



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

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

Central Bedfordshire Councillors: R Berry, J Chatterley, P Duckett, D McVicar and I Shingler

Luton Borough Councillors: K Choudhry, D Franks, K Malik and Y Waheed

A meeting of **Fire and Rescue Authority** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Tuesday, 17 December 2019** starting at **1.00 pm**.

John Atkinson
Secretary/Monitoring Officer

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Secretary/ Monitoring Officer	
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).

Item	Subject	Lead	Purpose of Discussion
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 6 November 2019 (Pages 5 - 12)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	2019/20 Revenue Budget and Capital Monitoring Programme	ACO	To consider a report (Pages 13 - 22)
7.	Draft 2020/21 Revenue Budget, Capital Programme and Council Tax	CFO	To consider a report (Pages 23 - 46)
8.	Draft 2020/21 Community Risk Management Plan	DCFO	To consider a report (Pages 47 - 60)
9.	Information Bulletin (July - September)	CFO	To consider a report (Pages 61 - 64)
	Next Meeting		10.00 am on 11 February 2020 at Lecture Theatre, Dunstable Community Fire Station, Brewers Hill Road, Dunstable LU6 1AA

Item

Subject

Lead

Purpose of Discussion

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 6 NOVEMBER 2019

Present: Councillors C Atkins, J Chatterley (Chairman), K Choudhry, D Franks, J Gambold, M Headley, D McVicar, K Malik and Y Waheed

CFO P Fuller, DCFO A Hopkinson, ACO G Chambers, Mr J Atkinson, SOC G Jeffery and Mr R Jones

19-20/FRA/49 Apologies

Apologies for absence were received from Councillors Berry, Duckett and Shingler.

Apologies for lateness were received from Councillors Atkins and Franks.

19-20/FRA/50 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

19-20/FRA/51 Communications

Messages from the Chair

The Chair thanked Members who attended the recent Member Development Day held on 29 October 2019. He reminded Members that a Members Budget Workshop was being held on 27 November 2019.

The Chair thanked the Assistant Chief Officer and Treasurer for providing detailed answers to questions asked by Members at the previous meeting of the Authority on 7 October 2019.

Members were reminded that station visits were being held at Stopsley (12 November) and Shefford (19 November) Community Fire Stations.

The “passing out” ceremony for the new recruits would take place on 4 December 2019. All Members were invited to attend.

Summary Letter from the Inspectorate

The Chair advised that he had circulated a letter from the Inspectorate to all Members for information.

LGA Oversight of Performance

A workshop was being hosted by Hampshire Fire and Rescue Service on national performance data and benchmarking on 26 November 2019. The Chair and Councillor Berry would be attending the workshop with an Officer from the Service.

Combined Fire Authorities Conference

The Combined Fire Authorities Conference presentations had been circulated to Members of the Authority electronically for information.

Excellence in Fire Service Awards

The Chief Fire Officer reported that Bedfordshire Fire and Rescue Service had been shortlisted in two categories: resilience and learning from major incidents and emergency services collaboration. One of the Service's employees had also been shortlisted in the category most influential LGBT+ individual in Fire.

Asian Fire Service Association Conference

Three Members of the Authority would be attending the Asian Fire Service Association Conference on 28-29 November 2019.

Grenfell Inquiry Phase 1

The report on first phase of the Grenfell Inquiry had recently been published. This phase focused largely on the events on the night of the incident and the response of the London Fire Brigade.

The Chief Fire Officer provided an update on the situation in relation to high-rise buildings in Bedfordshire. The Service was very proactive in inspecting and monitoring the high-rise buildings in the County, both pre and post Grenfell. There were 116 high-rise buildings in Bedfordshire, none of which had ACM cladding. All of these had been inspected by a Fire Safety Officer. Three had potentially combustible cladding and these were currently under investigation, with the Service working closely with the relevant local authorities.

The Service had a strong working relationship with the social housing providers operating in the County and the overall standard of premises was high.

Post Grenfell, the Service had reviewed all its procedures and its operational response to incidents in high-rise buildings, increasing the resource made available to such incidents. Revised guidance on evacuation from high rise premises procedures had been issued in 2018. This reinforced the Service's "stay put" policy but emphasised that this must be kept under review by the Incident Commander. Leaflets had also been circulated to landlords and residents of high rise premises explaining the "stay put" policy.

All operational personnel received high-rise training on an annual basis and this was reinforced by access to a module on LearnPro.

It was noted that the next phase would focus on the building materials and the view was expressed that this phase of the report would be more critical.

Incident at Twinwoods Business Park

The Chief Fire Officer reported on the large fire at Twinwoods Business Park on 1 November 2019. This had been successfully contained with no significant issues arising for members of the public or firefighters.

A more detailed incident report would be submitted to a future meeting of the Authority.

19-20/FRA/52 Minutes

RESOLVED:

That the Minutes of the meeting held on 7 October 2019 be confirmed as a true record.

19-20/FRA/53 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).

19-20/FRA/54 Audit and Standards Committee 15 October 2019

Councillor Headley submitted the Minutes of the meeting of the Audit and Standards Committee held on 15 October 2019. Upon receipt of the external audit report, the Committee had expressed concern and disappointment at the ongoing delay of the audit process caused by resourcing issues experienced by the external auditors, Ernst and Young (EY). Assurances had been sought for the next year's audit process. The EY representative had been able to provide only limited reassurance and further information would be provided to the Committee in due course. The Committee would continue to monitor this situation.

The Authority's accounts had received an unqualified audit opinion and an unqualified value for money opinion.

The Committee had also received the internal audit progress report. The two internal audits submitted, on statutory compliance and operational business continuity, had been issued negative opinions of partial assurance.

In response to a question, the Assistant Chief Officer explained the Service's materiality levels.

RESOLVED:

That the submitted Minutes of the meeting held on 15 October be received.

19-20/FRA/55 HMICFRS Update Report

Strategic Operational Commander Gary Jeffery provided an update on the progress made against the HMICFRS Action Plan. Following the HMICFRS inspection in August 2018, the effectiveness of the Service had been judged as "good" whilst the efficiency and people had been judged as "requires improvement". 23 areas for improvement had been identified and the report set out the actions that had been taken to date against all areas for improvement.

Two of the actions, relating to responding to fires and responding to national risks, had been completed and closed. A further two, relating to making best use of resources and ensuring fairness and promoting diversity, had been progressed through the development of the 2019/20 Community Risk Management Plan. Four additional actions had been completed but were subject to further assurance. The remaining fifteen areas were ongoing.

The Service continued to address these areas for improvement whilst preparing for the next round of inspections. A close working relationship had been maintained with the HMICFRS service liaison lead.

In response to a question as to how the Service could demonstrate that it was effectively targeting vulnerable groups, the Strategic Operational Commander confirmed that the Service had used MOSAIC data to target its Home Fire Safety Checks and Safe and Well Visits for a number of years but had to demonstrate the effectiveness of this. The data was being cascaded down through the Service so that fire crews could target and identify the most vulnerable individuals in their areas.

RESOLVED:

That the progress made against the action plan be acknowledged.

19-20/FRA/56 National Benchmarking Overview

The Deputy Chief Fire Officer gave a presentation on a selection of prevention and protection measures and how the Service was using its risk and performance data to target its activity to support the most vulnerable members of the Bedfordshire community.

The Service used the national Exeter data set to identify vulnerable groups such as the disabled and over 65s. The Service also received referrals from GPs and other health professionals and was focussing on community engagement to further extend its understanding of the vulnerable communities in the County. Information was also obtained from visitors to the station Open Days.

It had been recognised that the Service's staff was its biggest asset and to affect change, staff required better access to data. The Service had been working with the University of Bedfordshire to develop a performance dashboard that was available to all staff. The number of Key Performance Indicators had increased dramatically, from 40 to 240 in Service Delivery.

In relation to the prevention measures, nationally 590,000 Home Fire Safety Checks had been undertaken. The Service had delivered 5195 in 2018/19, 10% by partner organisations trained to do so by the Service. 2599 were visits to elderly residents and 2026 were to MOSAIC high risk groups. These visits were important as Bedfordshire had a high rate of accidental dwelling fires.

Further work on the identification of high risk groups was being undertaken and a report would be submitted to a future meeting of the Authority in this respect.

In relation to protection measures, over 49,327 Fire Safety Audits had been completed in 2018/19 nationally. This was a reduction of 42% from 2010/11, largely as a result of deregulation and self-compliance. Bedfordshire was the third highest performing Service in this area.

Bedfordshire was slightly above the national average in rates of Non-Domestic Fires and work was being undertaken to identify the reasons for this.

The Deputy Chief Fire Officer advised that the Authority would receive the draft Community Risk Management Plan at its next meeting.

RESOLVED:

That the presentation be received.

19-20/FRA/57 Public Sector Equality Duty Report

Mr R Jones, the Service's Diversity Adviser, submitted the Public Sector Equality Duty Report 2018/19 to Members for consideration. This was the seventh annual report and included detailed information on the Service's workforce and the services provided. The Executive

Summary included information on staff demographics and the measures taken by the Service to ensure compliance with the Equality Act 2010 and support staff, including health and fitness provision, access to the Employee Assistance Programme, and a work life balance policy. The Service was required to publish its Public Sector Equality Duty Report by 31 January of each year.

The Service's approach to disability was highlighted in the report. The positive action campaign to attract a more diverse workforce was also detailed in the report.

Training and guidance was provided to staff on an ongoing basis and equality data was used to inform all of the Service's major policy documents including the Strategic Assessment, People Strategy, Community Risk Management Plan and the Community Safety Plan. A golden thread of equality and diversity ran through the Service's policy documents.

The Service had set Equality Objectives for 2016 to 2020 and these had been progressing well.

Members discussed why employees may select "prefer not to say" when self-recording data on religious belief and sexual orientation.

The Service's Diversity Adviser reported that the Service continued to work to provide an environment in which individuals were happy to disclose their information, although it was recognised that not all employees would wish to do so regardless.

The lack of female and BAME representation at senior management level was noted, and the Authority was advised that the Service was seeking to close the gap by introducing talent programmes to identify and support talented individuals from underrepresented groups.

