



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, S Khurshid and Y Waheed

A meeting of **Fire and Rescue Authority** will be held virtually on **Thursday, 16 July 2020** starting at **10.00 am**.

John Atkinson
Secretary/Monitoring Officer

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Secretary/ Monitoring Officer	

Item	Subject	Lead	Purpose of Discussion
2.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 11/02/2020 (Pages 5 - 14)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Executive Committee 24 April 2020	Chair	To consider a report (Pages 15 - 22)
7.	Executive Committee 8 July 2020	Chair	To consider a report (Pages 23 - 34)
8.	Audit and Standards Committee 02 July 2020	Cllr Headley	To consider a report (Pages 35 - 46)
9.	Annual Overarching Performance Report Year End 2019/20	CFO	To consider a report (Pages 47 - 72)
10.	Proposed Indicators and Targets 2020/21	CFO	To consider a report (Pages 73 - 98)
11.	Revenue Budget and Capital Monitoring Programme	ACO	To consider a report (Pages 99 - 108)
12.	Treasury Management Annual Report	ACO	To consider a report (Pages 109 - 120)
13.	Disposal of Assets under the Scheme of Delegated Authority	CFO	To consider a report (Pages 121 - 130)
14.	Work Programme	CFO	To consider a report (Pages 131 - 140)

Item	Subject	Lead	Purpose of Discussion
15.	Information Bulletin Q4 [Jan-Mar]	CFO	To consider a report (Pages 141 - 148)
	Next Meeting	10.00 am on 3 September 2020 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR	

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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BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

11 February 2020

PRESENT

Councillors J Chatterley (Chair), C Atkins, R Berry, K Choudhry, D Franks, J Gambold, M Headley, D McVicar, I Shingler and Y Waheed

Chief Fire Officer Fuller, Assistant Chief Officer Chambers, (Temporary) Assistant Chief Fire Officer Peckham and Mr J Atkinson

19-20/fa/069 APOLOGIES

There were no apologies.

19-20/fa/070 IMPLICATIONS OF COUNCILLOR MALIK'S RESIGNATION

The Secretary and Monitoring Officer submitted his report on the implications of Councillor Malik's resignation from the Authority following her appointment to Luton Borough Council's Executive. Her resignation created a vacancy on the Authority's Executive Committee and the Luton Local Strategic Partnership for the remainder of the 2019/20 Municipal Year.

A nomination to fill the vacancy had been put forward by the Labour Group on Luton Borough Council but this had not yet been formally confirmed at its Full Council meeting.

RESOLVED:

1. That Councillor Franks be appointed to the Executive Committee for the remainder of 2019/20 Municipal Year.
2. That Councillor Franks be appointed as the Luton Member of the Local Strategic Partnerships for the remainder of the 2019/20 Municipal Year.

19-20/fa/071 DECLARATIONS OF DISCLOSABLE PECUNIARY AND OTHER INTERESTS

There were no declarations of disclosable pecuniary and other interests.

19-20/fa/072 COMMUNICATIONS

State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019

The State of Fire and Rescue Report had been published following the conclusion of the final tranche of inspections. This was the Secretary of State's assessment of the sector in England, based on the inspections carried out between June 2018 and August 2019. Human Resources had generally been identified as an area of improvement across the sector. There had also been recommendations around the need for more operational independence.

HMICFRS Inspection

Notification had recently been received that the Service would be subject to inspection in the summer, with fieldwork commencing in July 2020. A Service Liaison Lead had been appointed and it was hoped that this individual would remain in post throughout the process.

Fire Commission Meeting

The Chair reported on the meeting of the Fire Commission he had attended on 24 January 2020. The meeting had focused on the Mayor of London's report on the implementation of the Phase 1 recommendations arising from the Grenfell inquiry.

LGA Champion's Network

The Chair reported on the network meeting attended by himself and the Vice-Chair on 22 January 2020. Barriers to greater equality and representation had been discussed and the meeting had provided positive networking opportunities as well as opportunities to explore best practice.

Celebration of 75 years of Vauxhall

Councillor Waheed reported on the celebration event on 30 January 2020 that she had attended with the Chief Fire Officer. The impact of Vauxhall on Luton, as a large employer, was recognised, as was the contribution to the event of students from Denbigh High School.

Ministerial Letter

The Chief Fire Officer advised that, following the publication of the State of Fire and Rescue Report, a letter had been sent to all Chairs and Chief Fire Officers of Fire and Rescue Authorities from the Home Office, responding to the report and highlighting key areas of improvement.

National LGA Fire Conference

The Chair advised that he and the Vice-Chair would be representing the Authority at the National LGA Fire Conference which would take place from 9-11 March 2020.

Passing Out Parade for On-call Fire Fighters

The Chair reported on the recent passing out parade for the 10 new recruits to the Retained Service. The Chief Fire Officer added that this was the first such parade for on-call fire fighters and that in future, employers of those individuals would be invited to attend.

Denise Clarke

The Authority was advised that Ms Denise Clarke, Head of Human Resources, would be retiring from the Service at the end of April 2020.

19-20/fa/073 MINUTES

RESOLVED:

That the Minutes of the meeting held on 17 December 2019 be confirmed as a true record.

19-20/fa/074 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/fa/075 AUDIT AND STANDARDS COMMITTEE 5 DECEMBER 2019

Councillor Headley submitted the draft Minutes of the meeting of the Audit and Standards Committee held on 5 December 2019 and reported on the ongoing review of the Service's Corporate Risk Register. The Register had been in need of updating and the progress made to date had been reported to the Committee, with a further report to be submitted at the Committee's next meeting.

Councillor Headley submitted the Statement of Assurance to the Authority for its approval. The Committee had made a number of minor alterations to the document, all of which had been incorporated.

RESOLVED:

1. That the submitted minutes of the meeting of the Audit and Standards Committee 2019 held on 5 December be received.
2. That the Statement of Assurance be approved for signature by the Chair of the Committee.

