitted by law, RSM Risk Assurance Services LLP
will accept no responsibility or liability in respect of this report to any other party.



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Debrief held	17 July 2018	Internal audit team	Daniel Harris, Head of Internal Audit Louise Davies, Client Manager Jay Desai, Assistant Manager
Draft report issued	2 August 2018		
Revised draft report issued	8 October 2018		
Responses received			
Final report issued		Client sponsor	Paul Fuller, Chief Fire Officer Cllr Paul Downing – Fire and Rescue Authority Chair
		Distribution	Paul Fuller, Chief Fire Officer Cllr Paul Downing, Fire and Rescue Authority Chair Karen Daniels, Service Assurance Manager

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Management actions raised for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management’s responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

This report is solely for the use of the persons to whom it is addressed and for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person’s reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

1 EXECUTIVE SUMMARY

1.1 Background

We have undertaken a review of Governance at Bedfordshire Fire and Rescue Authority (hereafter referred to as the Authority) as part of our annual internal audit plan for 2018/19. The purpose of this review was to provide assurance over the governance arrangements in place within the Authority.

The Authority has 12 members and a support structure of Committees and Groups which consist of the following:

- An Audit and Standards Committee which has delegated powers and reports direct to the Authority; and
- Three Policy and Challenge Groups covering Corporate Services, Service Delivery and Human Resources. These are advisory groups and the minutes from their meetings are escalated to the Fire Authority. Members of the Authority sit on these Groups/Committees determined through an exercise whereby they specify preferred interests and skills.

In addition, all meeting minutes, reports, agendas, and register of interest are made available for public scrutiny via the Authority website.

As part of this review we have also benchmarked the governance arrangements in line with other Fire and Rescue Authorities, which have been summarised within Appendix C of this report.

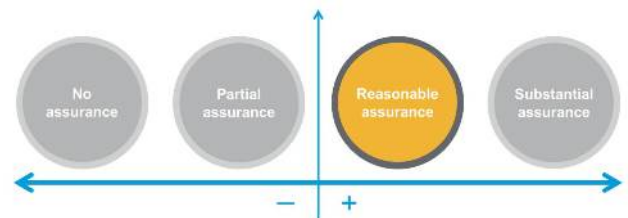
1.2 Conclusion

Our review of the governance arrangements at Bedfordshire Fire and Rescue Authority confirmed that the Authority had a governance framework in place to support its structure and decision-making abilities. However, we were able to identify and agree management actions for the Authority to consider its achievement of value for money. As a result of our review and benchmarking, the FRA structure, meetings, membership, remuneration and knowledge and skills of Members will be considered against the achievement of value for money and whether the current structure is best suited to delivering the objectives of the Authority. Review of the meeting minutes and papers confirmed that the conduct of meetings was in line with the expectations as per the Terms of References.

Benchmarking of the Authority against 14 other Fire Authorities, confirmed that the Authority were broadly in line with the majority of organisations however, the Authority may wish to consider the information noted in Appendix C, should they wish to make any changes to its governance structure.

Internal audit opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls in place to manage this area are suitably designed and consistently applied. However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified areas.



1.3 Key findings

The key findings from this review are as follows:

conduct a thorough, innovative, effective, value for money review of the FRA structure, meetings, make up and number of attendees, frequency of meetings, remuneration packages, knowledge and skills of Members.

Standing Orders and Terms of References

The Authority has in place Standing Orders which were last revised in October 2017 and outline the requirements for the operation of the Authority. The Standing Orders included, but were not limited to; meeting requirements, participation, amendments to motions, public participation and proceedings of its committees.

In addition to the Standing Orders, the committees/groups which supported the Authority had individual Terms of References (ToR) which were subject to an annual review. We confirmed the ToRs clearly outlined the purpose of the group, membership, quorum requirements, frequency of meetings and reporting requirements.

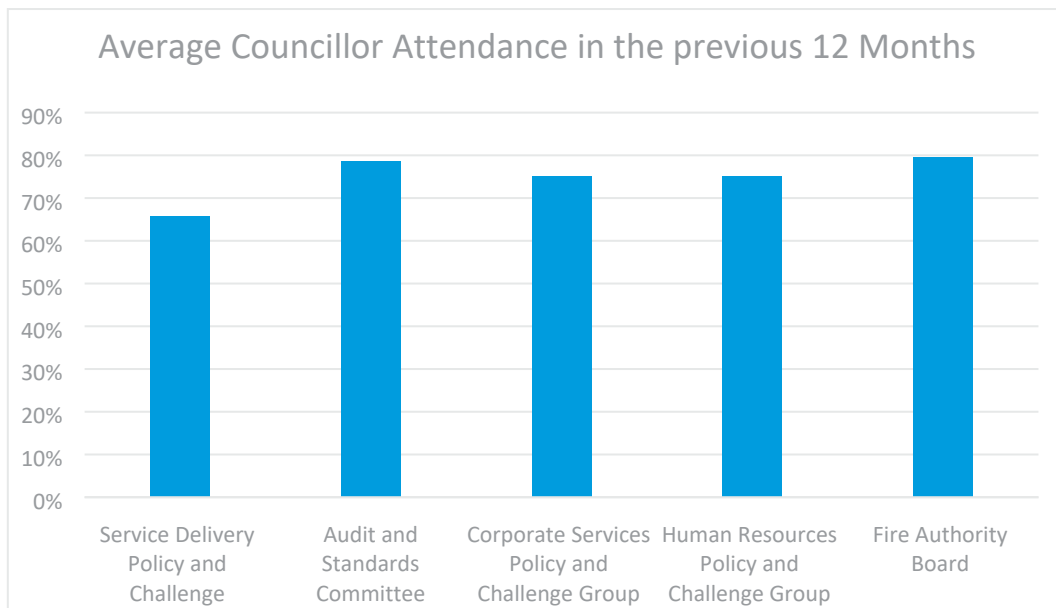
The Conduct of Meetings

The Fire and Rescue Authority (FRA) receive all of the minutes and papers submitted to and discussed by the three Policy and Challenge Groups and by the Audit and Standards Committee.