Members noted that the Service was very proactive in the area of equality and diversity when compared to other Fire and Rescue Services.

The view was expressed that individuals in the smaller groups may be able to be identified by their protected characteristics, particularly in the event of a change, and that this should be considered before the report was made publically available.

RESOLVED:

That the report be approved.

19-20/FRA/58 Procurement Policy and Contract Procedures

The Assistant Chief Officer and Treasurer introduced a report setting out the proposed changes to the Procurement Policy and Contract Procedures. These were currently in draft and out for consultation. The Policy had been rewritten by the new Procurement Manager and incorporated a number of changes including sections on achieving social value, category management, introduced in line with the NFCC

categories of spend and the National Procurement Strategy 2018 for Fire and Rescue Services and the duty to collaborate, greater emphasis on health and safety and equality and diversity considerations. The conflicts of interest section had been strengthened.

A Member queried the relevance of the section on purdah. It was suggested that the Treasurer and Secretary and Monitoring Officer discuss whether it was appropriate and necessary to include this section outside of the meeting.

In response to a question related to banding, the Assistant Chief Officer reported that, following recent discussions with the Procurement Manager, the following change was proposed:

- Band 1 up to £2000 – evidence of best value
- Over £2000 and up to £4999 – a minimum of two written quotes to be obtained

These changes would bring the banding in line with the transparency data levels of £5000 and reduce demand on the procurement team.

It was noted that the Government had indicated that there would be no changes to procurement legislation in the short term and therefore there was no impact on the current Policy as a result of Brexit.

RESOLVED:

That the new Procurement Policy be approved, subject to the changes to the banding levels outlined at the meeting and further discussions being undertaken between the Assistant Chief Officer and Treasurer and Secretary and Monitoring Officer to determine whether the section on purdah should be removed.

19-20/FRA/59 Work Programme

Members received an updated work programme for 2019/20.

The Chief Fire Officer advised that the work programme had been updated to include all reports that had previously been submitted to the Policy and Challenge Groups. Whilst this had resulted in more items to be considered by the full Authority, it provided a more accurate reflection of the work undertaken and issues dealt with by the Service.

RESOLVED:

That the work programme for 2019/20 be received and the 'cyclical' Agenda Items for each meeting in 2019/20 be noted.

The meeting ended at 11.59 am

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REPORT AUTHOR: ASSISTANT CHIEF OFFICER - FINANCE AND CORPORATE SERVICES

SUBJECT: REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2019/20 AS AT 31 OCTOBER 2019

For further information on this report contact: Gavin Chambers
Assistant Chief Officer - Finance and Corporate Services
Tel No: 01234 845112

Background Papers: Budget Setting Report presented to the FRA 7 February 2019, FRA Budget Monitoring Report 7 October 2019

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 inform the Fire and Rescue Authority (FRA) of the forecast year end budget monitoring position as at 31 October 2019 and to seek agreement to the recommendations contained within.

RECOMMENDATION:

That the FRA:

1. Review and comment on the revised forecast outturns for revenue and capital.
 2. Note the comments in para 2.3.7 regarding the reconciliation work being undertaken regarding the firefighter pension schemes.
 3. Note the comments in para 2.3.8 regarding the potential cost of recruits in year.
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1. Introduction

1.1 On 7 February 2019, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2019/20 of £29.836m and a Capital Programme of £1.736m.

2. Revenue Budget Monitoring

2.1 The Revenue Budget efficiency savings for 2019/20 can be found in Appendix 1. The budgets have been reduced for these areas, therefore if they are not achieved it is likely this would lead to an overspend. This appendix forms part of the Government return, in order to receive the four year Government funding offer. It will also be used to populate the new NFCC savings and efficiencies return.

2.2 The funding of the 2019/20 Revenue Budget is by way of Government Funding £6.410m, local Business Rates redistribution £2.222m and Council Tax of £20.973m, there is also funding from a Collection Fund surplus of £0.231m

Forecasting Outturn:

2.3.1 Table 1 below is populated during the year in line with the spreadsheet returns that Corporate Management Team (CMT) members submit to the Finance Team and also through the meetings that Finance Officers have with CMT members. The forecast outturn positions are as accurate as the information received from each CMT member.

2.3.2 Table 1 below details the current budget excluding salary budgets, for each CMT service area. The forecast year end outturn is shown in column three, with the variance and RAG (red, amber, green) status shown in columns five and six.

2.3.3 **Table 1: 2019/20 Revenue Budget Forecast Outturn (excluding salary budgets)**

Title	Current Budget £	YTD Actuals	F/cast Yr-End Outturn £	Variance £	RAG status (see note below**)
Strategic Management	132,300	42,964	132,300	0	Green
Assistant Chief Officer	2,536,400	1,257,224	2,502,400	(34,000)	Green
Head of Response	934,000	535,640	949,000	15,000	Green
Head of Training and Assurance	543,500	273,471	543,500	0	Green
Head of Governance and Asset Management	919,300	661,974	961,300	42,000	Green
Head of Prevention and Protection	207,200	45,075	207,200	0	Green
Head of Information Communications Technology	2,346,800	169,122	2,391,800	45,000	Green
Head of Human Resources	286,700	135,623	323,700	37,000	Green
Total	7,906,200	3,121,093	8,011,200	105,000	

**RAG Status: Red would identify where there is a large overspend equal to or greater than £100,000 and/or a key service aspect was not being delivered. Amber would identify where there is a possibility of an overspend and/or a key service aspect may not be delivered. It may be that there are action plans in place to address an issue, where until they are successful it is flagged as Amber. Green identifies where service delivery is being performed and as above, where there are underspends. Underspends are not necessarily always green, if for example, there was a key service aspect not being delivered causing the underspend, it would be shown as Red.

2.3.4 The forecast underspend of (£34k) within the Assistant Chief Officer's (ACO) area identified above in Table 1, relates to extra income from the Ministry of Housing, Communities & Local Government (MHCLG), following a recalculation of business rates surpluses.

The forecast overspend in Head of Response of £15k relates to the unachievable £15k income expectation within HQ Control, working is ongoing to seek opportunities to redress this. (See Appendix 1)

Within Head of Governance and Asset Management the £42k overspend is as a result of £7k for the purchase of Escape Hoods as a result of implementing the recommendations of the Grenfell inquiry. There are 2 amounts relating to unachievable efficiency savings, £15k regarding the Blue Light installation this will be met over the next 3 year life of the contract and £20k in relation to the unachievable saving on the PPE contract now not deliverable until 2020/21 (See Appendix 1 for both of these). Further to these amounts and following a safety survey of station flood boats it was discovered that some had come to the end of their useful life and needed immediate replacement, the cost of these is £25k; the cost of these boats will be met from an Earmarked Reserve. The overspend of £45k within Head of Information Communications Technology relates to the unachievable efficiency saving for removing the MIS (Management Information System) legacy systems, this will now take place in June 2020. (See Appendix 1)

The Head of Human Resources is currently showing an overspend of £37k, £10k of this relates to the forecast spend for the upcoming retained fire fighter recruitment campaign, a further £20k relates to consultancy costs for ongoing investigations and £7k for legal fees.

2.3.5 The current year to date (YTD) spend as at 31 October 2019 looks low in a number of areas, the reasons for this are highlighted below:

Strategic Management budget includes an Earmarked Reserve for £47k to help fund defibrillators in the community and a further £23k for Service Events, both of which are ongoing across a number of years and any underspend will be carried forward into 2020/21 for spend in future years.

Assistant Chief Officer budgets include £1.1m budgets relating to expenditure for Minimum Revenue Provision (MRP) & Revenue Contributions to Capital with no expenditure currently as they are year-end adjustments, further budgets of £150k for repairs and maintenance costs & officer vehicle costs where the expenditure sits in the individual CMT areas but the budget sits in the ACO area. These budgets are re-distributed at year end in order to allocate budgets to actual expenditure. These expenditure budget under spends are offset by budget contribution from reserves of (£871k) where again this is a year-end adjustment and so does not appear in the YTD actual figures in table 1 above.

Head of Protection and Protection includes £85k income received from Bedford Borough Council to deliver the Dementia Safety First pilot, this income will be spent across 2019/20 onwards but is currently showing as an underspend.

Head of Information Communications Technology includes a number of project areas which have over £350k of income and £350k of expenditure budgets which have yet to be spent, a further £1m is in relation to the replacement mobilisation system which is currently at the procurement stage. Any underspends here will be earmarked into future years as these projects will span across financial years and therefore the variance at year end will be zero (£0).

The main areas of variances within the Head of Human Resources area relate to Consultancy costs (£15k) including pensions advice which is expected to show £0 variance at year end, other variances relate to the Occupational Health area specifically physio referrals and Employee Assist Programme where the budgets are spread equally across the year but the referrals are not spread equally both of which are predicted to be £0 variances.

2.3.6 With the salary budgets being such a large proportion of the overall budget, the split from the budgets above is justified.

Table 2: 2019/20 Salary Budget Forecast Outturn

Category	Current Budget £	YTD Actuals £	Forecast year end outturn £	Variance £
Whole Time	13,393,600	7,839,474	13,028,600	(365,000)
Control	932,300	532,476	932,300	0
Retained	1,910,100	1,002,748	1,867,100	(43,000)
Non operational	5,796,300	3,200,233	5,796,300	0
Agency	242,600	180,601	242,600	0
Grand Total	22,274,900	12,755,533	21,866,900	(408,000)

** The actual Year to date Actuals figures (£) for Whole Time and Retained in Table 2 above do not include the increased in pensions contributions; at the end of October 2019 these amount to c.£740k and c.£96k respectively.

2.3.7 It has been agreed that the pay award for firefighters will be 2% from July 2019, the budget for this increase was agreed in February 2019 at 5%, this generates an in-year underspend of (£285k) for Whole time and (£43k) for retained firefighters.