19-20/fa/076 COMMUNITY RISK MANAGEMENT PLAN

The Authority received a report on the outcomes of the consultation on the Community Risk Management Plan (CRMP) 2019-2023.

The Temporary Assistant Chief Fire Officer advised that the consultation on the CRMP had been run jointly with the budget consultation. Just fewer than 15,000 emails had been sent to Alert subscribers and the consultation was also promoted on the Service website and through its social media channels. Face to face engagement had also been undertaken. 395 responses had been received to the consultation, the overwhelming majority of which were in favour of the actions included in the action plan.

RESOLVED:

1. That the findings of the Community Risk Management Plan consultation be acknowledged.
2. That the final draft Community Risk Management Plan 2019-2023 and the 2020/21 annual action plan be approved, as suitable opportunity has been given for local communities and staff members to comment.

19-20/fa/077 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2019/20

The Assistant Chief Officer introduced his report setting out the forecast year end budget monitoring position as at 31 December 2019. An underspend of £116,000 was forecast.

In relation to the Capital Programme, it was noted that, as a result of the International Exhibition for Rescue, Fire Prevention, Disaster Relief, Safety and Security that was being held in Hanover in June 2020, a number of capital projects had been postponed to await the release of new technology.

RESOLVED:

1. That the revised forecast outturns for revenue and capital be noted.
2. That the comments in paragraph 2.3.7 of the report regarding the reconciliation work being undertaken regarding the firefighter pension schemes be noted.
3. That the comments in paragraph 2.3.8 of the report regarding the potential cost of recruits in year be noted.

19-20/fa/078 THE 2020/21 REVENUE BUDGET AND CAPITAL PROGRAMME

The Assistant Chief Officer submitted his report which presented information to allow the Authority to set a budget and precept level for 2020/21 in line with statutory requirements, approve a Medium-Term Revenue Plan for the period 2020/21 to 2023/24, approve a Medium-Term Capital Programme for the period 2020/21 to 2023/24 and approve a Medium-Term Financial Strategy which provided the strategic context for each of the documents, linking them to the Authority's corporate aims, objectives and strategic priorities.

350 responses had been received to the budget consultation, with 88% of respondents in support of the proposed 1.99% Council Tax increase. Just under 70% of respondents also supported an increase of £3-5 in the Council Tax, if this was allowed.

The Assistant Chief Officer drew Members' attention to the Medium Term Financial Strategy, in which a graph illustrating the reduction in Revenue Support Grant since 2014/15 was set out.

In response to a question, the Assistant Chief Officer reported that the level of response to this year's budget consultation had been significantly reduced from previous years. This may be because it had been run jointly with the consultation on the Community Risk

Management Plan. Whilst this indicated that the responses received would have been more informed, it also suggested that a standalone consultation may result in an increased level of response.

The uncertainty in medium term forecasting as the result of there being no Comprehensive Spending Review and no further information on the new funding formula was recognised.

The view was also expressed that the significant investment in ICT should be monitored to ensure that the benefits were being delivered.

The recommendations relating to the revenue budget requirement of £30.991 million, with a corresponding precept of £21.880 million and a 1.99% Council Tax increase were put to the meeting and the votes recorded thereon were as follows:

For the Councillors C Atkins, R Berry, J Chatterley, K Choudhry, D Franks, J Gambold, M Headley, D McVicar, I
Recommendations Shingler and Y Waheed
 (10)

Therefore, these recommendations were carried unanimously.

RESOLVED:

1. That for the financial 2020/21:
 - a. A Revenue Budget requirement be set at £30.991m to be met as indicated in paragraph 3.8 of the report.
 - b. In order to meet this budget requirement, the Authority's Precept be set at £21.880m resulting in a council tax increase of 1.99% up to £100.41 per Band D equivalent property, calculated as shown in paragraph 3.8 of the report, and that
 - c. The Treasurer be authorised to issue Precepts in the necessary form to each of the Unitary Councils for the amounts indicated in paragraph 3.11 of the report.
2. That the Medium-Term Revenue Plan attached at Appendix 1 to the report, and the 2020/21 savings and efficiencies detailed at Appendix 2 to the report, be approved.
3. That the 2019/20 year-end underspend is allocated to a Pay Award Reserve.
4. That the Medium-Term Capital Programme attached at Appendix 3 to the report be approved.
5. That the Medium-Term Financial Strategy attached at Appendix 4 to the report and the Reserves Strategy attached at Appendix 5 to the report be approved.

6. That in considering the above recommendations, the Treasurer's statement on the robustness of estimates included in the budget and the adequacy of the reserves for which the budget provides, attached at Appendix 6 to the report, be noted.
7. That any budget amendments required following receipt of the final settlement figures be delegated to the Treasurer and Chief Fire Officer.

19-20/fa/079 TREASURY MANAGEMENT STRATEGY AND PRACTICES

The Assistant Chief Officer submitted his report on the review of the Authority's Treasury Management Strategy Statement and Treasury Management Policies. There were no material updates to report.

It was noted that Members last received treasury management training in July 2017.

The Authority currently had a total amount borrowed of £9.987 million, short-term investments of up to £10 million (up to £17 million if including short notice accounts) and budgeted interest of £115,000 from investments in 2020/21.

In relation to the operational boundaries for other long-term liabilities, the Assistant Chief Officer advised that if the limit had to be amended as the result of new liabilities being identified during budget monitoring, this could be reported to Members at the Mid-Year Review.

The term for the Public Work Loans Board borrowing was close to 40 years and the early repayment charges were significant.

RESOLVED:

That following consideration, the following updated policies be adopted:

- i. Treasury Management Strategy Statement
- ii. Minimum Revenue Provision Policy and Annual Investment Strategy
- iii. Treasury Management Practices

19-20/fa/080 LOCALISM ACT 2011 – PAY POLICY STATEMENT 2020

The Authority received the report of the Chief Fire Officer on the review of the annual pay policy statement and its constituent parts for the financial year 2020/21.

It was noted that, whilst the Human Resources Policy and Challenge Group was referred to in the Policy, it had no decision-making powers and reference to this Group, whilst it remained in the Authority's Committee structure until a formal decision was made, should be removed.