Our testing of a sample of three meeting minutes (detailed within Appendix B) for all of the groups noted above and confirmed the following:

- The conduct within meetings was in line with the requirements outlined within the Terms of Reference;
- Minutes are taken at each of committees/groups meeting and where decisions are required to be or have been made, this is clearly highlighted within the meeting agenda, papers, and minutes;
- All decisions required and taken by groups are clearly recorded within both the papers, and the meeting minutes;
- Papers for meetings were consistent in their format, detailed and provided sufficient information and indication to where a decision was required;
- Attendance at each meeting is clearly captured within the meeting minutes and apologies are also clearly documented, in one instance of the 15 meetings sampled the quoracy requirement was not met and as a result, no decisions were made within the meeting;
- Every time the FRA or any of its committees meet, the agenda, minutes and papers are uploaded to the Authority's website for transparency purposes; and
- In each of the Authority or any of its committees minutes, the scribe notes down whether the group is at quorum as per the terms of reference. In the instance where the Authority is not at quorum, it must either not go ahead or no decisions can be made on behalf of the group.

The average Councillor attendance at the meetings reviewed above in the last 12 months has been summarised in the graphic below.



Furthermore, during our review, we also identified the following weaknesses that resulted in the agreement of **two medium** priority management actions detailed below.

Alignment of Members to Policy and Challenge Groups

We were unable to evidence the expertise of members and whether they best aligned with the membership of the Policy and Challenge Groups. We identified that the representation of the Policy and Challenge Groups was agreed in an Authority meeting in June 2015.

We reviewed the meeting minutes of the meeting held on 4 June 2015 and confirmed that the membership for the Policy and Challenge Groups had been decided however, we were unable to evidence the alignment of skills and interests of these members to the groups that they had been allocated to.

There is a risk that the members elected to each group are not maximising their skills or developing further their interests. Bedfordshire Fire and Rescue Authority may not therefore be making use of the expertise of its members should skills and interests not be considered on a regular basis in line with the evolving remit of the Groups. **(Medium)**

Formal Requirement for Pre-meeting Briefing Meetings

Through review of the 2018/19 meeting schedule for the FRA, we were able to confirm that there had been over 22 formal meetings arranged for the year across five groups. We were informed by the Services Assurance Manager that the briefing meetings (private meetings before each formal meeting) were held between the Chairs and Principal Officers and that these meetings also required meeting notes to be documented.

Through review of examples of the briefing meeting notes for two meetings (Audit and Standards Committee – 23 March 2018 and Human Resources Policy and Challenge Group – 29 March 2018), we noted that these were notes in relation to matters to be discussed at the main meeting.

We noted that there was no formal requirement to undertake briefing meetings in person as the key purpose is for the Chair to familiarise themselves with the contents of the agenda pack. The Authority should consider the requirement of holding these meetings in person and requiring documented meeting notes from a value for money perspective.

During discussions with the Chair and Chief Officer, we agreed that the amount of resource required to facilitate each pre-meeting needs to be considered given that there are over 22 briefing meetings currently scheduled within the 2018/19 meeting scheduled and each meeting requires a significant amount of administration including the preparation of papers, meeting facilities and also documenting of meeting notes. We have therefore agreed that the formality of these meetings is considered from a value for money perspective. **(Medium)**

In addition, we have also agreed **four low** priority management actions, which are detailed in section two of this report.

1.4 Additional information to support our conclusion

The following table highlights the number and categories of management actions made. The detailed findings section lists the specific actions agreed with management to implement.

Area	Control design not effective*		Non-Compliance with controls*		Agreed actions**		
					Low	Medium	High
Governance	1	(6)	3	(6)	4	2	0
Total					4	2	0

* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

** Three management actions have been agreed under one control which has not been complied with.

1.5 Additional feedback

In addition to the findings noted below, we have completed benchmarking using data available in the public domain for 14 Fire Authorities which have identified the following:

- Number of members within the Fire Authority;
- Number of meetings scheduled per year for each Fire Authority;
- Number of committees/groups of the Fire Authority;
- Number of members for the committees/groups of the Fire Authority;
- Number of meetings for the committees/groups of the Fire Authority; and
- Fire Authority members remuneration.

The FRA may wish to consider the findings of the benchmarking activity to support any changes which the FRA intend to make. The findings are available in Appendix C of this report.

2 DETAILED FINDINGS

Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible regulatory scrutiny/reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, regulatory scrutiny, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

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Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
1.1	<p>A number of governance groups are in place including the Bedfordshire Fire and Rescue Authority (The Authority), Audit and Standards Committee and three Policy and Challenge Groups which have delegated responsibilities from the Audit & Standards Committee and report into the Authority.</p> <p>Each subcommittee of the Authority has its own Terms of Reference document which defines the following:</p>	Yes	No	<p>Governance Structure</p> <p>A pilot methodology had been defined by the HMICFRS which allows them to assess each Fire and Rescue Service.</p> <p>We noted that the three main questions asked by the HMICFRS were:</p> <ol style="list-style-type: none"> 1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks? 2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks? 3. How well does the fire and rescue service look after its people? <p>Through review of the Terms of Reference and last three meeting minutes for the three Policy and Challenge Groups currently in place at</p>	Low	<p>The Authority will review the current governance structure taking into consideration the inspection criteria used by HMICFRS.</p> <p>As part of this the Authority will consider implementing a portfolio based approach.</p>	TBC	TBC

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	<ul style="list-style-type: none"> The membership of the forum; The quorum for the forum; The support for the forum; The frequency of meetings for the forum; and The duties of the forum. <p>Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of Police Forces and Fire and Rescue Services in the public interest.</p> <p>A pilot methodology has been defined by the HMICFRS which allows them to assess each Fire and Rescue Service, giving graded judgments for the three main areas in the inspection methodology of efficiency, effectiveness and people.</p>			<p>Bedfordshire Fire and Rescue Service, we were able to identify that the questions noted above broadly fell under the three groups however, the more detailed questions under each main question was identified to have some overlap between the three groups.</p> <p>There were some questions which were not fully aligned to the groups and therefore, we noted that the Authority could consider more explicit alignment to the questions, the Authority will benefit from this as this is the inspection criteria used by HMICFRS.</p> <p>The core aim of the inspection is to assess the effectiveness and efficiency with which Fire and Rescue Services prevent, protect the public from and respond to fires and other emergencies and also assess how well FRSs look after the people who work for services.</p> <p>This could lead to improved efficiencies for the Fire and Rescue Service and ensures that all key areas are assessed, managed and monitored by the Policy and Challenge Group structure.</p>				
1.2	The Authority has a number of groups in place	Yes	No	<p>Meeting Schedule 2018/19</p> <p>We obtained the meetings schedule for the</p>	Medium	The Authority will conduct a thorough self-	TBC	TBC