From April 2019 the employer contributions for each of the firefighter pension schemes increased significantly, costs for these extra employer contributions will be met from a grant from government in 2019/20 and it has been confirmed that this increase will also be fully met in 2020/21 by government grant. It is currently unclear if these costs will be fully met in future financial years beyond 2020/21, this will be reviewed as part of the next Comprehensive Spending review expected in 2020/21. Current calculations show that this will lead to an underspend of (c.£230k) on firefighter pensions however the exact amount is unclear and could vary between an underspend of (£180k) and (£250k) as it will depend upon the number of starters, leavers and retirements the service has in the remainder of 2019/20. The YTD Actual figures (£) in Table 2 above do not include the costs for these pensions increases, these calculations will be revisited on a regular basis to ensure that FRA have the latest position should this change.

2.3.8 There is likely to be an extra cost relating to the forward recruitment of Whole Time firefighters in order to ensure there is no gap in service delivery due to retirements and leavers from the service, the effect of this is yet to be quantified. In August there were 7 firefighters above the budgeted establishment, a further 16 recruits joined the service in mid-September and will be integrated into the service in mid-December; these will be offset by number of leavers retirements however the timing of these is unknown. At the end of October there were 11 firefighters above establishment. Each new recruit costs approximately £32k per annum, current work has suggested that if the number of retirees and leavers are as expected then this will lead to an increase in Whole time costs to the year-end of c.£150k which is included in the forecast in Table 2 above, this area will continue to be monitored and reported to the FRA on a regular basis.

2.4 **Total Forecast Outturn, Salary and Non Salary:**

2.4.1 The total forecast variance at year end including both the non-salary figure in Table 1 above and for pay and on costs, including agency staff shown in Table 2, is currently expected to be an underspend of (£303k).

3. **Capital Programme Monitoring**

3.1 Table 3 below is the 2019/20 Capital Programme. The Red, Amber, Green (RAG) status indicates how well the schemes are progressing (Green being on target for year-end completion within budget; Amber indicating possible slippage or overspend; and Red indicating actual slippage/overspend or deletion of the scheme.

3.2 It should be noted that the Vehicles, ICT and HR System Projects and Property Capital Works Programmes need to be treated with fluidity as the costs and expected completion dates can vary considerably and span across financial years. However, in accordance with the financial regulations, any significant changes of expenditure over 10% of an approved capital scheme need to be reported back to the FRA.

Table 3: The 2019/20 Capital Programme

Bedfordshire Fire and Rescue Authority Capital Programme	Capital Budgets 2019/20 £'000	Expected completion Month / Year	Rag Rating (Red / Amber / Green)	Comments
Rescue Pump Hydraulic Equipment (Replacement of current equipment)	650	2021/22	Amber	Slippage into 21/22 - awaiting new technology to be released at Interschultz in June 2020. £7K spent in Sept 19 on tools for specialised cutting equipment
Positive Pressure Ventilation Fan (PPV)	120	2021/22	Amber	Slippage into 21/22 - awaiting new technology to be released at Interschultz in June 2020.
Stabfast stabilisation kit	40	Mar-20	Green	On Order
Water Dams (to be used at incidents to store water for use by rescue pumps)	15	Mar-20	Green	In process of purchasing
Increase in cost of Water Dams (above)	5	Mar-20	Green	In process of purchasing
Site Team Van	20	Mar-20	Green	Purchased
Increase in cost of Site Van (flt108) - Upgrade to Electric vans	5	Mar-20	Green	Purchased
Fire Investigation Team Long Wheel Based (LWB) Van	30	21/22	Amber	Slippage - Looking at options for the van fleet & Specification
Community Fire Safety Long Wheel Based Van – Leighton Buzzard FSOT/Co-responding	20	Mar-20	Green	In process of purchasing
Increase to cost of Flt5 to Long Wheel Based	10	Mar-20	Green	In process of purchasing

Bedfordshire Fire and Rescue Authority Capital Programme	Capital Budgets 2019/20 £'000	Expected completion Month / Year	Rag Rating (Red / Amber / Green)	Comments
Road Traffic Collision Long Wheel Based Van -Kempston	30	21/22	Amber	Slippage - Looking at options for the van fleet & Specification
Road Traffic Collision Trailer	10	21/22	Amber	Slippage - Looking at options for the van fleet & Specification
Chip Demo- Trailer	10	21/22	Amber	Slippage - Looking at options for the van fleet & Specification
Mitsubishi W/S	25	Jan-20	Green	
Fire Appliance (x2)	300	20/21	Red	Slippage to 20/21 pending Operational Response Review.
Renewal of Mobilising System Mobile Data Terminals	276	20/21	Amber	Phase 1 (procurement of devices) of project delivered, phase 2 (imaging & installation) to be completed by Mar 2020 with phase 3 further work regarding better use of devices ongoing into 2020/21. Saving expected.
Wi-Fi refresh	75	Mar-20	Green	At procurement stage
Capital Works - Service Wide (lighting replacements, CCTV, fire protection, etc) - All locations	68	Mar-20	Green	
Drill yard resurfacing (Biggleswade, Luton, Woburn)	25	Mar-20	Green	
WC/Shower facility refurbishments (Kempston, Luton, Leighton Buzzard)	25	Mar-20	Green	
Community Facility - Bedford Station	44	Mar-20	Green	
Fitness Equipment Expenditure	8	Feb-20	Green	Will spend early 2020 on replacement gym equipment
TOTAL	1,811			

3.3 Capital Programme – Withdrawals, Additions or Variations:

3.3.1 **Slippage:** A number of projects contained in table 3 above are due to be slipped into 2020/21 within the technical and fleet management area, the total amount of these schemes is £1.143m.

3.3.2 Variations:

There are no variations to the capital programme

3.3.3 Additions:

There are no additions to the capital programme.

Medium Term Savings and Efficiencies 2019/20

Appendix 1

CMT Area	Savings/Efficiencies Description	2019/20 £'000s	RAG Rating (Red / Amber / Green)	Comments
ACO	To capture Fire & Rescue Indemnity Company - no Insurance Premium Tax	20	Green	Achieved
ACO	Energy Management Savings (Insulation & works)	5	Green	Achieved
ACO	To capture salary abatement & pension savings	85	Green	Achieved
ALL	2019/20 Zero Base Budget Exercise (forecast reduction)	100	Green	Achieved
HGAM	Saving following Procurement of new Fire Fighter PPE Contract (was £50k in 18/19, now additional £50k therefore £100k in total)	100	Amber	Only £70k-£80k deliverable in 2019/20 a further c.£20k will be achieved in 2020/21
HGAM	Savings from internal Blue Light Installations	20	Amber	Only £5k achievable in year the £20k saving was for the life of the contract @£5k per annum.
HGAM	Procurement - (various including stationery, cleaning materials & Fire Safety checks)	10	Amber	£4k achieved for Fire Safety check, the remaining £6k saving will depend on the procurement tender that will take place in by Mar 2020.
HICT	Management Information System (MIS) - Wholetime Rota/Availability System, Human Resources, Technical Equipment	45	Red	Savings will not be achievable until June 2020.
HICT	Savings from MDT collaborative procurement and review of licenses	40	Amber	£30k already achieved work ongoing to identify the remaining £10k.
HICT	Savings due to new ICT contract	5	Green	Achieved
HRes	Control Income generation	15	Red	Investigating options for income generation and/or efficiencies
HTA	Draw down apprenticeship levy (therefore reduction in training budget)	50	Green	On target to be achieved.
		495		

*** NB - All Savings have been removed from 2019-20 Base Budgets**

FOR PUBLICATION

**Bedfordshire Fire and Rescue Authority
17 December 2019
Item No. 7**

REPORT AUTHORS: CHIEF FIRE OFFICER AND TREASURER

SUBJECT: DRAFT 2020/21 REVENUE BUDGET AND CAPITAL PROGRAMME

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Background Papers:

1. The 2019/20 Budget Book and Medium-Term Financial Strategy.
 2. The 2020/21 Budget Planning Paper to the FRA in September 2019.
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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 present information to allow Members to approve and consult further on a draft Revenue Budget, Capital Programme and Council Tax for 2020/21.

RECOMMENDATIONS

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

1. A draft revenue budget requirement of £31.051m, as per Appendix 1 and 1a, with a council tax increase of 1.99%.
2. A draft Capital Programme of £1.568m as per Appendix 3.
3. The draft budget consultation approach and questions at para 8.

1. Report Background:

- 1.1 The 2020/21 budget timetable was reviewed by the Fire and Rescue Authority on 4 September 2019 and this has been adhered to.
- 1.2 Budget work to-date has included a robust review and scrutiny of budgets by the Assistant Chief Officer/Treasurer, Chief and Deputy Chief Fire Officers, the Finance Team and the Corporate Management Team. Planned meetings have also taken place 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 £431k of new revenue bids however there has been a reduction in capital budget requests for 2020/21 of £168k. Not all requests were approved at the officer budget scrutiny stage, so the bids included as part of the draft budget are the reduced scrutinised position. These were discussed at the Members budget workshop too and are subject to further review and discussion at the 2nd Members Budget Workshop in January 2020.

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

Table 1: 2020/21 Budget timetable extract from the date of 17 December 2019 onwards.

Fire and Rescue Authority (FRA)	Draft budget approved for consultation.	17 December 2019
Public Consultation on draft budget	From 18 December 2019 to 31 January 2020.	18 December 2019 to 31 January 2020
Corporate Management Team (CMT)	Update to CMT as required.	January 2020
FRA	2nd Members budget workshop – with updates on consultation responses received and the draft settlement figures received late December.	16 January 2020
FRA	2020/21 Budget and Council Tax Precept set.	11 February 2020

- 1.4 The Authority is proposing a draft budget for 2020/21 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 1.99%. This equates to an increase from £98.45 to £100.41, therefore a £1.96 increase per Band D equivalent property per year or just over 3.7 pence per week.
- b. Proposing the continuation of significant efficiency savings over the period 2020/21 to 2023/24 which totals £938k.
- 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. There will be the 2nd Members Budget Workshop in January 2020, when Members will again discuss the proposed 2020/21 budget in detail. At this meeting, the Authority should know what the draft settlement is and also what the council tax referendum limit will be. This information is due later in December after the General Election.
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 had some certainty over the Government funding for the period up to and including the fourth and final year of 2019/20. The delayed 2019 Comprehensive Spending, Business Rates and Formula Funding Reviews have not assisted in medium term financial certainty and strategic planning. Due to this delay and the rolled forward 2019/20 budget, the Revenue Support Grant (RSG) identified in Appendix 1 for 2020/21 has been forecast at the 2019/20 level, with minimal reductions in the following years. It is currently anticipated that the RSG will cease from 2021/22, however until there is more clarity and to show this funding Appendix 1 still shows this income, albeit likely to be on another funding line in the future.