RESOLVED:

1. That the submitted proposed pay policy statement for 2020/21 be approved, subject to the removal of the words "and Human Resources Policy and Challenge Group", to be replaced with "who have delegated some powers to the Chief Fire Officer through a scheme of delegation" in paragraph 2.
2. That the version of the statement highlighting the changes from the previous year's statement be circulated to Members for information.

19-20/fa/081 MEMBERS' ALLOWANCES SCHEME 2020/21

The Secretary and Monitoring Officer introduced his report on the review of the Members' Allowances Scheme for the 2020/21 Municipal Year. No significant changes were being proposed, although it was being suggested that the Scheme may require amendment following the consideration of the Governance Review at the next meeting of the Authority on 30 April 2020.

RESOLVED:

That the Members' Allowances Scheme be updated from 1 June 2020 in accordance with the proposals set out in the report and that the Scheme be adopted for the financial year 2020/21 subject to any amendments that may be agreed following the Authority's further consideration of the Governance Review at its meeting on 30 April 2020.

19-20/fa/082 CALENDAR OF MEETINGS 2020/21

The Authority received a proposed calendar of meetings for 2020/21.

RESOLVED:

That, the submitted provisional calendar of dates for meetings of the Fire and Rescue Authority and its associated Committees for the forthcoming year be approved, subject to consideration of the Governance Review update to be received in April 2020.

19-20/fa/083 WORK PROGRAMME 2019/20

The Authority received its work programme for 2019/20. Members acknowledged that items had been deferred from this meeting so that the budget reports could be properly considered.

RESOLVED:

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

19-20/fa/084 INFORMATION BULLETIN OCTOBER TO DECEMBER 2019

Members received the Service information bulletin for the period October to December 2019.

It was noted that there were a number of incidents that had occurred outside of the reporting period that Members had been made aware of through email communication.

RESOLVED:

That the information bulletin be received.

19-20/fa/85 ROGUE LANDLORDS

The Authority received a presentation from Daisy Byron on Rogue Landlords. The presentation covered the following areas:

- The role of the HMO/Rogue Landlord Officer
- The organisations and teams that the Officer worked with
- The definition of a House in Multiple Occupation
- The goals that had been set
- Future plans

The HMO/Rogue Landlord Officer post had been appointed to for a fixed term basis from August 2019-February 2021. Upon taking up the post, the HMO/Rogue Landlord Officer had set up regular meetings with representatives of the three unitary authorities in Bedfordshire. This had proven to be a very useful networking opportunity. A large part of the role was to undertake and support joint inspections with teams from the local authorities, as well as responding to consultations on applications for HMOs. The Officer also provided training days and presentations. The last event, held on 15 January 2020 and attended by over 60 individuals

representing fire and rescue, licensing, Environmental Health and private sector housing, was very successful and another event was planned for the summer. Risk based inspections were also undertaken.

An HMO was a property that housed three or more people from more than one household. The HMO Officer only had jurisdiction over properties with shared facilities; properties such as “beds in sheds” would be enforced by the housing authorities.

The HMO/Rogue Landlord Officer carried a warrant that allowed power of entry; local authorities and the immigration authorities had to apply for warrants.

Luton had been identified as the area of Bedfordshire which had the highest number of HMOs, both licensed and unlicensed. Selective licensing was being applied in five wards in Luton.

A proforma for a current investigation was tabled, as was a booklet providing examples of dangerous conditions and relevant facts and figures, for Members’ information.

In response to questions, the Authority was advised that:

- Premises subject to notices were visited on a regular basis to ensure that landlords were taking the action required to make their properties safe for occupants.
- Training had led to an increase in concerns being raised about dangerous living conditions when crews undertook “Safe and Well” visits.
- There were a significant number of unlicensed HMOs in Central Bedfordshire and “road hits” were being undertaken to identify these properties.
- An Article 4 direction allowed specific permitted development rights for the areas covered by Article 4.
- The Service worked closely with local authorities to support prosecutions under private sector housing legislation.
- A successful prosecution could only be obtained if the risk of harm could be proven.

RESOLVED:

That the presentation be received.

The meeting closed at 12.19pm

For Publication

Bedfordshire Fire and Rescue Authority
16 July 2020

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: EXECUTIVE COMMITTEE

For further information on this Report contact: John Atkinson
Secretary/Monitoring Officer

Background Papers: None

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 report on the meeting of the Executive Committee held on 24 April 2020.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 24 April 2020 be received.

1. Introduction

1.1 The draft minutes of the meeting of the Executive Committee held on 24 April 2020 are appended for Members' consideration.

1.2 The Executive Committee made no recommendations to the Fire Authority.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

**MINUTES OF A VIRTUAL MEETING OF THE EXECUTIVE COMMITTEE OF BEDFORDSHIRE FIRE AND RESCUE
AUTHORITY
HELD ON 24 APRIL 2020 AT 11.30AM**

Present: Councillors J Chatterley (Chair), C Atkins, D Franks, and Y Waheed
CFO P Fuller, DCFO A Hopkinson, Mr J Atkinson and Mr G Chambers
Councillors M Headley and S Khurshid were also present

12. Apologies

12.1 Due to technical issues, apologies were received from Cllr McVicar.

13. Membership

13.1 The Chair welcomed Councillor S Khurshid to the Authority and introduced all those present.

14. Declaration of Disclosable Pecuniary and Other Interests

14.1 There were no declarations of interests.

15. Minutes

15.1 Concern was expressed that the Chair was the only Member present who had attended the meeting on 4 February 2019, as Councillor Waheed had not yet been able to join the virtual meeting.

RESOLVED:

That the Minutes of the meeting held on 4 February 2019 be received and that the Chair and Vice-Chair be delegated authority to confirm the accuracy of the Minutes so that they can be signed as a true record.