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	<p>which meet throughout the year including the Fire Authority, Audit and Standards Committee and three Policy and Challenge Groups which have delegated responsibilities from the Audit & Standards Committee and report in to the Fire Authority.</p> <p>The Authority have in place a meeting schedule which identifies the meetings and paper deadlines for the groups noted above. Each meeting requires the following:</p> <ul style="list-style-type: none"> • Call for Papers; • Paper Deadline Date; • Publishing Date; • Briefing Date (a meeting before the meeting); and Meeting Date. 			<p>Bedfordshire Fire and Rescue Service and identified that there were 22 meetings noted on the schedule between 24 May 2018 and 28 March 2019.</p> <p>In addition to these meetings there are executive meetings which can be arranged on an ad-hoc basis to discuss matters where an Authority meeting is not to take place in reasonable timescales. Each Policy and Challenge Group are required to meet a minimum of four times per year.</p> <p>Briefing Meetings</p> <p>We noted that this was a large number of meetings with each of the 22 meetings having a briefing meeting which acted as a pre-meet. This meant that there were over 44 meetings being undertaken across the five groups/committees. In most instances the briefing meetings were held between three and nine days in advance of the meetings.</p> <p>We were informed by the Services Assurance Manager that the briefing meetings (private meetings before the formal meetings) were held between the Chairs and Principal Officers and that these meeting also required meeting notes to be documented but were not published.</p> <p>Through review of examples of the meeting notes for two briefing meetings (Audit and Standards Committee – 23 March 2018 and Human Resources Policy and Challenge Group – 29 March 2018), we noted that these were simple notes made to prompt discussions and these would add no value to an audit trail</p>		<p>effectiveness review which will consider innovation, effectiveness, and value for money of the FRA structure.</p> <p>This will include make up and number of attendees, frequency of meetings, remuneration packages, and the knowledge and skills of Members.</p> <p>The Authority, in line with best practice, will review the requirement for formal briefing meetings to take place given the resourcing required for preparation of papers and the number of attendees. Where briefing meetings are conducted, there will be no formal requirement to document notes. In line with other organisations, the Authority will consider the circumstances under which a briefing is required which may involve a pre meeting call with the relevant Chair.</p> <p>The Authority will review the schedule of Authority meetings to consider if the meetings can be moved to different</p>		
					Low			
					Low			

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				<p>however, required an additional member of staff to attend the briefing meeting to document notes.</p> <p>Furthermore, we noted that these meetings were taking place in person at the Headquarters.</p> <p>Given that these meetings are briefing meetings, there is no formal requirement to undertake these in person as the purpose is for the Chair to familiarise themselves with the contents of the agenda pack.</p> <p>There is an increased risk that if these meetings are not kept informal and matters are not discussed by exception, particularly for the Policy and Challenge Groups, the Service risk the repetition and duplication of discussions.</p> <p>During discussions with the Chair and Chief Officer, we agreed that the amount of resource required to facilitate each briefing needs to be considered given that there are over 22 briefing meetings currently scheduled within the 2018/19 meeting scheduled and each meeting requires a significant amount of administration including the preparation of papers, meeting facilities and also documenting of meeting notes.</p> <p>We have therefore suggested that the formality and requirement for these meetings to be held is considered from a value for money perspective.</p> <p>Location of Meetings</p> <p>Through review of meeting minutes of the Authority, we identified that all meetings were</p>		locations across the estate over a two year cycle ensuring visibility of Principal Officer's, Senior Managers and Authority Members.		

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
				<p>being held at the Headquarters, except for the Fire Authority meetings which are held at Dunstable Fire Station. Discussions with the Chair of the FRA and Monitoring Officer identified that the Members of the Authority are also required to be visible across the stations.</p> <p>In order to maximise the visibility of the Authority Members, the organisation has agreed to consider holding meetings at various locations. This could be seen to increase the efficiency and effectiveness of the Authority's Members as they are already required to visit stations which would in turn improve the visibility across the team at Bedfordshire Fire and Rescue Service.</p> <p>There is a risk that the local staff, public and other attendees are not gaining access to the Members of the FRA as meetings are not being held across all of the different locations.</p>				
1.3	<p>The Authority has a Standing Orders document which outlines and provides guidance for the operation of the Authority Governance.</p> <p>The Standing Orders include, but are not limited to:</p> <ul style="list-style-type: none"> The Authority's meeting requirements (i.e. frequency and Quorum); The Authority's 	No	N/A	<p>Authority Members Skills and Expertise</p> <p>We were unable to evidence the expertise of members and whether they best aligned with the membership of the Policy and Challenge Groups.</p> <p>Through discussions with the Chief Fire Officer, we were able to identify that a register of Personal Interests and Skills had been developed in 2015 however, were unable to trace when this had been last considered.</p> <p>The Authority should look at how the Local Authorities consider their selection processes for nomination to the Fire Authority and if</p>	Medium	<p>The Authority will conduct a review of the knowledge and skills held by its members.</p> <p>This will support the Authority with the re-alignment of the governance structure where it will consider the option of a portfolio-based approach to ensure appropriate skills and expertise can be developed.</p>	TBC	TBC

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	<p>meeting participation (with reference to both members and public);</p> <ul style="list-style-type: none"> • Motions and amendments to motions; and • Meetings and proceedings of the Authority's committees. <p>The Standing Orders do not identify how members of the Policy and Challenge Groups are selected and any requirements or minimum skill sets or interests for these members.</p>			<p>knowledge/skills are taken into consideration.</p> <p>If Members personal interests and skills are not considered on a regular basis, the effectiveness of the Authority and its committees/groups may be limited due to the absence of interest or skills consideration.</p> <p>We were informed by the Service Assurance Manager that there was a meeting held in June 2015 where the representation of the Policy and Challenge Groups was agreed. We reviewed the meeting minutes of the meeting held on 4 June 2015 and confirmed that the membership for the Policy and Challenge Groups had been decided.</p> <p>We were however, unable to align the skills and interests of these members to the groups that they had been allocated to.</p> <p>There is a risk that the members elected to each group are not maximising their skills or developing further their interests and Authority may not be making use of the expertise of its members should skills and interests not be considered on a regular basis in line with the evolving remit of the Groups.</p>				
1.4	<p>At the start of each meeting of the Authority or any of its committees/groups, attendees will be given the opportunity to declare any conflicts of interest they may have.</p> <p>If conflicts of interest are</p>	Yes	No	<p>Meeting Attendance and Conflicts of Interest</p> <p>Through review of the previous three meeting minutes for the Authority, Audit and Standards Committee and each of three Policy and Challenge Groups, we found that at the start of each meeting there was a standing item giving all attendees the opportunity to declare any</p>	Low	<p>When conflicts of interests are declared, the meeting will discuss whether any subsequent actions need to be taken.</p> <p>The outcome of this discussion will be documented within the minutes even if no actions</p>	TBC	TBC