The Authority is expecting the draft settlement figures later in December, after the General Election. Significant change is anticipated through the Comprehensive Spending Review in 2020, Formula Funding Review and also the Business Rates Retention. These will now impact on the 2021/22 budget onwards.

- 2.2 Up to and including the 2019/20 budget, the Authority has seen the Government's revenue and capital funding reduce by £8m since 2010/11. Continued and further reductions to both revenue and capital are forecast at over the 2020/21 to 2023/24 financial years. Until we know the 2020/21 settlement and the outcome of the CSR, Formula Funding and Business Rates review, it is very difficult to forecast the budget for 2021/22 onwards with any accuracy.

To manage these funding reductions, the Authority has introduced savings and efficiencies of £6.493m up to 2019/20, with at least a further £938k 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 There are two MTRPs attached at Appendix 1 and 1a. With the uncertainty of the Firefighters pay award, linked with the broadening of the role discussions, these two appendices present two versions of the pay award. Appendix 1 shows the budget for a 2% FF pay award in 2019/20 and 5% in 2020/21. Appendix 1a shows keeping the 5% in 2019/20 and again 5% in 2020/21.
- 2.4 The SFA 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 figure for 2020/21 includes the rolled over RSG from 2019/20 at £2.283m and the currently estimated Business Rates income (as shown in the MTRP lines 54 and 55).

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 2020/21 budget assumptions and uncertainties, for transparency, are detailed in Appendix 2. Key pressures and uncertainties include pay awards, employers pension contributions, council tax referendum limit, the continuation of grants and the Emergency Services Network costs.

3. Business Rates Retention/Formula Funding

- 3.1 As can be seen from Appendix 1 and 1a, it is currently forecast that there will be no reduction in Revenue Support Grant to the Authority in 2020/21 from the 2019/20 amount of £2.283m. This is after a 20% reduction or £0.573m in equivalent funding between the financial years 2018/19 and 2019/20. The MTRP factors in Revenue Support Grant funding reductions between the years 2021/22 and 2023/24. This is subject to the Comprehensive Spending Review in 2020/21 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 2 below details the estimated business rates income from the three unitary authorities. This has decreased by (£48k) for 2020/21, below the previously estimated 2020/21 predictions.

Table 2: Business Rates Income

Authority	2019/20	Forecast Original 2020/21 at time of 2019/20 budget setting	Current Forecast 2020/21	Variance Original to Revised 2020/21
	£'000	£'000	£'000	£'000
Bedford	641	653	654	1
Luton	644	683	673	(10)
Central Bedfordshire	937	1,009	970	(39)
Total	2,222	2,345	2,297	(48)

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2020.

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 3 below shows the estimated change in the taxbase between 2019/20 and 2020/21. These are the current estimated taxbase figures for 2020/21 received to date from the local billing authorities.
- 4.3 As can be seen from the table below, the forecast 2020/21 taxbase figures provided when setting the 2019/20 budget, have increased by 1,511.76 Band D equivalent properties. This increase will result in additional council tax revenues for the Authority of £152k in 2020/21. The overall impact on the MTRP from this revised 2020/21 forecast taxbase is £0.607m over the years 2020/21 to 2023/24, therefore having a direct impact on reducing the call on the Transformational earmarked reserve.

Table 3: Taxbase (Band D equivalents)

Council	2019/20 Taxbase	Councils Original 2020/21 Estimates	Councils Revised 2020/21 Estimates	Variance Original to Revised 2020/21	2020/21 Forecast council tax income £'000
Bedford Borough	60,120.00	61,204.29	61,160.00	(44.29)	6,141,024
Luton	50,644.50	51,150.95	51,828.70	677.75	5,204,076
Central Bedfordshire	102,362.00	104,255.70	105,134.00	878.30	10,556,416
Total	213,126.50	216,610.94	218,122.70	1,511.76	21,901,516

The figures above are indicative at this stage; final figures will be used for the budget setting report in February 2020.

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 2020/21 budget.

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

5.2 Appendix 1 and 1a details a council tax increase at 1.99% for 2020/21 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 2023/24 (Appendix 1 of £381k and Appendix 1a of £798k). The Authority awaits confirmation if there are changes to the 2% referendum limit for the 2020/21 council tax setting. There has been an additional 1% in recent years and there has also been proposals from the sector for a £5 increase. Members will recall that the Police were permitted to have a £12 council tax increase in the current year.

5.3 It is currently anticipated that the referendum trigger for council tax will be 2% for 2020/21 as previously indicated.

5.4 As identifiable in Appendix 1 and 1a the Authority has:

- Planned savings and efficiencies over the medium-term of £0.938m 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 44).
- Focused on the medium-term, as well as the 2020/21 tax setting year, to ensure that there is an outstanding 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 20).

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 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 2020/21 to 2023/24. Work continues on this and it is at least annually reviewed and refreshed.
- 5.6 Appendix 1 and 1a currently show an estimated Collection Fund surplus of £371k, MTRP line 58. This figure will be updated in the budget report in February 2020 when all three estimated 2019/20 Collection Fund positions are finally 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 2020 is forecast to be £3.770m, which includes the 2019/20 financial year forecast underspend of £303k. As identified in Appendix 1 and 1a, £1.778m and £3.446m has been allocated over the 2020/21 to 2023/24 years. As there is currently a base budget gap of £0.381m Appendix 1 and £0.798m in Appendix 1a in 2023/24, on the assumption that the same gap is there for 2024/25 plus new inflationary pressures, the current forecast use of the Transformational reserve will leave a balance of £1.492m in Appendix 1 to offset against any continued budget gap. Appendix 1a shows a deficit of £0.479m for 2023/24, so that year would actually need balancing.
- 6.3 It is recommended that the 2019/20 year end underspend is allocated to the TEMR.
- 6.4 The Authority's Officers and Treasurer recommend that at least a Council Tax increase of 1.99% 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 2023/24. As this is based on numerous funding assumptions, there is planning time between now and 2023/24 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 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 2020/21 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. CMT has also reviewed and assessed the bids made, supporting the schemes that are attached at Appendix 3 as the 2020/21 Capital Programme.
- 7.3 Key items of note in the proposed 2020/21 Capital Programme of £1.568m 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).

8. Budget Consultation

- 8.1.1 It is proposed that the budget is consulted on for 2020/21 in conjunction with the Community Risk Management Plan.
- 8.1.2 Online consultation with the public will utilise the Service's community messaging system Beds Fire Alert (part of the Neighbourhood Alert Network). Beds Fire Alert has in excess of 19,000 subscribers. In Bedfordshire 8.86% of households are users of the Neighbourhood Alert Network. This will be supported by posts on our Social Media Channels (Twitter and Facebook) and a Consultation page on our website which will link to the Beds Fire Alert Survey. Members of the public can take part in the consultation process without subscribing to the Alert system.
- 8.1.3 In addition to the online consultation the Service will seek to engage with partners and local businesses.
- 8.1.4 Internal consultation with staff and representative bodies during this period will be through a variety of means including face to face meetings, management briefing days, station visits and online survey questionnaires.

8.1.5 Proposed Budget Consultation Questions:

1. Do you support the currently proposed council tax increase of 1.99% for a Band D house? This would increase the Band D charge for the Fire & Rescue Service from £98.45 to £100.41.
2. If the council tax referendum cap is increased above the current 2%, or we are permitted to have up to a £5 increase, would you support an increase of up to £5 for a Band D property to protect and invest in your Fire & Rescue Service?
3. Are there any other savings, efficiencies or areas of collaboration that you would suggest are looked into further?

9. Implications

9.1 **Financial:**

9.1.1 The implications to highlight are:

- With the medium term financial certainty, due to a one year settlement and the forthcoming anticipated changes from 2020/21, a prudent level of general and earmarked reserves are being retained.
- Should there be a change to the referendum limit, the Authority will consider the options at the February budget setting meeting.

9.2 **Medium-Term Implications:**

- 9.2.1 In setting a budget for 2020/21, the Authority must take into account the implications for the following years' financial strategy, namely 2021/22 to 2023/24 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 forecast on the current assumptions needs addressing, as the gap may be circa £1m in 2024/25 (Appendix 1a view) when taking inflationary pressures into account and the current Transformational earmarked reserves is forecast to have been fully allocated.

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

- 9.3.1 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 11 February 2020.
- 9.3.2 Budget work to-date has included a robust review and scrutiny of budgets by the Assistant Chief Officer/Treasurer, Chief and Deputy Chief Fire Officers, the Finance Team, Corporate Management 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.

9.4 **Use of Balances:**

- 9.4.1 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 in their Opinion of the 2018/19 Statement of Accounts on 20 November 2019, that the Authority had appropriate arrangements in place to secure efficiency, effectiveness and economy in our use of resources.
- 9.4.2 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 will reduce from £2.6m in 2019/20 to £2.4m in 2020/21 and then £2.1m in 2022/23.
- 9.4.3 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 2020/21. This is prudent with the uncertainty of Capital Grant.

9.5 **Resources and Risk:**

- 9.5.1 The resource implications are detailed throughout this report, appendices and in the current MTFS.
- 9.5.2 The Authority's General and Earmarked reserves have been reviewed against the revised corporate risk register and these presented and will be discussed at the second Members' budget workshop in January 2020.

9.6 **Legal:**

- 9.6.1 The Authority must set a balanced budget for 2020/21 by midnight on 1 March 2020.
- 9.6.2 The Authority has specific legal duties in relation to equalities and financial decision-making – see below.
- 9.6.3 There are no further specific legal issues arising from this report.

9.7 **Equality:**

- 9.7.1 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’.
- 9.7.2 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.
- 9.7.3 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.
- 9.7.4 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 2020/21 Revenue Budget with a 1.99% council tax increase and 5% FF Pay Award 2020/21.
- Appendix 1a - Draft 2020/21 Revenue Budget with a 1.99% council tax increase and 5% FF Pay Award 2019/20 and 2020/21.
- Appendix 2 – Summary of planning assumptions and uncertainties.
- Appendix 3 – Draft 2020/21 Capital Programme.
- Appendix 4 – Medium-Term Savings and Efficiencies.

PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

GAVIN CHAMBERS
ASSISTANT CHIEF OFFICER/TREASURER

DRAFT BUDGET - WITH 5% FIREFIGHTER PAY AWARD JULY 1 2020

	2019/20	Original	Proposed	Proposed	Proposed	Proposed
MEDIUM TERM REVENUE PLAN 2020/21 TO 2023/24	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
	£000s	£000s	£000s	£000s	£000s	£000s
Base Budget	29,676	30,328	30,328	31,259	32,478	32,673
1 Removal of 3% Fire Fighter Pay increase 2019/20 from Base Budget	0	0	-328	0	0	0
2 Removal of 2% Fire Fighter Pay increase 2018/19 from Base Budget	-188	0	0	0	0	0
3 Possible outcome from NJC Pay line Review (Non-Operational)	150	0	0	0	0	0
4 Firefighter Salaries differences between pensions and scales due to retirements and recruitment	0	0	165	0	0	0
5 Addition of cost for FRIC & Salary abatement / Pensions to enable capture corresponding savings and efficiencies	105	0	0	0	0	0
6 Additional Bank Holidays	-15	3	3	3	3	3
7 FF Pensions 2015 changes	-23	-23	-23	-23	0	0
8 Holiday pay implications	40	0	0	0	0	0
9 Budget Realignment	81	0	-2	0	0	0
10 NFCC (CFOA) subscription / LGA Pension Support / NFCC	10	0	0	0	0	0
11 Apprenticeship Levy	2	2	2	2	2	2
12 SCAPE (FF Pensions Scheme) Costs from 01/04/2019. Assumed fully funded 2020/21 and part 2021/22	0	650	0	750	0	0
13 Local Government Superannuation Revaluation Lump Sum	48	32	64	10	9	60
14 Increase in Local Government Superannuation Employer Contributions (17.3% to 20.5%)	0	0	137	0	0	0
15 Minimum Revenue Provision reduction from Earmarked Reserves (MRP holiday, £200k per annum for 6 years)	0	-200	0	0	0	0
16 Total Base Budget Adjustments	210	464	18	742	14	65
18 Forecast Variations						
19 Investment Interest Decrease/(Increase)	0	0	-25	-10	0	0
20 Revenue Contribution to Capital	277	-138	-13	61	-136	662
21 Revenue Implications of Capital Programme	12	0	0	0	0	0
22 Non-Uniform Incremental Drift	64	42	49	0	0	0
23 Transformational Savings/Efficiencies	-495	-127	-307	-217	-189	-190
24 Scrutiny Panel Decisions	-282	-29	-50	65	-81	31
25 Service Control - Mobilisation System - see below for use of Transformational Reserve	0	0	0	0	0	0
26 Total Forecast Variations	-425	-252	-346	-101	-406	503
28 Inflation						
29 Fire-fighters pay - 1 April to 30 June (2% 2020 2% each following year)	62	160	71	183	77	79
30 Fire-fighters pay - 1 July to 31 March (2% 2020 & 2% each following year)	446	192	520	220	224	229
31 Retained Pay (As per Fire-Fighters)	94	54	96	55	41	42
32 Control pay (As per Fire-Fighters)	48	25	37	26	19	20
33 Non Uniformed pay (2% effective from 01/04/2020)	103	106	112	115	117	119
34 Member Allowances	2	2	2	2	2	2
35 Gas, Electricity, Water and Derv Inflation	25	19	19	27	28	30
36 Prices Inflation at, 2% 2020/21 - 2023/24	74	75	75	76	78	81
37 Total Inflation	854	633	932	704	586	602
39 Budget Pressures						
40 FMS3' bids (Current Year MTFP process)	61	0	431	102	69	1
41 FMS3' bids (Previous Years MTFP process)	-48	-104	-104	-228	-68	-105
43 Estimated Net Revenue Expenditure	30,328	31,069	31,259	32,478	32,673	33,739
44 Contribution to/from Transformational Earmarked Reserves	-492	-779	-208	-928	-262	-381
46 Estimated Budget Requirement	29,836	30,291	31,051	31,550	32,411	33,358
48 Budget Requirement Increase Year on Year	399.2	452.7	1,215.5	1,260.0	1,359.9	1,807.9
49 % Budget Increase	1.4%	1.5%	4.1%	4.2%	4.4%	5.7%
51 Financed by:						
53 Revenue Support Grant (RSG): expected to cease in 2020/21 and be included within increased business rates funding	2,283	1,977	2,283	2,200	2,100	2,000
54 Business Rate Baseline	2,222	2,345	2,297	2,415	2,519	2,629
55 Business Rate Top Up	3,779	3,860	3,839	3,901	3,963	4,027
56 Adjusted 2019/20 Business Rates Top Up following revised VOA list	0	0	100	0	0	0
57 Business Rates Grant	258	258	259	259	259	259
58 Collection Fund Surplus/(Deficit)	231	100	371	50	0	0
59 Council Tax (the remainder)	20,973	21,750	21,902	22,726	23,570	24,444
60 Utilisation of Collection Fund Surplus Reserve	0	0	0	0	0	0
61 Redistribution of Business Rates Retention Levy Account surplus	90	0	0	0	0	0
63	29,836	30,291	31,051	31,550	32,411	33,358
65 Band D equivalent Tax base	213,017	216,611	218,123	221,910	225,664	229,484
66 % change on Band D's	1.95%	1.69%	2.40%	1.74%	1.69%	1.69%
67 Leading to an average council tax (Band D) of	98.45	100.41	100.41	102.41	104.45	106.52
69 % increase	2.99%	1.99%	1.99%	1.99%	1.99%	1.99%
72 Use of Transformational Reserves Summary	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
	2019/20	2020/21	2020/21	2021/22	2022/23	2022/23
	£000s	£000s	£000s	£000s	£000s	£000s
75 Transformational Earmark Reserve for Budget Setting	4,655	3,469	3,467	3,513	2,335	2,123
76 Actual 2018/19 Revenue Underspend (£555k) and Predicted underspend 2019/20 (£303k)	555	0	303	0	0	0
77 Contribution to/from Transformational Earmarked Reserves	-492	-779	-208	-928	-262	-381
78 Use of Transformational Reserve for investment into the Control Mobilisation Project	-1,000	0	0	0	0	0
79 Annual use of Transformational Reserve for Strategic Projects and Improvements	-250	-250	-250	-250	-250	-250
80 Reduction of General Reserve from £2.6m to £2.4m, followed by reduction to £2.1m in future years (into the Transformational Reserve)	0	200	200	0	300	0
81 Net Balance Transformational Earmark Reserves	3,467	2,641	3,513	2,335	2,123	1,492