16. Communications

- 16.1 The Chair reported that he had been sending Members of the Authority regular updates via email. These included updates following his regular discussions with the Chief Fire Officer.
- 16.2 The Chief Fire Officer referred to a letter that had recently been received from James Brokenshire, the Minister of State for Security. He advised that this letter would be circulated to all Members for information.
- 16.3 Within the letter, the Minister referred to the change in legislation which removed the requirement to hold Annual General Meetings for Fire and Rescue Authorities, with other meetings being held remotely as required, as Fire and Rescue Services should be focused on service delivery. There had been no removal of the requirement to adhere to the national framework.
- 16.4 The Service had not had any difficulty procuring the required PPE. Fire fighters and their families were now eligible for testing if they were displaying symptoms. Twelve Service personnel had been tested to date and there had been no positive cases of COVID-19.
- 16.5 The letter also touched on issues such as protection for retained fire fighters so that they were not disadvantaged through COVID-19 loss of earnings scheme as a result of their employment by the Fire and Rescue Service, arrangements for bringing retired fire fighters back into employment and the extension of LGV licences.
- 16.6 It was noted that the Deputy Chief Fire Officer had completed his strategic leadership course and had been awarded a distinction.

17. Update from the Chief Fire Officer

- 17.1 The Chief Fire Officer provided a detailed update on action taken by the Service to support the local community as a result of the COVID-19 pandemic. Staff had responded brilliantly to the challenge, with many volunteering to go above and beyond in aid of the local communities of Bedfordshire. To date, this included over 24 separate areas of action that had been implemented both immediately prior to and during lockdown.
- 17.2 This included the ordering and delivery of “community welfare packs” to some of the County’s most vulnerable residents as identified through Exeter and MOSAIC data, of which almost 400 had been delivered, the secondment of staff to both the Ambulance Service and the Local Resilience Forum’s community support cell, transport of materials to enable the Friends of

Bedford Hospital to produce approximately 350 sets of scrubs for use in theatre and the delivery of a YouTube fire station visit for Year 2 children.

- 17.3 The Service had also developed a mechanism for recording expenditure on COVID-19, an internal strategic planning group, safe working practices to ensure that social distancing was maintained, staff and public information videos which had been made available on YouTube, support for the creation of a temporary morgue in Essex, delivery of food to on-duty crews to ensure they were well fed and did not have to leave the station to purchase food, the continuation of critical training and maintenance and improved sanitation. The Service's driving instructors were working with the Ambulance Service to provide training to trainee paramedics.
- 17.4 In addition, the Deputy Chief Fire Officer was representing the Service on the National Fire Chiefs Council COVID-19 Foresight Group.
- 17.5 Two stations, Harrold and Leighton Buzzard, had proactively come forward to develop local agreements to enable co-responding with the Ambulance Service. This had recently been implemented in Harrold.
- 17.6 The Service continued to support its partner organisations and staff were participating in the weekly "Clap for the NHS". A visit had also been paid to Captain Tom Moore, who had raised over £25 million for the NHS and was a resident of Bedfordshire.
- 17.7 It was suggested that fire safety advice could be provided to those on the NHS list of "shielded" individuals, recognising that these were some of the County's most vulnerable residents.
- 17.8 Members recognised the efforts of Service staff in developing and supporting these new initiatives.
- 17.9 The Deputy Chief Fire Officer provided an update on the fire at the Signature Flatbreads factory at the Chiltern Park Industrial Estate in Dunstable. The first appliance had arrived at the incident within three minutes of the call being received. The incident was attended by three pumps, an aerial platform and a water carrier. The fire did not spread and the company was able to resume production on all but one of the production lines.
- 17.10 Thanks had been forwarded to those involved in the incident and the incident would be used as a case study for incident command training.

- 17.11 In response to a question about the funding of COVID-19 expenditure, the Assistant Chief Officer for Finance and Corporate Services and Treasurer reported that the Service had received £105,000 in the first tranche of local authority funding. The amount allocated in the second tranche had not yet been confirmed. The next return to the Home Office was due on 8 May 2020 and the Service was currently collecting costs for that return.
- 17.12 It was hoped that the expenditure would be covered in full from Government grant. The Service was also considering a recharge to partners for work undertaken by the Service, although this was not the preferred option.
18. Public Participation
- 18.1 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. Arrangements for FRA Meetings during the Coronavirus Emergency
- 19.1 The Executive Committee received the report of the Secretary and Monitoring Officer on how to manage meetings during the coronavirus emergency.
- 19.2 The relevant legislation had been amended to allow for greater flexibility in the arrangement of local authority meetings, including the ability to hold meetings with remote attendance and to cancel or postpone Annual General Meetings.
- 19.3 Following consultation with the Chair and the Chief Fire Officer, it was being proposed that the Annual General Meeting be postponed and that the meetings arranged for 30 April and 16 July be cancelled.
- 19.4 In relation to the meeting of the Audit and Standards Committee due to be held on 2 July 2020, the Assistant Chief Officer for Finance and Corporate Services and Treasurer reported that the Finance Team were still working to progress the Statement of Accounts and the Annual Governance Statement and that he would be in a position in a few weeks' time to confirm whether the timescales allowing these items to be considered by the Committee at its meeting on 2 July 2020 could be adhered to.
- 19.5 Members discussed the various options available, recognising the impact of holding meetings on the Service's resources, but also the value of engaging with Members of the Authority.

19.6 The Secretary and Monitoring Officer referred to the potential difficulties of conducting a secret ballot at a virtual meeting, as would be required at the Annual General Meeting. The most practical way of conducting a vote during a remote meeting was by roll call, where Members could be easily identified.

RESOLVED:

1. That the Annual Meeting of the FRA be postponed until 3 September 2020 and that the FRA meeting due to be held on 30 April 2020 be cancelled.
 2. That the FRA meeting due to be held on 16 July 2020 be conducted as a remote meeting.
 3. That the Chair of the Audit and Standards Committee be authorised to determine whether the Committee's meeting due to be held on 2 July 2020 should proceed remotely or be cancelled following consultation with the Chief Fire Officer and the Treasurer.
20. Governance Review
- 20.1 The Secretary and Monitoring Officer suggested that, given the current pandemic, the governance review should be revisited at a future meeting.