Ref	Control	Adequate control design (yes/no)	Controls complied with (yes/no)	Audit findings and implications	Priority	Action for management	Implementation date	Responsible owner
	<p>declared, the group will discuss whether any action is needed to be taken to manage the conflicting interests before moving on to the following agenda items.</p> <p>All of the groups have a standing agenda item on the Declarations of Disclosable Pecuniary and Other Interests.</p>			<p>conflicts of interest.</p> <p>Of the 15 sets of meeting minutes reviewed, we found two instances of where conflicts of interest were declared for the same item; Audit & Standards Committee on 6 December 2017 and subsequently the Authority on 8 February 2018.</p> <p>We noted in this instance a Councillor had disclosed a local interest in the Statement of Assurance (Minute 17-18/AS/036 refers) as a trustee of Hazard Alley, a safety centre located in Milton Keynes.</p> <p>Through review of the meeting minutes for 6 December 2018, we were able to confirm that discussion was held around the matter noted above (Hazard Alley). However, we noted that it was not clear as to whether the discussions regarding the conflict and how this was going to be managed had taken place and that the Authority/Audit & Standards Committee had come to an agreement with the procedure to follow for this instance.</p> <p>Through review of the declaration of interest documented within the minutes, we were unable to evidence that the committee had considered what actions should be taken, if any, to mitigate risks that may occur due to the conflicts of interest.</p> <p>If adequate steps are not discussed and taken to manage any conflicts of interest, there is a risk that decisions may be inappropriately influenced and thus not be in the best interest of the authority.</p>		are taken.		

APPENDIX A: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following areas:

Objectives of the area under review

To provide assurance over the governance arrangements in place within the Authority.

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

This audit will seek to provide assurance that a robust governance framework has been established and embedded throughout the organisation which is in line with best practice.

The main purpose will be to review the committee structure for the FRA and Audit & Standards Committee to consider:

- Number of meetings and timing of meetings. This will also consider the appropriateness and benefits of the briefing meetings.
- Quality and quantity of the information provided.
- Whether the terms of reference are in line with others

As well as:

- Type of meeting – committee or group
- Number and size of attendees to all meetings

As part of this review we will also benchmark the arrangements in line with other Fire and Rescue Authorities and best practice.

In addition, for the FRA, Audit & Standards Committee and the three Policy and Challenge Groups we will also review whether:

- There is a clear governance structure in place which documents reporting lines and is clearly understood
- There are terms of reference in place for each committee which clearly sets out the remit of the committee including under which circumstances decisions can be made and where decisions must be escalated up the Authority's documented governance structure.
- This includes a quoracy requirement which clearly sets out which/how many members must be present.
- Papers and their cover sheets clearly indicate where a decision is to be made.
- At the beginning of each meeting, there is an opportunity for the members to raise conflicts of interest. Following this, the quoracy requirement is confirmed and appropriate actions are taken if it has been breached.
- The meeting minutes clearly document the decisions made and any further actions that need to be taken.

Limitations to the scope of the audit assignment:

- We will not confirm that the delegations to make decisions are appropriate.
- We will not confirm that the correct decisions have been made

- It remains the responsibility of the Authority and senior management to agree and manage information needs and to determine what works most effectively for the organisation;
- All testing will be compliance-based sample testing only; and
- Our work will not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

APPENDIX B: FURTHER INFORMATION

Committee or Group	Meeting Minutes Reviewed
Fire and Rescue Authority	14 December 2017
	8 February 2018
	26 April 2018
Audit and Standards Committee	28 September 2017
	6 December 2017
	28 March 2018
Corporate Services Policy and Challenge Group	13 September 2017
	29 November 2017
	12 March 2018
Service Delivery Policy and Challenge Group	14 September 2017
	30 November 2017
	15 March 2018
Human Resources Policy and Challenge Group	14 December 2017
	8 February 2018
	26 April 2018

Persons interviewed during the audit:

Paul Fuller, Chief Fire Officer

Cllr Paul Downing, FRA Chair

John Atkinson, Secretary/Monitoring Officer

Karen Daniels, Service Assurance Manager

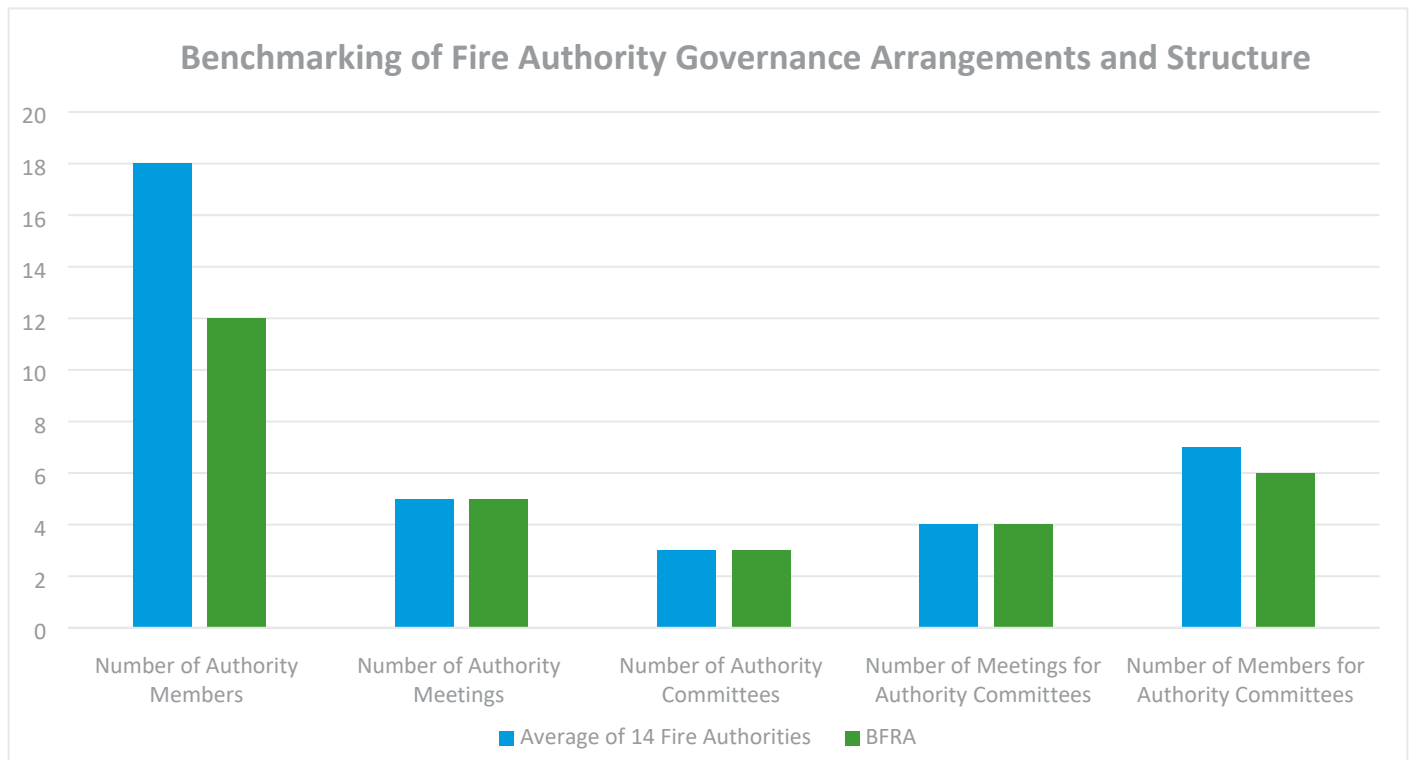
Nicky Upton, Democratic and Regulatory Services Supervisor