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DRAFT BUDGET - WITH 5% FIREFIGHTER PAY AWARD IN 2019/20 & 2020/21

	2019/20	Original	Proposed	Proposed	Proposed	Proposed
MEDIUM TERM REVENUE PLAN 2020/21 TO 2023/24	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
	£000s	£000s	£000s	£000s	£000s	£000s
Base Budget	29,676	30,328	30,328	31,676	32,895	33,090
1 Removal of 3% Fire Fighter Pay increase 2019/20 from Base Budget	0	0	0	0	0	0
2 Removal of 2% Fire Fighter Pay increase 2018/19 from Base Budget	-188	0	0	0	0	0
3 Possible outcome from NJC Pay line Review (Non-Operational)	150	0	0	0	0	0
4 Firefighter Salaries differences between pensions and scales due to retirements and recruitment	0	0	165	0	0	0
5 Addition of cost for FRIC & Salary abatement / Pensions to enable capture corresponding savings and efficiencies	105	0	0	0	0	0
6 Additional Bank Holidays	-15	3	3	3	3	3
7 FF Pensions 2015 changes	-23	-23	-23	-23	0	0
8 Holiday pay implications	40	0	0	0	0	0
9 Budget Realignment	81	0	-2	0	0	0
10 NFCC (CFOA) subscription / LGA Pension Support / NFCC	10	0	0	0	0	0
11 Apprenticeship Levy	2	2	2	2	2	2
12 SCAPE (FF Pensions Scheme) Costs from 01/04/2019. Assumed fully funded 2020/21 and part 2021/22	0	650	0	750	0	0
13 Local Government Superannuation Revaluation Lump Sum	48	32	64	10	9	60
14 Increase in Local Government Superannuation Employer Contributions (17.3% to 20.5%)	0	0	137	0	0	0
15 Minimum Revenue Provision reduction from Earmarked Reserves (MRP holiday, £200k per annum for 6 years)	0	-200	0	0	0	0
16 Total Base Budget Adjustments	210	464	346	742	14	65
18 Forecast Variations						
19 Investment Interest Decrease/(Increase)	0	0	-25	-10	0	0
20 Revenue Contribution to Capital	277	-138	-13	61	-136	662
21 Revenue Implications of Capital Programme	12	0	0	0	0	0
22 Non-Uniform Incremental Drift	64	42	49	0	0	0
23 Transformational Savings/Efficiencies	-495	-127	-307	-217	-189	-190
24 Scrutiny Panel Decisions	-282	-29	-50	65	-81	31
25 Service Control - Mobilisation System - see below for use of Transformational Reserve	0	0	0	0	0	0
26 Total Forecast Variations	-425	-252	-346	-101	-406	503
28 Inflation						
29 Fire-fighters pay - 1 April to 30 June (2% 2020 2% each following year)	62	160	160	183	77	79
30 Fire-fighters pay - 1 July to 31 March (2% 2020 & 2% each following year)	446	192	520	220	224	229
31 Retained Pay (As per Fire-Fighters)	94	54	96	55	41	42
32 Control pay (As per Fire-Fighters)	48	25	37	26	19	20
33 Non Uniformed pay (2% effective from 01/04/2020)	103	106	112	115	117	119
34 Member Allowances	2	2	2	2	2	2
35 Gas, Electricity, Water and Derv Inflation	25	19	19	27	28	30
36 Prices Inflation at, 2% 2020/21 - 2023/24	74	75	75	76	78	81
37 Total Inflation	854	633	1,021	704	586	602
39 Budget Pressures						
40 FMS3 bids (Current Year MTFP process)	61	0	431	102	69	1
41 FMS3 bids (Previous Years MTFP process)	-48	-104	-104	-228	-68	-105
43 Estimated Net Revenue Expenditure	30,328	31,069	31,676	32,895	33,090	34,156
44 Contribution to/from Transformational Earmarked Reserves	-492	-779	-625	-1,345	-679	-798
46 Estimated Budget Requirement	29,836	30,291	31,051	31,550	32,411	33,358
48 Budget Requirement Increase Year on Year	399.2	452.7	1,215.5	1,260.0	1,359.9	1,807.9
49 % Budget Increase	1.4%	1.5%	4.1%	4.2%	4.4%	5.7%
51 Financed by:						
53 Revenue Support Grant (RSG): expected to cease in 2020/21 and be included within increased business rates funding	2,283	1,977	2,283	2,200	2,100	2,000
54 Business Rate Baseline	2,222	2,345	2,297	2,415	2,519	2,629
55 Business Rate Top Up	3,779	3,860	3,839	3,901	3,963	4,027
56 Adjusted 2019/20 Business Rates Top Up following revised VOA list	0	0	100	0	0	0
57 Business Rates Grant	258	258	259	259	259	259
58 Collection Fund Surplus/(Deficit)	231	100	371	50	0	0
59 Council Tax (the remainder)	20,973	21,750	21,902	22,726	23,570	24,444
60 Utilisation of Collection Fund Surplus Reserve	0	0	0	0	0	0
61 Redistribution of Business Rates Retention Levy Account surplus	90	0	0	0	0	0
63	29,836	30,291	31,051	31,550	32,411	33,358
65 Band D equivalent Tax base	213,017	216,611	218,123	221,910	225,664	229,484
66 % change on Band D's	1.95%	1.69%	2.40%	1.74%	1.69%	1.69%
67 Leading to an average council tax (Band D) of	98.45	100.41	100.41	102.41	104.45	106.52
69 % increase	2.99%	1.99%	1.99%	1.99%	1.99%	1.99%
72 Use of Transformational Reserves Summary	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
	2019/20	2020/21	2020/21	2021/22	2022/23	2022/23
	£000s	£000s	£000s	£000s	£000s	£000s
75 Transformational Earmark Reserve for Budget Setting	4,655	3,469	3,467	2,793	1,198	569
76 Actual 2018/19 Revenue Underspend (£555k) and Predicted underspend 2019/20 (£303k)	555	0	0	0	0	0
77 Contribution to/from Transformational Earmarked Reserves	-492	-779	-625	-1,345	-679	-798
78 Use of Transformational Reserve for investment into the Control Mobilisation Project	-1,000	0	0	0	0	0
79 Annual use of Transformational Reserve for Strategic Projects and Improvements	-250	-250	-250	-250	-250	-250
80 Reduction of General Reserve from £2.6m to £2.4m, followed by reduction to £2.1m in future years (into the Transformational Reserve)	0	200	200	0	300	0
81 Net Balance Transformational Earmark Reserves	3,467	2,641	2,793	1,198	569	-479

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2020/21 Budget Setting Process

Current Assumptions:

- One year settlement for 2020/21 – three/four year settlement to follow from 2021/22
- All grants received in 2019/20 will continue in 2020/21 due to one year settlement. This includes:
 1. Home Office grant - Fire Fighters Pension Scheme Revaluation from 2016, which came into effect from April 2019, has an estimated average increase of 13% (circa £1.5m). This was supported by grant via the Home Office in 2019/20 at £1.7m. For 2020/21 it is assumed this grant will continue. This will be included within the funding from the Comprehensive Spending Review for 2021/22 onwards. There is a forecast budget pressure of £750k (50% pressure) in 2021/22 until further information is known.
 2. Other grants – New Dimensions, Transparency, Fire link, MTA
- Green Book pay award 2% April 2020 onwards
- Two MTRP versions of the FF Pay Award – 2% 2019 and 5% 2020 (Appendix 1) and 5% 2019 and 5% 2020 (Appendix 1 a).
- That the additional 1% to council tax will not continue after the two years announced (2018/19 and 2019/20). Therefore currently the assumed referendum limit is 2%.
- 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 – *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 2023/24 (although RSG potentially ceasing from 2021/22 and included within business rates, this element is still split out for transparency)
- Estimated Collection Fund surplus of £296k in 20/21 (confirmations due), £50k in 2021/22
- Apprentice budget of £60k per annum remains to fund new posts (training fees to be drawn down from levy paid)
- Explore for 2021/22 (delayed from 2020/21) when medium term funding position known - Minimum Revenue Provision (MRP) early repayment, with the benefit of reducing earmarked reserves and also revenue pressures in future years.

Uncertainties:

- FF pensions – longevity of 2015 unfunded scheme and outcome of pensionable pay review
- Impact from Business Rates Retention (no Revenue Support Grant) potentially from 2021/22
- Impact from Spending Review for 2021/22 onwards
- Impact from formula funding review 2021/22 onwards
- Recruitment profile/establishment/retirements – associated recruitment/training costs (15 FF in 2020/21, 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 (co-responding, falls, bariatric), Police etc) – and associated costs/savings/investments
- 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
- Implications arising from Fire Brigades Union (FBU) discriminatory claims relating to transitional pension protection (McCloud/Sergeant cases)
- Strike expenditure potential
- Interest and inflation rate fluctuations (post Brexit too)
- Outcomes of Retained Duty System project (budget increase/decrease)
- Outcome of Grey book pay review – broadening the role, pay award
- Outcome of Response Review Project
- Council tax revaluation due as still based on 1991 valuations? There is a disconnect between council tax, location, property value and average earnings (Band D in Westminster is £753.85, in contrast in Oldham it is £1,899.61). Links here with the Formula funding too.
- Operational vehicle provision review (could be cost implications, for example provided cars purchase)
- Due to significant turnover in the medium term, additional costs re succession planning
- Impacts from the General Election on 12th December 2019
- Linked to the above, Boris Johnson's pledge to reduce business rates may have a detrimental impact on funding (for BFRS and local unitary authorities)

Suggested New Ear Marked Reserves:

- Outcomes from Contamination work (showers, storage, PPE etc)
- Remedy re FF Pensions transition discrimination

DRAFT BUDGET 17 DECEMBER 2019**CAPITAL PROGRAMME 2020-21 to 2023-24**

Ref	Bedfordshire Fire and Rescue Authority Capital Programme	Capital Budgets 2020/21	Capital Budgets 2021/22	Capital Budgets 2022/23	Capital Budgets 2023/24
		£000's	£000's	£000's	£000's
	Scheme				
	Fleet:				
1	Vehicles/associated equipment (See bid sheet for detail)	475	1,072	230	1,247
	ICT Projects:				
	IT Developments				
2	ICT New Various (See bid sheet for detail)	700	390	50	737
	IT & Communications				
3	Primary Network Switch replacement	100	0	0	0
4	Local Area Network (LAN) Active Components Replacement	120	0	0	0
	General:				
5	Capital Works - Service Wide (lighting replacements, CCTV, fire protection, etc) - All locations	86	52	27	30
6	Drill yard resurfacing (Biggleswade, Luton, Woburn)	0	0	20	0
7	WC/Shower facility refurbishments (Amphill, Harrold, Workshops, Training, Luton)	0	0	25	25
8	Heating - boiler replacements (Amphill, Bedford, Woburn)	23	0	0	26
9	Bay Floor replacements (Bedford, Biggleswade, Potton, Shefford, Toddington)	0	65	0	38
10	Dormitory refurbishment (Bedford, Luton)	0	0	30	10
11	Station Kitchen Refurbishments (Biggleswade, Leighton Buzzard, Stopsley)	0	0	21	0
12	Fitness Equipment Expenditure	15	5	5	15
13	Kempston Station - Mess Deck Refurbishment	12	0	0	0
14	Dunstable Fire Station - External Rope Rescue Training Rig (WAH wkng at height)	10	0	0	0
15	Dunstable Fire Station - Internal Rope Rescue Training Platform (WAH wkng at height)	5	0	0	0
16	Improved provision of female showers/toilets at Stopsley Station	22	0	0	0
17	Future Capital Programme Schemes (yet to be finalised, reviewed and approved)	0	0	1,000	0
	TOTAL	1,568	1,584	1,408	2,128
	Capital Financing Summary				
	RCCO = Revenue Contribution to Capital	1,383	1,444	1,308	1,970
	Capital Receipts & Reserve Utilisation	185	140	100	158
	Total	1,568	1,584	1,408	2,128

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DRAFT BUDGET 17 DECEMBER 2019**Medium Term Savings and Efficiencies 2020/21 to 2023/24**

£'000s 2019/20	Ref	Savings/Efficiencies	£'000s 2020/21	£'000s 2021/22	£'000s 2022/23	£'000s 2023/24
100		Saving following Procurement of new Fire Fighter PPE Contract (was £50k in 18/19, now additional £50k therefore £100k in total)				
100		2019/20 Zero Base Budget Exercise (forecast reduction)				
15		Control Income generation				
20		To capture Fire & Rescue Indemnity Company - no Insurance Premium Tax				
40		Savings from MDT collaborative procurement and review of licences				
5		Savings due to new ICT contract				
20		Savings from internal Blue Light Installations				
10		Procurement - (various including stationery, cleaning materials & Fire Safety checks)				
85		To capture salary abatement & pension savings				
50		Draw down apprenticeship levy (therefore reduction in training budget)				
5		Energy Management Savings (Insulation & works)				
	1	Income from Property Rents & Collaboration	8			
	2	Management Information System (MIS) - Wholetime Rota/Availability System, Human Resources, Technical Equipment (Includes £45k unachievable saving in 2019/20)	89			
	3	Collaboration Savings	20			
	4	Change of 4th Area Commander post to Green Book Head of Service (subject to natural turnover)		15		
		New Savings/Efficiencies for 2019/20 Budget process				
	5	Energy Management Savings (Insulation & works)	5	5	5	
	7	Principal Officer review/restructure	50	13		
	6	Response Review Project (Updated figures from the 2019/20 budget setting process)		184	184	190
		New Savings/Efficiencies for 2020/21 Budget process				
	7	Draw down apprenticeship levy BTEC & Masters (therefore reduction in training budget)	10			
	8	Increase in interest received due to proactive investment management	25	10		
	9	Saving from Broadband contract	30			
	10	Saving from mobile phone contract	10			
	11	Online Communication Monitoring tool (To be confirmed)	10			
	12	Replacement of Risk database (To be confirmed)	10			
	13	Following efficiency review savings associated with provision of catering at incidents (not replacing van & catering trailer)	65			
450			332	227	189	190

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For Publication

Bedfordshire Fire and Rescue Authority
17 December 2019
Item No. 8

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: COMMUNITY RISK MANAGEMENT PLAN 2019-2023 (2020 Refresh)

For further information Andrew Hopkinson, Deputy Chief Fire Officer
Gavin Chambers, Assistant Chief Officer
Tel No: 01234 845000

Background Papers: The 2019-23 Community Risk Management Plan (CRMP)

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 inform Members of the progress made towards the 2020 refresh of the 2019-23 CRMP including the associated consultation process.