RESOLVED:

That the Governance Review be considered at a future meeting of the Authority.

The meeting closed at 12.47pm.

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For Publication

Bedfordshire Fire and Rescue Authority
16 July 2020

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: EXECUTIVE COMMITTEE

For further information on this Report contact: John Atkinson
Secretary/Monitoring Officer

Background Papers: None

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 report on the meeting of the Executive Committee held on 8 July 2020.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 8 July 2020 be received.

1. Introduction

1.1 The draft minutes of the meeting of the Executive Committee held on 8 July are appended for Members' consideration.

1.2 The Executive Committee made the following recommendation to the Fire Authority:

That the Authority be recommended to approve:

1. That each member of the Executive be allocated a special area of responsibility as shown in Appendix A of the report.
2. That the terms of reference of the Executive Committee be revised and adopted as shown in Appendix B of the report.
3. That no changes be made to the Scheme of Member Allowances at this time but that this be reviewed in December 2020.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

**MINUTES OF EXECUTIVE COMMITTEE
MEETING HELD ON 8 JULY 2020**

Present: Councillors J Chatterley (Chair), Y Waheed (Vice-Chair), C Atkins, D Franks and D McVicar
CFO P Fuller, ACO G Chambers and Mr J Atkinson

1 Apologies

1.1 There were no apologies.

2 Declaration of Disclosable Pecuniary and Other Interests

2.1 There were no declarations of interests.

3 Communications

- 3.1 The Chair referred to emails he had forward to the Members of the Authority for information, including correspondence received from the Minister and the Inspectorate.
- 3.2 The Chief Fire Officer reported that additional activities undertaken by the Service during the pandemic, such as involvement with patients in supporting the Ambulance Service, assistance with food parcel delivery and the production of scrubs, were detailed within an infographic contained with the Blue Bulletin, to which all Members had access.
- 3.3 The Chair reported that he would ask for a minute's silence to be observed in the memory of former Councillor Fiona Chapman, who had been a Member of the Authority for many years, prior to the commencement of the next Authority meeting.

4 Minutes

RESOLVED:

That the Minutes of the meeting held on 24 April 2020 be confirmed as a true record.

5 Public Participation

5.1 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).

6 Governance Review Update

6.1 The Secretary and Monitoring Officer submitted his report on the review of the Authority's governance arrangements, in particular the role and responsibilities of members of the Executive. This included a revised terms of reference for the Executive to incorporate additional responsibilities for policy development.

6.2 The Chair reported that what was being proposed was a new model for the operation of Executive, with individual Members of the Executive being given portfolio areas of responsibility for which they would work closely with Officers, attend relevant meetings and seminars on behalf of the Authority. Portfolio holders would report back to the full Authority once or twice each year and in this way would be held to account by the full Authority. If these proposals were agreed, the Policy and Challenge Groups, which had been suspended for a number of months during the governance review, would no longer be required.

6.3 A question was raised about responsibility for oversight of finance within the new framework. It was suggested that a footnote should be added to Appendix A to clarify the separate roles in relation to finance undertaken by the Audit and Standards Committee and the Portfolio Holder with responsibility for Corporate Services. Specific reference should be made to the Audit and Standards Committee's oversight of the Statement of Accounts and Annual Governance Statement.

6.4 Mr Chambers advised that he would include additional wording following liaison with the Chair.

RESOLVED:

That the Authority be recommended to approve:

1. That each member of the Executive be allocated a special area of responsibility as shown in Appendix A of the report.
2. That the terms of reference of the Executive Committee be revised and adopted as shown in Appendix B of the report.
3. That no changes be made to the Scheme of Member Allowances at this time but that this be reviewed in December 2020.

7 HR Issue

RESOLVED:

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

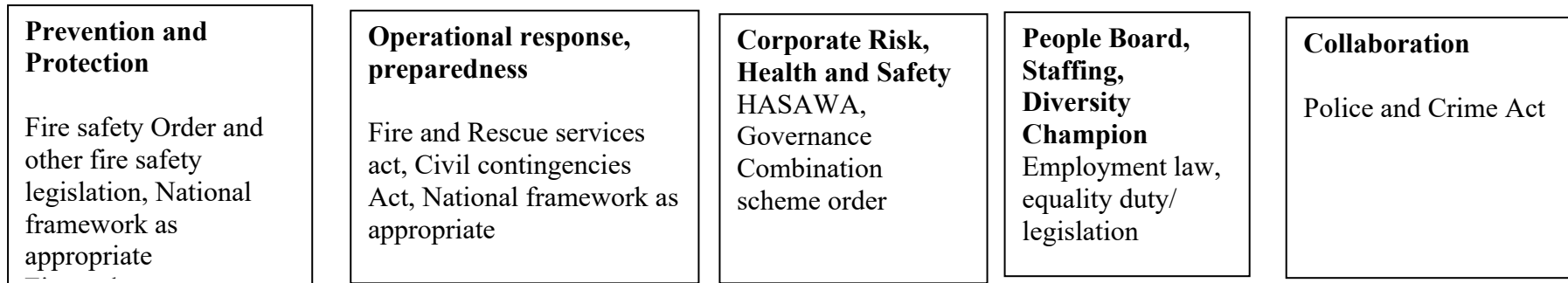
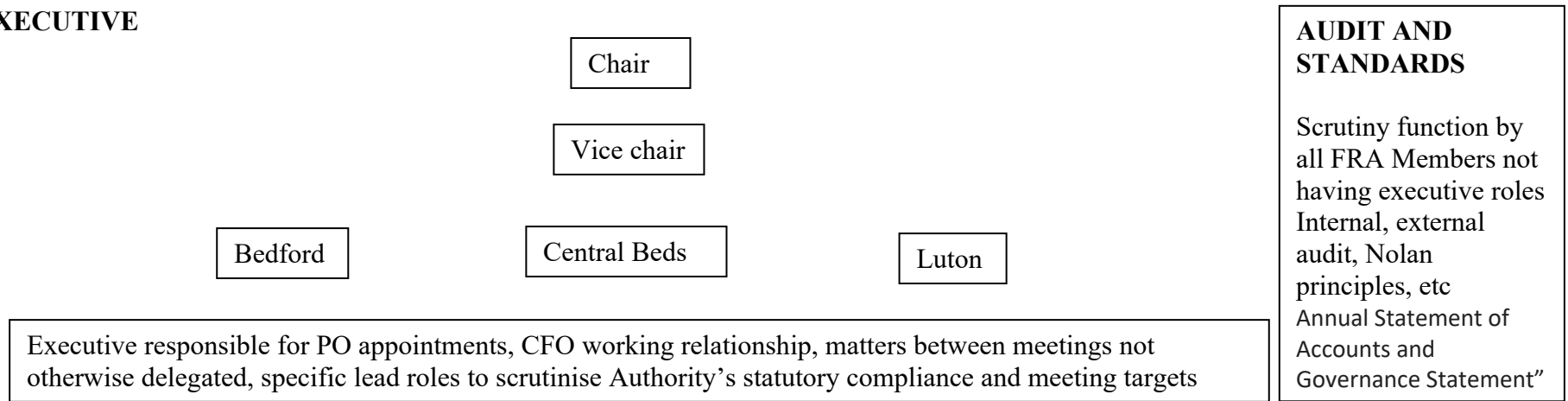
Item