APPENDIX C: BENCHMARKING

In addition to the findings noted above, we have completed benchmarking using data available in the public domain for 14 Fire Authorities which have identified the following:

- Number of members and meetings of the Fire Authority;
- Number of Committees of the Fire Authority;
- Number of members and meetings for the Committees of the Fire Authority; and
- Fire Authority members remuneration.

Bedfordshire Fire and Rescue Authority (BFRA) may wish to consider the findings of the benchmarking activity to support any changes which the FRA intend to make. The findings have been summarised below.



Number of Authority Members

- BFRA have a slightly smaller number of Authority Members against the average however, the benchmarked Authorities included the smallest Authority with a total of 10 members and the largest a total of 25 members.

Number of Authority Meetings

- The Average number of Authority meetings for BFRA was in line with the benchmarked Authorities which included the lowest number of meetings as four and the largest as eight.

Number of Authority Committees

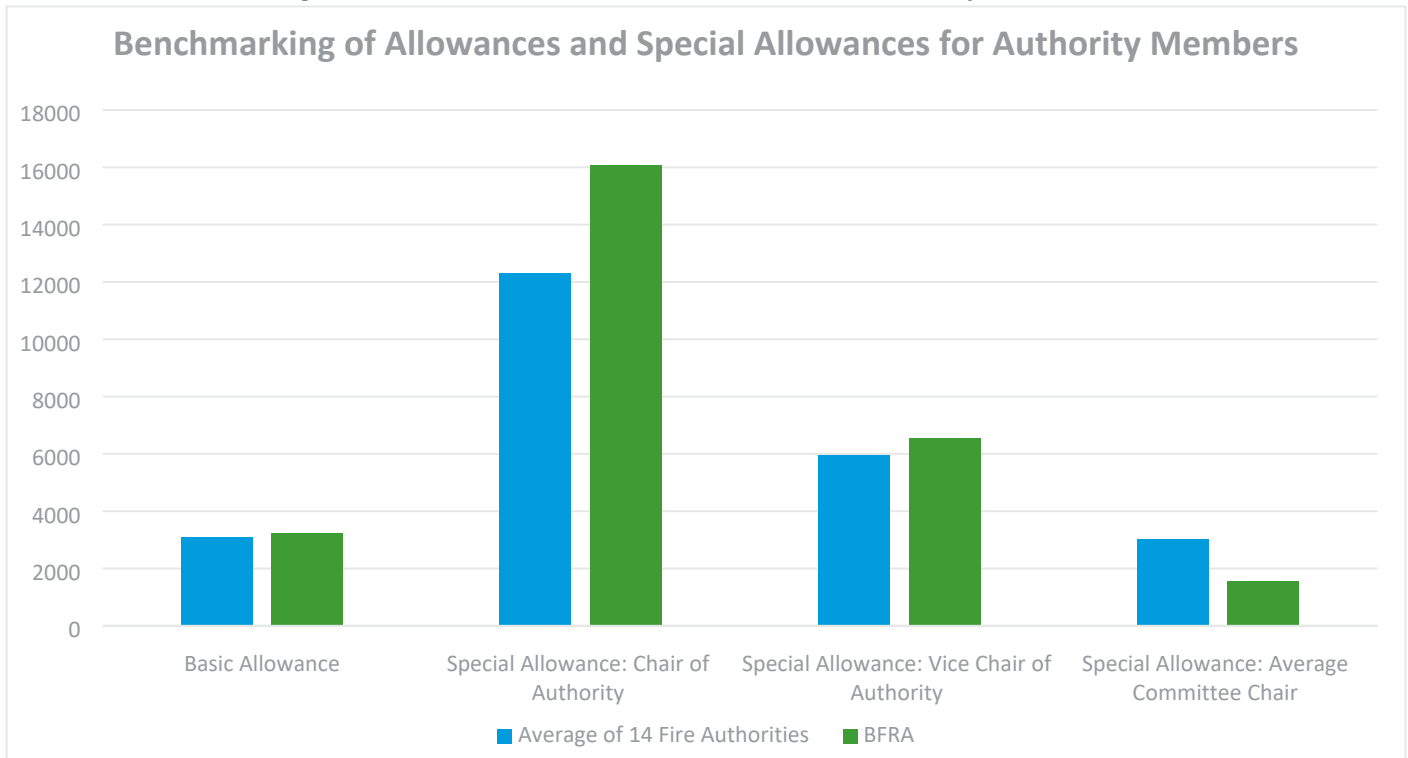
- The average number of supporting committees was 2.47 however, this has been rounded up to three. We do however note the following:
 - We have only used information published online.
 - Where we were unable to obtain meeting schedules or minutes, we have used the number of meetings noted within the Terms of References.
 - Where a committee have not met (newly established), we have excluded this from our benchmarking.
 - This data does not include Audit Committees or Pensions Boards.