RECOMMENDATIONS:

Members are requested to:

1. Review and comment on the revised Service Values
2. Review and approve the initial draft of the refreshed 2019-2023 CRMP
3. Consider and agree the consultation arrangements and questions

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 analysis 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 program 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, most recently the Service produced a Community Risk Management Plan (CRMP), covering the 4 year period 2019-2023, which the FRA approved in March 2019 and subsequently published.
 - 1.4. At the time of writing this report, the refreshed 2019-23 CRMP is at the design/print stage. It is planned to circulate this to Members prior to the FRA meeting. The key updates are noted below and importantly the new annual action plan for 2020-21 is attached at Appendix A.
2. 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 2019-2023 CRMP, the Head of Prevention & Protection was commissioned in the late summer 2018 to produce a comprehensive Community Risk Analysis (CRA).
 - 2.2. The outputs from the CRA assisted/will assist the Authority to target 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. The Strategic Assessment was reviewed and updated at the CMT meeting in November 2019.

3. Changes to the CRMP for 2020

- 3.1. A new 2020/21 annual action plan has been developed and is attached at Appendix A.
- 3.2. The CRMP has been developed to take account of the feedback received following the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in 2018. With our next HMICFRS inspection anticipated in 2020, we will produce a separate annual report document will be produced detailing progress made against the 2019/20 Action Plan and this will be published on bedsfire.gov.uk alongside the CRMP.
- 3.3. The CRMP includes a new foreword by the Chief Fire Officer and Chair of the Fire Authority, Cllr Chatterley. The format has changed from portrait to landscape to bring it in line with the Service's use of landscape for documents to allow better online viewing. Images, figures and statistics have been updated where new data is available and appropriate.
- 3.4. A key action in the action plan was to work with staff to review the Service Values & Behaviours Framework. The outcomes from this work has led to a revised suite of new Service Values, which are included in the refreshed CRMP and presented in this report at Appendix B.

4. Consultation Approach

- 4.1. The National Framework requires Fire Authorities to produce an Integrated Risk Management Plan (IRMP) 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, the Service is proposing that it will consult both internally and externally on the proposed updates to the CRMP in conjunction with the 2020/21 budget, throughout January 2020.
- 4.3. Online consultation with the public will utilise the Service's community messaging system Beds Fire Alert (part of the Neighbourhood Alert Network). Beds Fire Alert has in excess of 19,000 subscribers with 8.86% of Bedfordshire households using the Neighbourhood Alert Network. This will be supported by posts on our Social Media Channels (Twitter and Facebook) and a Consultation page on our website which will link to the Beds Fire Alert Survey. Members of the public can take part in the consultation process without subscribing to the Alert system and the Service will seek to engage with partners and local businesses.

4.4. Internal consultation with staff and representative bodies during this period will be through a variety of means including face to face meetings, management briefing days, station visits and online survey questionnaires.

5. Consultation Questions

5.1. The proposed CRMP consultation questions are below:

- i. Our CRMP Annual Action Plan for 2020/21 sets out the key actions underpinning our 6 strategic aims that we propose to focus our efforts on delivering that year.
 - a. Do you agree delivering on these actions will help us achieve our Mission to *provide outstanding fire & rescue services that help make Bedfordshire Safer*?
 - b. Is there anything that you feel is missing from our proposals for 2020/21?
- ii. Do you agree that the revised Service Values, at Appendix B, represent what a modern Fire and Rescue Service should adhere to?
- iii. The Service uses a range of communication channels to inform you of our activities, including the Community Risk Management Plan (CRMP). Other methods we use include our website, social media and local news media.
 - a. Do you agree we are doing enough to communicate with our communities?
 - b. Are there other or better methods of communication we should consider?

6. Implications

6.1. The current Fire and Rescue National Framework for England, published in May 2018, requires FRAs to publish an IRMP. The requirements of this are incorporated within the Authority's current CRMP that runs to 2023. Producing a revised version of the CRMP for 2020 allows the Service to demonstrate continuing compliance with this requirement. By incorporating the new 2020/21 action plan into the revised document, the Service is able to demonstrate continuing action and improvement in the areas for improvement identified by HMICFRS.

7. Recommendations

1. Review and comment on the revised Service Values
2. Review and approve the initial draft of the Revised 2020-23 CRMP
3. Consider and agree the consultation arrangements and questions

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

AIM 1: PREVENTING FIRES & OTHER EMERGENCIES FROM HAPPENING	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> • Work with our partners to deliver 10,000 Safe & Well Visits, targeting the most vulnerable; 	Our Safe & Well Visits are reducing risks from fire, falls, alcohol, crime, winter warmth & other health problems. The more we deliver, the more people we help keep safe & well.
<ul style="list-style-type: none"> • Focus more resources on improving how we engage with our diverse & hard to reach communities; 	Some of the most vulnerable people within Bedfordshire are also amongst the hardest to reach. Working with & learning from others, we will get better at reaching out to help make Bedfordshire safer.
<ul style="list-style-type: none"> • Further develop our risk analysis/social profiling capabilities & how we evaluate our prevention activities; 	Improving how we target the most vulnerable will help reduce risk in our communities. More effective evaluation will help us evidence the impact we are having & help us improve our work to reduce risk & keep people safe.
<ul style="list-style-type: none"> • Investigate the benefits & opportunities of establishing a Volunteer Scheme to support our Prevention work; 	Recruiting volunteers to work alongside our staff can help us reflect & build a bridge with the diverse communities we serve, improve the quality of our services & build capacity.
<ul style="list-style-type: none"> • Gain accreditation of our fire investigation activity to the ISO 17020 standard. 	The Forensic Regulator has introduced new requirements for presenting forensic fire investigation evidence in criminal proceedings.

AIM 2: PROTECTING PEOPLE & PROPERTY WHEN FIRES HAPPEN	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> Implement a new digital fire safety management system. 	The rollout of this new system started in 2019 and will help us better target our inspections of buildings most at risk from fire.
<ul style="list-style-type: none"> Baseline our risk based inspection programme against the latest national guidance. 	New national guidance is being developed to provide a more consistent approach to defining & identifying high-risk premises & how often they are audited.
<ul style="list-style-type: none"> Focus our resources on inspecting/auditing all the highest risk premises within Bedfordshire within the year. 	We believe it is the right thing to do to seek to reinspect/audit all our highest risk premises to provide reassurance that fire safety is being effectively managed.
<ul style="list-style-type: none"> Continue to actively support & implement the learning from the Grenfell Tower tragedy in 2017. 	The Grenfell Tower tragedy led to proposals for a fundamental review of how fire safety in buildings is managed & regulated & the Phase 1 Report of we have been proactive in supporting this. The Public Inquiry published it's Phase 1 report & we are already acting upon the recommendations made.
<ul style="list-style-type: none"> Ensure that firefighters have vital information about buildings & other installations available to them when they need it. 	There is a clear link between our fire safety inspection programme & how we gather risk information to ensure a safe & effective response by our firefighters. We need to ensure that these two processes work effectively together.

AIM 3: RESPONDING TO FIRES & OTHER EMERGENCIES PROMPTLY & EFFECTIVELY	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> • Be better prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting & evacuation, working with owners & occupants of these building to reduce the likelihood & impact of fire. 	<p>The learning emerging from the Grenfell Tower tragedy in 2017 has prompted us to review the firefighting and command tactics we employ when responding to fires in high rise buildings. This review will help us ensure our firefighters are able to make an prompt and effective intervention when building fires occur.</p>
<ul style="list-style-type: none"> • Using the outcomes from our 2019/20 review, develop options for improving our emergency response cover to meet current & future risks & demand 	<p>Building on our work undertaken in 2019/20, we will develop evidence-based options that seek to improve the efficiency & effectiveness of our emergency response.</p>
<ul style="list-style-type: none"> • Improve the availability of fire appliances crewed by on-call firefighters by introducing new & innovative ways of working. 	<p>Many of our fire stations rely on on-call firefighters to crew fire appliances. Like many fire services, recruiting & retaining on-call firefighters is a real challenge so we are seeking new & sustainable ways to overcome these challenges.</p>
<ul style="list-style-type: none"> • Deliver a new 999 call handling & mobilising system for our Fire Control Centre. 	<p>Investing in the latest technology will improve our ability to respond effectively to emergencies.</p>
<ul style="list-style-type: none"> • Work with partners to explore ways we can better utilise our existing skills, capabilities and resources to have a wider and deeper impact on improving public safety and wellbeing. 	<p>We already support the East of England Ambulance Service with effecting entry into homes & providing technical assistance with bariatric casualties. We believe it important to expand our capability and footprint to help save more lives.</p>