HR Issue

The meeting ended at 11.16am

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FRA EXECUTIVE



National Meeting , seminars, LGA, CFA conference etc ought to be attended by the responsible lead.

*Financial overview and scrutiny is incorporated into all of the above, and specifically FRA Draft and Final Budget Setting, including two Member budget workshops and regular revenue and capital monitoring reports to the FRA.

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EXECUTIVE COMMITTEE

The Executive Committee has been established to undertake the following functions on behalf of the FRA:

Decisions

- To take urgent decisions in between meetings of the FRA;
- To appoint selection panels and carry out the arrangements for the appointment of the Chief Fire Officer and Principal Officers;
- To exercise the FRA's responsibilities in respect of employment disputes including collective grievances/collective disputes and, and matters referred to the FRA under stage two of the Internal Dispute Resolution Procedure (IDRP) and other related matters.
- To manage the employment relationship between the FRA and the CFO, including such matters as objective setting and appraisal, discipline and grievances.

Policy Development

- To provide support and constructive challenge to the Principal Officer Team in the development of strategies and plans within the overall policy objectives agreed by the FRA.
- To keep abreast of developments and policies at national, regional and local level and to provide reports to the FRA on any significant developments.

Delegated Powers and Reporting Arrangements

The Executive Committee is authorised to exercise any functions of the FRA that come within its terms of reference. Decisions taken by the Committee under its delegated powers will be reported to the next meeting of the FRA, except where the decision taken is quasi judicial or where the subject matter considered is exempt from publication under Schedule 12A of the Local Government Act 1972.

Membership

The membership of the Executive Committee shall be as follows:

- The Chair and Vice Chair of the FRA; and
- One Member from each constituent authority.

The Chair of the FRA shall be Chair of the Executive Committee.

Adopted: 18.07.19

In the event that a political party or constituent authority is not represented at a meeting of the Executive Committee, a named observer from that party/constituent authority may attend the meeting.

Special Responsibilities

Each member of the Executive Committee will have special responsibility for one of the following portfolios:

1. Prevention and Protection

Including the Fire Safety Order, other fire safety legislation and the National Framework as appropriate.

2. Operational Performance and Preparedness

including the Fire and Rescue Services Act, the Civil Contingencies Act and the National Framework as appropriate.

3. Corporate Risk, Health and Safety

including the FRA's responsibilities under the Health and Safety at Work Act, Governance and the Combination Scheme Order.

4. People Board, Staffing, Diversity Champion

including employment law, the equality duty and related legislation.

5. Collaboration.

including the FRA's responsibilities within the Police and Crime Act 2017.

Where possible the portfolios will be agreed amongst the members of the Executive Committee following the Authority's annual meeting. However, in the event that they cannot be agreed, the portfolios will be allocated by the Chair of the FRA.

Portfolio holders will carry out the following responsibilities within their portfolios:

- To act as a sounding board for senior officers and provide support to deal with any problems at a strategic level.
- To review, in conjunction with senior officers, the effectiveness of service within their portfolio.

- To report to the FRA on significant issues arising within his/her portfolio.
- To represent the FRA on bodies, at events and at conferences as agreed by the FRA related to his/her portfolio and to provide feedback to the FRA on any relevant or significant issues.

Quorum

Business shall not be transacted at any meeting of the Executive Committee unless at least three members of the Committee are present with at least one member from two of the constituent authorities.

Support

The Committee will be supported by the Principal Officer Team and the FRA's Secretary /Monitoring Officer.

Regularity of Meetings

The Executive Committee will meet as and when required to transact any business within its terms of reference.

Review of Terms of Reference

The Terms of Reference are reviewed by the FRA on an annual basis at the Annual Meeting.

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REPORT AUTHOR: COUNCILLOR M HEADLEY
SUBJECT: AUDIT AND STANDARDS COMMITTEE

For further information on this Report contact: Nicky Upton
Service Assurance Manager
Tel No: 01234 845149

Background Papers: None

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 report on the meeting of the Audit and Standards Committee held on 2 July 2020.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 2 July be received and the recommendations of the meeting, noted below, be considered.

1. Introduction

1.1 The draft minutes of the meeting of the Audit and Standards Committee held on 2 July 2020 are appended for Members' consideration.