Number of Meetings for Authority Committees

- The average number of meetings across the Authority’s Committees was found to be in line with the 14 other Authorities benchmarked against however, we noted this included 1 Authority where there were no direct committees of the Authority and a further instance which was excluded as meetings were only arranged as and when required.

Number of Members for Authority Committees

- This is the average number of members within committees of the Authority.



The above graphic summarises the differences of the Authority Members special allowances and basic allowance.

Basic Allowances

- This activity outlined that the Authority was broadly in line with the 14 other Authorities for the basic allowance.

Special Allowance: Chair of Authority

- We noted that the Chair of the Authority was remunerated above the average however, we noted that there were two Authority Chairs whose special allowance exceeded £18,900.

Special Allowances: Vice Chair and Average Authority Committee Chairs

- The Vice Chair and Average Authority Committee Chairs were paid above the average.
- The Chairs of Authority Committees were paid an average of £3000 across the 14 Authorities however, we noted that some of these were decision making groups and the responsibilities of the Chairs within these may have significantly differed.

The roles, responsibilities and size of Authorities, coverage and location vary significantly, which could impact the remuneration received by the Chairs, Vice Chairs and Authority Committee Chairs.

FOR FURTHER INFORMATION CONTACT

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For Publication

Bedfordshire Fire and Rescue Authority
13 December 2018
Item No. 10

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: MEMBERS' ALLOWANCES SCHEME 2019/20

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

Background Papers: None

Implications

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

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

PURPOSE:

To review the Members' Allowances Scheme for 2019/20.

RECOMMENDATIONS:

1. That the Members' Allowances Scheme be updated from 1 April 2019 in accordance with the proposals set out in the report and included as part of consideration of the Budget for 2019/20 but subject to any implications of the Governance review.
-

1. Introduction

- 1.1 The Fire Authority's Members' Allowances Scheme (the Scheme) was introduced on 1 January 2004. The Fire Authority (FRA) reviews the Scheme annually.
- 1.2 The Scheme was fully reviewed by Members at their meeting on 9 February 2007, when it was agreed that in future Member allowances would be based on a daily rate of mean weekly earnings advised by the Local Government Association (LGA) multiplied by an assessment of days required to perform each Member's tasks.
- 1.3 At its meeting on 11 December 2013, the FRA agreed that in the absence of LGA Member rates information, the Local Annual Government Pay Settlement would be applied to Members' allowances effective from April 2013 and each year since then the allowances have been updated in the same way.
- 1.4 At its meeting on 15 December 2016, the Fire Authority reviewed and amended the Special Responsibility Allowances.

2. Current Scheme – Summary

- 2.1 The current Scheme is detailed in the Members' Handbook and included on the Authority's website.
- 2.2 The following assessment of days applies to each Member's tasks:

2.2.1 *All Members Allowance:*

In addition to the agendas, reports and attendance relating to scheduled meetings of the Fire Authority (FRA), Members are required to attend budget workshops, station visits, training and official functions.

All Members (12)	20 days
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2.2.2 *Special Responsibility Allowances (SRAs):*

In addition to the duties of a basic Member, Members in receipt of SRAs are required to Chair Policy and Challenge Group meetings and attend Regional meetings, LGA meetings, Audit meetings etc, together with ad-hoc Appointment Panels etc, and consult on decision making between meetings of the FRA.

The Chair of the Audit and Standards Committee is to act as a substitute Member with regard to ad hoc Appointment Panels, etc, and consultation on decision making between meetings of the FRA.

FRA Chair	100 days
FRA Vice Chair	50 days
FRA Executive Member (3)	11 days
Chair of Audit and Standards Committee	6 days

Standards Provision

- 3.1 Since 1 July 2012, the Audit and Standards Committee has been responsible for ethical standards.
- 3.2 The FRA is required to appoint at least one independent person who must be consulted when the FRA investigates complaints made against its members.
- 3.3 In September 2016 the FRA appointed two independent persons jointly with Bedford Borough Council. Each Independent Person receives a nominal annual retainer of £300 and a flat payment of £50 for each case the independent person handles. The cost of the retainers are shared with Bedford, but the case fees are met by the relevant authority.

4. Updating the Scheme for 2019/20

- 4.1 As outlined in paragraph 1.3, it has been the FRAs policy in recent years to increase allowances in line with the Local Government Pay Settlement.
- 4.2 At the time of writing this report, there have been no announcements about the Annual Local Government Pay Settlement for 2019. However, it is proposed that Members allowances will be updated in accordance with the Annual Local Government Pay Settlement once this has been announced.
- 4.3 The 2019/20 Members Allowance will be paid from 1 June 2019 to 31 May 2020 with Special Responsibility Allowances being paid from the date of the June 2019 Annual General Meeting.
- 4.4 Members are also requested to agree that subsistence and carers' allowances remain unchanged, and that the mileage rate payable to Members continues to be the same rate that is payable to employees covered by the National Joint Council for Local Government Services.

5. Legal Implications

- 5.1 The payment of allowances to Members of the FRA is governed by The Local Authorities (Members Allowances) (England) Regulations 2003 and the FRA's Scheme of Allowances complies with those regulations.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

For Publication

Bedfordshire Fire and Rescue Authority
13 December 2018
Item No. 11

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 84 5112

Background Papers: Blue Light Collaboration Updates

Implications (tick ✓):

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

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

PURPOSE

The purpose of this report is to inform the Fire and Rescue Authority (FRA) of the current status of 'Blue Light' collaboration workstreams.

RECOMMENDATION

That the FRA acknowledges the content of the report.

1. Background

- 1.1 The Policing and Crime Act 2017 provides a mandate for Blue Light services to achieve closer working, collaboration and integration where appropriate in the interests of greater transparency, efficiency gains and provide improved value to the community. This report provides an update on the workstreams currently in progress and being delivered jointly and primarily between Bedfordshire Fire and Rescue Service (BFRS) and Bedfordshire Police (BP) East of England Ambulance Service NHS Trust (EEAST) is also a partner in one of the operational initiatives and in estate co-location.
- 1.2 The Project is managed through a Programme Board which benefits from joint Chair arrangements between the Deputy Chief Fire Officer and Deputy Chief Constable and delivery is supported locally by the Partnership Development Manager.
- 1.3 As reported in the previous update to FRA, the management of Blue Light Collaboration work has transitioned from a Project Board to being a Programme Board overseeing a range of individual Projects.

2. Programme Management

- 2.1 The Programme Management Group continues to meet and is chaired jointly by DCFO Andrew Hopkinson and DCC Garry Forsyth. The meetings alternate between respective Headquarters and take place at two month intervals. The host organisation chairs the meeting.