AIM 4: EMPOWERING OUR PEOPLE AS WE WORK TOGETHER TO MAKE BEDFORDSHIRE SAFER	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> Re-double our efforts, maximising positive action initiatives & collaborating wherever possible, to attract the diverse talent we need in all roles to sustain & improve our Service & help make Bedfordshire safer. 	<p>Our people are our biggest asset, so it is important we recruit the best & most diverse talent. We aspire to remain an employer of choice so must respond to the ever changing labour market so we continue to deliver an effective service.</p>
<ul style="list-style-type: none"> Review how we develop, reward & recognise our staff, including how we approach appraisals, how we identify & develop talented individuals, & ways we can improve employee motivation, satisfaction & commitment. 	<p>We believe employee motivation, satisfaction & commitment have a critical influence on our performance. Realising the full potential of our workforce means they need to be fully involved with, committed to & can influence & shape the process of change. Modern pay & recognition principles are necessary to attract & retain a high performing, flexible & skilled workforce.</p>
<ul style="list-style-type: none"> Continue to deliver on our Mental Health Action plan to ensure our staff are trained, supported & equipped to deal with mental health issues at work. 	<p>Members of the emergency services are more at risk of experiencing mental health problems than the general public but are less likely to seek support. We're committed to raising awareness, challenging mental health stigma & providing help & resources to support our staff.</p>
<ul style="list-style-type: none"> Review how Fire Stations use social media & other methods of communication to engage with their local communities 	<p>Enabling our fire stations to take greater ownership of communicating at a local level will improve our reach into our communities & build better relationships with them.</p>
<ul style="list-style-type: none"> We will work to embed our refreshed Service Values building a positive & supportive culture. 	<p>Our values were developed by our staff & we will work tirelessly to embed these values, promoting a culture where all staff can be themselves & support & respect each other.</p>

AIM 5: UTILISING OUR ASSETS & RESOURCES EFFICIENTLY & EFFECTIVELY	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> Review the effect our activities have on the environment & work to reduce this. 	<p>We have moral & legal duty to work to reduce the environmental impact of our activities & the vehicles we use</p>
<ul style="list-style-type: none"> Develop actions to reduce the effect that operating our vehicles have on the environment. 	
<ul style="list-style-type: none"> Proactively pursue further collaborative opportunities with our blue light partners to share our buildings, functions & capabilities, using our financial reserves to invest in mutually beneficial schemes. 	<p>We have a duty to collaborate with our blue light partners & we know there are real opportunities to work together to improve both the efficiency & effectiveness of the services we provide.</p>
<ul style="list-style-type: none"> Continue to pursue collaborative procurement opportunities, whenever it mutually beneficial to do so, when purchasing goods & services. 	
<ul style="list-style-type: none"> Work with Bedfordshire Police & East of England Ambulance Service to produce a joint Bedfordshire Blue Light Estates Strategy. 	<p>A number of our fire stations are already shared with police & ambulance colleagues. The success of these initiatives has led BFRS, Bedfordshire Police & EEAS to agree to work together to develop a joint estates strategy for Bedfordshire that aims to co-locate the 3 services wherever it is mutually beneficial to do so.</p>

AIM 6: MAXIMISING USE OF DATA & DIGITAL SOLUTIONS TO DRIVE IMPROVEMENT	
WHAT WE INTEND TO DO IN 2020/21	WHY ARE WE DOING THIS
<ul style="list-style-type: none"> Focus our efforts on exploiting & embedding the capabilities of Microsoft Office 365 & SharePoint Online in ways that better support our front-line staff & firefighters. 	<p>The next stage of our digital transformation programme will help empower staff by providing a more flexible, collaborative & mobile working environment & providing a resilient & secure IT infrastructure.</p>
<ul style="list-style-type: none"> Strengthen our Customer Relationship Management (CRM) capability to better manage our interactions with the public & partners. 	<p>The nature of what we do means we interact with people in many different ways: in person, via letter, email, telephone, our website & social media. Strengthening our CRM capability will give us much greater control of customer engagement & help identify ways to improve.</p>
<ul style="list-style-type: none"> Commence the rollout of our 'Connected Fire Appliance' capability 	<p>'Connecting' our fire appliances will allow our firefighters to take advantage of emerging technologies that will help them more effective & efficient at what they do. This project is anticipated to take more than a year to complete.</p>
<ul style="list-style-type: none"> Expand our existing drone capability to include live video streaming from the incident ground into our Control Rooms 	<p>Utilising live video feeds from smartphones, bodyworn cameras, CCTV & our drone unit will allow us to respond more effectively to emergency incidents.</p>
<ul style="list-style-type: none"> Further strengthen our data insight & analysis capabilities 	<p>Building upon the work undertaken in 2019/20, our efforts empower our staff to take greater ownership for delivering performance improvements at a local level means we need to give them better access to data & information to broaden their insight into the risks we face & how we are performing.</p>

BFRS Values

RECOMMENDATIONS



We've got your back

- Striving to keep you safe, while being supportive and inclusive



We dare to be different

- We are audacious, we welcome challenge, and we are open to innovative ideas



We are accountable

- We are transparent, trustworthy, and responsible for our actions



Every contact counts

- Making a positive difference each and every time, with respect and professionalism

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Bedfordshire
Fire and Rescue Service

Information Bulletin

July to September 2019

Personnel

Statistics Covering Period 1 July to 30 Sept 2019

Wholetime Uniformed Staff:

Strength as at 30 September 2019 296

Firefighters on the Retained Duty System:

Strength 154
(Includes whole time retained)

Appointments:

Whole time Duty System 21
Retained Duty System 15
Support Staff 14

Leavers:

Whole time 1
Retained 5
Support Staff 4

Operations

Statistics for the Period 1 July – 30 Sept 2019

Incident Statistics	2019/20 Q2
Total Incidents attended (Fires, Special Services and Fire Alarms)	1678
Total Fires Attended*	641
Primary Fires	265
Accidental Dwelling Fires	96
Non Domestic Property Fires	31
Chimney Fires	1
Fire Fatalities	0
Fire Injuries	5
Total Special Service Attended	392
Road Traffic Incidents	108
Road Traffic Accident – Number of Extrications	19
Total Fire Alarms Attended	639
Malicious False Alarm	15
False Alarm Good Intent	214
Alarm caused by Apparatus	410
OTB Mobilised To	31

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

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

Incidents of Note

ROAD TRAFFIC COLLISIONS

RTC Person Trapped

Sheep Lane, Woburn

27 July 2019 – 0748 hours

Rescue Pumps from Kempston, Leighton Buzzard, Woburn, Specialist Rescue Unit from Kempston. Car off road in field. One person trapped and released by Fire Service.

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

RTC Persons Trapped

Flitwick Road Westoning

19 August 2019 – 1203 hours

Rescue Pumps from Kempston, Ampthill, Dunstable, Rescue Unit from Kempston. RTC involving one car and one LGV, two persons trapped. One male adult rapidly removed from vehicle due to injuries, one female adult removed from vehicle using full roof removal.

(Contact Station Commander A Lewington, Biggleswade, Potton, Sandy and Shefford Fire Stations, Tel 07717 275302)

RTC Person Trapped

M1 Southbound Junction 11A Dunstable to Junction 11

27 August 2019 – 0837 hours

Rescue Pumps from Dunstable, Stopsley, Luton, Emergency Response Unit from Stopsley. Two lorries and one car. One male trapped by injuries, released by Fire Service.

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

FIRES

Fire Building

Rothesay Road, Luton

5 July 2019 – 2236 hours

Rescue Pumps from Luton, Stopsley and the Aerial Platform from Luton attended. Fire in three storey building with basement in ground floor stairwell, fire spread to 2nd floor flat 100% damaged by fire. Aerial platform in use for inspection of roof space damping down.

(Contact Station Commander S Brereton, Luton and Toddington Fire Stations, Tel 01582 875217)

Fire Domestic House Roof, Make Pumps 4

Arnold Way, Shortstown

26 July 2019 – 0705 hours

Rescue Pumps from Bedford, Kempston, Sandy, Water Carrier from Toddington, Special Operations Team Support Unit from Potton, Aerial Platform from Bedford, Incident Command Unit from Leighton Buzzard. Fire in roof space following lightning strike.

(Contact Station Commander J Clarke, Bedford and Harrold Fire Stations, Tel 01234 245507)

Fire Farm Machinery, Make Pumps 3

Sunderland Hill, Ravensden

12 September 2019 – 0528 hours

Rescue Pump from Bedford, Kempston, Water Carrier from Kempston, Special Operations Team Support Unit from Bedford. One diesel powered compost screening machine involved in fire.

(Contact Station Commander J Clarke, Bedford and Harrold Fire Stations, Tel 01234 245507)

RESCUES

**Special Service Minor Release
Kirby Road, Dunstable
16 August 2019 – 1300 hours**

Rescue Pump from Dunstable. 9 year old boy with leg trapped in slide, released by Fire Service using recipricatoring saw.

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

**Rescue Animal Large
Great Ouse Way, Bromham
28 August 2019 – 1238 hours**

Rescue Pumps from Kempston, Bedford, Rescue Unit from Kempston, Boat from Bedford. One Bullock assisted from river by Fire Service. Lines and Strops used.

(Contact Station Commander J Clarke, Bedford and Harrold Fire Stations, Tel 01234 245507)

**Special Service Minor Release
Meadow Farm Road, Box End, Kempston
12 September 2019 – 1812 hours**

Rescue Pump from Kempston, Specialist Rescue Unit from Kempston. One adult male released from pressure farm machinery. Low pressure airbags, Lukas spreader, ladder platform and farm tele-handler in use.

(Contact Station Commander S Williams, Kempston and Ampthill Fire Stations, Tel 01234 845023)

Letters of Appreciation or Complaint

Complaint:

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

Appreciation:

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

The following is a selection:

Thank you from **Members of the Public:**

"Last Tuesday the fire brigade helped get the small dog I was walking out of a hole in a tank where he was stuck. This was at Souldrop, Bedford. They couldn't have been kinder or more professional..."

"I am writing to thank you very much indeed for the marvellous way that you have coped with the fire at Sandy at my farm on Thursday night. Although I was not present, I have heard how quickly you arrived in numbers and right away dealt with the dangers impressively, saving our crop and barns. Since then, I know you have attended regularly and been first class in communicating with those on the ground. Altogether, your professionalism has been outstanding and I am deeply grateful for all you have done. If you are able to pass this message on to the crews and managers who were involved I shall be grateful for that too."