1.2 There Audit and Standards Committee made no recommendations to the Fire Authority:

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

MINUTES OF AUDIT AND STANDARDS COMMITTEE MEETING HELD ON 2 JULY 2020

Present: Councillors M Headley (Chair), P Duckett, R Berry, K Choudhry, J Gambold, S Khurshid, I Shingler and Councillor J Chatterley was present as an observer

Mr J Atkinson, ACO G Chambers, SOC G Jeffrey, GC D Cook, Mr P Hughes and Mr J Harrison

Mr N Harris and Ms J Kriek, Ernst & Young

Mr D Harris, RSM

At the commencement of the meeting, the Chair made a statement on how the meeting would operate remotely via Zoom and a minute's silence was observed in memory of former Councillor F Chapman, a previous Chair of the Committee, who had sadly passed away on 6 June 2020.

20-21/ASC/1 Apologies

1.1 There were no apologies.

20-21/ASC/2 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of interest.

20-21/ASC/3 Communications

3.1 The Committee received a letter on the Fee Scale for the Audit 2020/21 and update on 2019/20 from Public Sector Audit Appointments (PSAA).

3.2 The Chair suggested that, as the External Audit fee was being considered later on in the meeting, the letter from PSAA could be discussed at that point in the meeting.

RESOLVED:

That the communication from Public Sector Audit Appointments (PSAA) be received.

20-21/ASC/4 Minutes

RESOLVED:

That the Minutes of the meeting held on 5 December 2019 be confirmed as a true record.

20-21/ASC/5 Public Participation

5.1 There were no members of the public present.

20-21/ASC/6 Audit Results Report and Fees - Results of 2019/20 audit including any matters outstanding

- 6.1 Mr N Harris of Ernst & Young (EY) introduced the Audit Plan for 2019/20 and the Audit Results Report. The introduction of social distancing had provided an additional challenge in completing the audit and he thanked the Officers for their assistance in providing all the necessary information by the end of May 2020, as required in the original timetable. EY had not been able to complete the audit to date; however, Mr Harris commented that the Authority was in a strong position relative to others and that the audit would be completed by the revised deadline of 30 November 2020.
- 6.2 Materiality had been set at £732,000, with planning materiality at 75%, or £542,000. In relation to the Firefighter's Pension Fund, materiality had been set at £157,000, or 2% of the previous years' benefits payable.
- 6.3 The Committee was advised that two new risks had been introduced as a result of the COVID-19 pandemic. These related to going concern: compliance with ISA 570, including cash flow gap analysis and assessment of liquidity pressures, and the IFRS 16 readiness assessment.
- 6.4 In relation to going concern, Mr Harris reported that the Service had provided its documented consideration of going concern and that he was liaising with the Assistant Chief Officer in this respect.
- 6.5 Additional work was being undertaken in relation to the valuation of property, plant and equipment assets. NPS, the Service's appointed valuers, had undertaken a full valuation of the assets and EY's assessment of those valuations and underlying assumptions was ongoing.
- 6.6 The E&Y report on the pension fund was still outstanding.

- 6.7 Mr Harris drew Members' attention to the schematic shown on the Executive Summary page which illustrated the impact of COVID-19 on EY and its audit procedures and the summary of the current status of the audit. There were no agreed adjustments or unadjusted items to bring to the Committee's attention at this time and steps were being taken to address all the outstanding issues.
- 6.8 In response to questions, Mr Harris expressed the view that the current system of public sector auditing was not sustainable. The audit firms had contributed to the Redmond Review of local authority financial reporting and external audit regarding the expectations, timescale and associated fees. The situation in relation to COVID-19 had further highlighted these issues.
- 6.9 Mr Harris then advised that an increase to the fees was being proposed to address these issues. As set out in the report, there had been an increase in scale work of almost £31,000. Therefore, it was being proposed that the scale fee of £50,021 be adopted. This reflected the increased risk and complexity facing all public sector bodies.
- 6.10 The Chair expressed his opposition to an increase in scale fee from approximately £23,000 to £50,000 partway through a contract period and sought the Committee's approval to authorising the Assistant Chief Officer to negotiate this fee level down on behalf of the Authority.

RESOLVED:

1. That the Audit Plan for 2019/20 be received.
2. That the submitted external Audit Results Report for 2019/20 be received.
3. That the Assistant Chief Officer and Treasurer be authorised to negotiate the audit fee for 2020/21 on behalf of the Authority, noting that the Committee is concerned about the significant increase in the proposed fee partway through a contract period.

20-21/ASC/7 Draft 2019/20 Annual Governance Statement, Statement of Accounts and Letter of Representation

- 7.1 Mr G Chambers, the Assistant Chief Officer and Treasurer, submitted the 2019/20 Statement of Accounts, including the Annual Governance Statement, as they were at this current audit stage. The deadline for the Statement of Accounts had been extended to 30 November 2020 as a result of the pandemic. He acknowledged the significant amount of work undertaken by the Finance team to prepare the accounts by 31 May 2020.
- 7.2 The Committee was advised that there was a new section on the accounts that set out the Authority's response to the pandemic. There was also a new section on the going concern and it was noted that the guidance/disclosure notes were currently being written and not available.
- 7.3 The letter of representation had been drafted in accordance with the standard template.

- 7.4 Mr J Harrison, the Chief Accountant, provided an overview of the Statement of Accounts and reported that the underspend forecast at 31 December 2019 of £116,000 had reduced to £17,000 at year end as the Service had to purchase essential equipment and to cover a £50,000 increase in the recharge for ICT services.
- 7.5 Specific reference was made to the pension liability and to the useable reserves. There had been a reduction of £1.9 million in corporate earmarked reserved to fund capital investment and to contribute £470,000 to the budget. There had been slippage in the Capital Programme but these funding had already been allocated.
- 7.6 In response to a question about the ICT recharge, the Committee was advised that a significant investment had been made in ICT.
- 7.7 The note relating to the change in pension liabilities as the result of the McCloud judgement was expanded upon. This was an ongoing issue that would be resolved in the next couple of years. There had been no impact on the Service in terms of revenue. The figures were the pension actuaries' estimates of future benefits.