- 2.2 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. The outcomes identified by the RSM audit have all been completed.
- 2.3 The work of the Programme Board is now supported by the establishment of a sub-ordinate “Blue Light Collaboration Delivery Group” (note this was reported previously as Tactical Delivery Group) which met for the first time on 9 November 2018. All projects and workstreams will be managed by this group who will report to the Board. Each workstream will have a lead person attributed to it for regular reporting.

3 Estates

3.1 Joint Headquarters:

3.2 The DCFO and Head of Finance and Treasurer met with the DCC and Assistant Chief Officer from Bedfordshire Police on 9 November to discuss and review the current position and ambition, from both Police and Fire perspectives, for the joint headquarters collaboration project and how best to move it forward.

3.3 Both parties re-affirmed their commitment to working towards co-locating the functions based at our respective HQ sites.

3.4 To move the project forward, it was agreed to establish a specific joint project team, reporting into the Blue Light Collaboration Strategic Board. It was agreed in principle to appoint a dedicated project manager on an initial 6 month fixed term contract. A key priority will be to revisit and finalise user requirements/specifications, drawing on the knowledge and experience of relevant stakeholders from each organisation.

3.5 A 1 day workshop to be established, ideally before the next Blue Light CSB, to bring the key stakeholders, brief on requirements and use the time to review requirements and specifications.

3.6 Co-Location Sites with activity since last FRA:

- Bedford Community Fire Station continues to operate with six Police staff based there and the shared office operating as a ‘drop-in’ for members of other community policing teams. An evaluation has been completed in October by Police which will be shared at next Collaboration Strategic Board in January.

- Leighton Buzzard Community Fire Station is fully operational with the scheme of works to increase the number of female toilet units and shower facilities on site is in progress.

4. **Response**

4.1 **Effecting Entry:**

- The current arrangements for BFRS being mobilised to effect an entry to premises where Medical emergencies are reported been evaluated and we will continue to support this initiative with BP and EEAST.

4.2 **Co-Responding:**

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

4.3 **What3Words**

- BFRS is currently working with Police and a commercial provider to explore use of a new Mobile Geo-Application which provides pinpoint accuracy to 3m x 3m. Police are going live with this in December and BFRS Control is examining the process and how it relates to current work in progress with technical equipment.

5. **Operations**

5.1 **Vulnerable People:**

- BFRS is working in Partnership with Police and operating the 'Herbert Protocol' and generating two way referrals.
- Work is in progress to enable an application to join the scheme to be completed and accessed on the Service website
- A three-way data-share agreement is in development between partners.

5.2 **Drone (UAV):**

- Training was completed in November but, nationally, this model of drone was grounded due to a technical problem with batteries which is being addressed under warranty by manufacturer.

- Police are leading on work to establish a Regional Fire/Police Memorandum of Understanding to provide joint regional support and interoperability.

5.3 **Fire Service Control:**

- Local inter-control room processes have been agreed which will offer improved communications when serious incidents occur.
- Police are now routinely emailing all Control staff with details of any incidents which could impact upon BFRS mobilisation and passage.

5.4 **Red Routes**

- Following incidents, BFRS is now returning to station through known areas of high Burglary risk and logging the journey. The data is collected on a monthly basis and sent to Police analysts. Each month, the analysts provide us with the post codes they want us to use the following month. At 6 months Police will evaluate the trial and form a view if it is effective in reducing crime.

5.5 **Motorcycle Deployment and Training:**

- A scoping exercise has commenced to explore opportunities for training Blood Bike Charity motorcyclists to help them expand their network. We are also considering the implications of providing response in that network.
- We now have permission from College of Policing to train Police motorcyclists for response under Blue Lights.

5.6. **Response Driver training (cars)**

- There is a scoping exercise in progress to identify ways in which BFRS could provide response driver training to Police to alleviate their lack of capacity and backlog. This would necessarily require a financial commitment from Police to aid additional recruitment and for BFRS to recover costs of training time.
- There is a possibility of using income from motorcycle training to pump-prime this arrangement.

6. **Support Services**

6.1. **Communications and Engagement/P.R.**

- Work will commence in January to explore the potential extent and options for collaboration between BFRS and Police Communications departments.

7. Further updates will be presented to future meetings of the FRA.

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

For Publication

Bedfordshire Fire and Rescue Authority
13 December 2018
Item No. 13

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: COMMUNITY RISK MANAGEMENT PLAN 2019-2023

For further information on this Report contact: Deputy Chief Fire Officer Andrew Hopkinson
Tel No: 01234 84 5112

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 advise members on progress in developing the next Community Risk Management Plan (CRMP) covering the four year period 2019-2023.

The report also seeks Members' views on proposals to revise the existing vision, objectives and priorities to improve alignment with the new fire inspection framework.

RECOMMENDATION

Members are requested to:

1. Consider the report and approach to developing the CRMP;
2. Agree the approach to consultation and associated timetable to enable final approval of our CRMP at the FRA meeting on 28 March 2019.

1. Background

- 1.1. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework. The current Fire and Rescue National Framework for England, published in May 2018, sets out the government's priorities and expectations for Fire and Rescue Authorities (FRA) in England.
- 1.2. The National Framework requires FRAs to publish an Integrated Risk Management Plan (IRMP), reflecting up to date risk information and covering at least a 3 year period. Each plan must:
 - reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;

- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat; cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

- 1.3. To comply with this requirement, this Authority produces a Community Risk Management Plan, covering a 4 year period that incorporates the Authority's IRMP.
- 1.4. The current CRMP covers the period 2015-2019 and is therefore due for review.

2. Progress in developing the CRMP for 2019-20

Community Risk Analysis

- 2.1. To fulfil the National Framework requirement for Authorities to '*identify and assess the full range of foreseeable fire and rescue related risks their areas face*' and directly inform the development of the next CRMP, the Head of Prevention & Protection was commissioned in the late summer to produce a comprehensive Community Risk Analysis (CRA).
- 2.2. The outputs from the CRA will assist us to target our fire safety, prevention and protection resources on those individuals or households who are at greatest risk from fire in the home; those most likely to engage in arson or deliberate fire setting; and on those non-domestic premises where the life safety risk is greatest.

- 2.3. In addition, the Corporate Management Team (CMT) meet twice yearly to review and update our Strategic Assessment that identifies the strategic issues facing the Service both in the short and longer term and to ensure that the Service is best positioned to continue to achieve its strategic objectives and priorities.
- 2.4. The Strategic Assessment is scheduled to be updated at the next CMT meeting on 10 December and will include an update on the emerging findings from the CRA.

Review of our Vision, Objectives & Priorities

- 2.5. Members will be aware of the current Service Vision, Objectives & Priorities as set out in Appendix A.
- 2.6. The introduction of the fire inspection framework by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has given cause to review the structure of our strategic plans, including the current Vision, Objectives & Priorities to enable improved alignment with the three themes of Effectiveness, Efficiency & People. This would assist future inspections in following the thread from strategy through implementation into outputs and outcomes.
- 2.7. Following discussion at CMT level, it is proposed to amend our vision, objectives and priorities to reflect the table overleaf:

Our Purpose: Making Bedfordshire Safer		
Our Vision: To be an <u>outstanding</u> fire and rescue service		
Our Objectives	Our CRMP Priorities	HMICFRS Theme
PREVENTING fires & other emergencies from happening;	<ul style="list-style-type: none"> a. Reducing the number & impact of both accidental & deliberate fires within our diverse communities b. Improving our understanding of community risk through better & more innovative engagement with our diverse & hard to reach communities c. Helping reduce the number of people killed or seriously injured on our roads & our waterways d. Working with partners to support the wider public health agenda 	Effectiveness
PROTECTING people & property when fires happen;	<ul style="list-style-type: none"> a. Focus our resources on engaging & educating local businesses to reduce the risk of fire & comply with fire safety legislation b. Through inspection & audit, continue to reduce the risk from fire in buildings to both the public and firefighters 	Effectiveness
RESPONDING to fires & other emergencies promptly & effectively;	<ul style="list-style-type: none"> a. Ensure we provide an effective & timely response to fires & other emergencies at all times b. Work with LRF partners to effectively plan & prepare for local & national emergencies c. Work with partners to broaden our response role & capabilities d. Ensure our response resources & crewing arrangements are aligned to current & future risks 	Effectiveness
VALUING our people as we work together to make Bedfordshire safer;	<ul style="list-style-type: none"> a. Be an employer of choice, recruiting, retaining & developing a highly skilled & diverse workforce b. Ensure our people understand our strategic direction & their role in achieving it c. Embed a learning culture where all staff have a voice & uphold our service values d. Provide a safe, fair & healthy working environment with low absences, accidents & injuries e. Develop our managers to value, lead, motivate, develop & empower their staff to be the best they can be 	People
UTILISING our assets & resources efficiently & effectively.	<ul style="list-style-type: none"> a. Ensure we deliver a balanced sustainable budget that provides value for money, aligns our resources to risk & supports the delivery of our strategic plan b. Improve our capability to analyse community risk & how well we are using our assets & resources to Make Bedfordshire Safer. c. Be innovative in developing & delivering on our Efficiency Plan whilst maintaining a prudent level & utilisation of our financial reserves 	Efficiency

- 2.8. The proposal to change the adjective within the Service Vision from 'Excellent' to 'Outstanding' is based upon 'outstanding' being the highest of the four gradings within the HMICFRS Inspection Framework, allowing an easier means of measuring what an 'outstanding' fire and rescue service actually means.
- 2.9. The CRMP priorities will be underpinned by a further subset entitled 'Our Approach' setting out specific actions and/or approaches we will adopt during the life of the CRMP to deliver on our objectives and priorities.

3. CRMP Structure

3.1. The structure of the CRMP document will be as follows:

- Welcome & Foreword
 - Chair & CFO Intro
 - Plan Structure
- Our County & Communities
 - Details of History, Population, Demographics, Infrastructure, Risks & Future Growth
- Who We Are & What We Do
 - Fire Authority & Governance
 - Workforce & Resources Map
 - Our Values
 - Our Purpose
 - Our Vision, Priorities & Objectives
- Integrated Risk Management Planning
 - Legal Framework
 - Risk & Corporate Planning
 - How we analyse & manage risk
 - National & Regional Risks
 - Local Risk Profile highlights

- Community Safety Strategies
 - Preventing
 - Protecting
 - Responding
- Enabling Strategies
 - People
 - Assets & Resources
 - Digital
 - Finance – where the money is spent
- Accountability
 - Governance
 - Managing Performance (Pis & Annual Report)
 - Inspection & Assurance
- Communications & Engagement
 - Contact Details
 - Consultation
 - Other Documents

4. Consultation Approach

4.1. The National Framework requires Authorities to produce an IRMP (CRMP) that:

- *Reflect[s] effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners*

4.2. To fulfil this requirement, it is proposed to commence a public consultation on the content and structure of the 2019-2023 CRMP and the specific annual action plan for 2019/20.

- 4.3. Based upon feedback received from Members at the FRA meeting on 13 December, the outcomes from the CMT Strategic Assessment review at the CMT meeting on 10 December and the findings from the HMICFRS Inspection Report due for publication on 14 December, it is proposed to present the first draft CRMP and consultation question set to Members in advance for their consideration at the Budget Workshop on 17 January 2019.
- 4.4. Subject to approval the consultation timetable will be:
- 21 January 2019 – 18 March 2019 – 8 week Public Consultation
 - 7 Feb 2019 – CRMP update paper to FRA Meeting
 - 28 March 2019 – Consultation responses & final draft CRMP for final approval at FRA Meeting
 - 1 April 2019 – Publication of CRMP 2019/2023
- 4.5. Consultation on this CRMP will consist of a set of web based questions and questionnaires sent to a range of stakeholders & partners.
- 4.6. Internal consultation with staff and representatives bodies will be undertaken through a variety of means including management briefing days, station visits and online survey questionnaires.

5. **Recommendation**

Members are requested to:

1. Consider the report and approach to developing the CRMP;
2. Agree the approach to consultation and associated timetable to enable final approval of our CRMP at the FRA meeting on 28 March 2019.

PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

Our Vision 2018-2022

To provide an excellent Fire and Rescue Service

Our Objectives

- To respond effectively, manage risks and reduce the number of emergency incidents we attend;
- To ensure high standards of corporate governance and continued service improvement;
- To develop our employees and create a safe, fair, equal and caring workplace for all our staff.

Our Priorities

- Make every contact count;
- Keep firefighters safe;
- Deliver effectiveness and improvements.

Our Virtues

National Values

- Service to the community;
- Valuing all our employees;
- Valuing diversity in the Service and the community;
- Valuing improvement.



Bedfordshire
Fire and Rescue Service



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