RESOLVED:

1. That the current version of the 2019/20 Statement of Accounts and Annual Governance Statement, which are in the final stages of being externally audited, be approved, subject to the correction of the typo relating to year-end adjustments.
2. That any final amendments be delegated to the Treasurer, in conjunction with the Chair of the Audit and Standards Committee where material.
3. That the draft Letter of Representation be approved, prior to the Treasurer and Chair approving and signing the final version.

20-21/ASC/8 Internal Audit Annual Report 2019/20

- 8.1 Mr D Harris, RSM, introduced the annual report on progress made against the internal audit plan for 2019/20. There was an overall positive audit opinion for the year. The audits of operational business continuity, property-statutory compliance and asset tracking had been awarded partial assurance. There had also been advisory support provided to the Service on cyber security and risk management. This had enabled the ICT Shared Service to be awarded a Cyber Essentials Plus accreditation and for a complete review of the Service's Corporate Risk Register to be undertaken.
- 8.2 Two of the partial assurances audits had been subject to follow-up audits, with reasonable progress having been made.

RESOLVED:

That the report be received.

20-21/ASC/9 Internal Audit Strategy 2020/21 to 2022/23

- 9.1 Mr D Harris of RSM presented the three year Internal Audit Strategy for 2020/21 to 2022/2023 to the Committee for approval.
- 9.2 New audits on cyber security and Human Resources – Recruitment had been programmed for 2020/21, in addition to the programmed audits, further audits on risk management and governance, follow up audits and audit of key financial controls would be undertaken.
- 9.3 Audits completed or programmed from 2018/19 onwards were set out in Appendix B for the Committee's information.

RESOLVED:

That the submitted report be considered and the Audit Plan for 2020/21 be approved.

20-21/ASC/10 Internal Audit Progress Report 2019/20 and 20/21

- 10.1 Mr D Harris of RSM submitted a report on progress made against the internal audit plan for 2019/20. There had been four audits completed since the last meeting of the Committee.
- 10.2 The follow up on operational business continuity and property – statutory compliance had been awarded reasonable assurance.
- 10.3 Asset management – asset tracking had been awarded partial assurance. During random testing undertaken by RSM, only 9 of 30 operational items had been recorded correctly. It was noted that the tracking of stock would be improved by the implementation of the BlueLight system to replace Great Plains, but that this would not be completed until early in 2021.
- 10.4 The Committee expressed particular concern that the Service was continuing to implement the actions raised as part of the previous Stock Control audit in 2018/19.
- 10.5 Group Commander Cook provided an update on stock sample testing, where sample spot checks had been undertaken regularly from February 2020 until this had to be paused due to the pandemic, and the end of the year stock check to facilitate the transfer from Great Plains to BlueLight.
- 10.6 The audits of key financial controls and the Community Risk Management Plan had been awarded substantial assurance and the audits of the environmental strategy and depolluted scrap vehicles and the mobilising system project had been awarded reasonable assurance. The Committee noted that four of the five suppliers that had tendered had withdrawn following release of the full specification.

RESOLVED:

That the report be received.

20-21/ASC/11 Audit and Governance Action Plan Monitoring - Exception Report and Summary Analysis

- 11.1 The Assistant Chief Officer introduced the report which provided a summary statistical analysis of actions arising from internal audit reports over the last three financial years to date and from the Fire and Rescue Authority's current Annual Governance Statement; together with any exception report on those actions currently in progress, progress to date on current action plans and proposals to extend the original timing for completion.
- 11.2 Three extensions were being requested. One related to the action on the governance review arising from the Annual Governance Statement. It was noted that the review was ongoing and had not yet been completed as a result of COVID-19.
- 11.3 The remaining two extensions arose from audit action plans and related to stock control and business continuity.
- 11.4 In relation to the action outstanding from the stock control audit, Mr J Harrison advised that there had been a delay to the installation of the Microsoft Dynamics upgrade as a result of COVID-19, as the installer was required to undertake this work on site and was currently employing skeleton staff. Discussions were ongoing as to when this could now be completed.
- 11.5 The final extension request related to business continuity and the need for the business continuity arrangements to be presented to the Corporate Management Team on a rolling six-month basis.
- 11.6 Following a long discussion on the work to align and strengthen the business continuity and risk management arrangements, the Assistant Chief Officer confirmed that the business continuity arrangements would be included on the Corporate Management Team workplan for review at least every six months.

RESOLVED:

1. That progress made to date against action plans be acknowledged.
2. That the extensions relating to the governance review and stock control be approved.

20-21/ASC/12 Review of Code of Conduct and Annual Report on Standards

- 12.1 Mr J Atkinson, the Secretary and Monitoring Officer, introduced his report on developments relating to the standards function during 2019/20. No complaints had been lodged against Members of the Authority during this time.

12.2 The Secretary and Monitoring Officer reported that the Authority had previously worked in partnership with other local authorities in relation to the appointment of independent members to sit on Standards Committees. Bedford Borough Council had advised that, as a result of the pandemic, the terms of the current independent members was to be extended to 31 July 2021. It was suggested that the Authority agree to do the same, allowing it access to this pool of independent members as required.

12.3 The Local Government Association was currently consulting on a draft model Code of Conduct. The Secretary and Monitoring Officer advised that the Committee should be consider final model Code following its formal publication.

RESOLVED:

1. That the update on standards be received, and that it be noted that no complaints had been received against Members during 2019/20.
2. That the term of office of the existing independent persons be extended for 12 months until 31 July 2021.
3. That no changes are required to the Authority's Code of Conduct at this time but that the Code be reviewed when the LGA's Model Code of Conduct is formally adopted and published.

20-21/ASC/13 Review of Work Programme 2020/21

13.1 The Committee considered the proposed work programme for 2020/21.

20-21/ASC/14 Corporate Risk Register

RESOLVED:

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

Item

Corporate Risk Register

The meeting ended at 12.04 pm

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

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REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: PERFORMANCE REPORT QUARTER FOUR 2019-20 (April 2019 to March 2020)

For further information on this report contact: Paul Hughes
Head of ICT & Programmes
Tel No: 01234 84 5015

Background Papers: Minutes of:

- Corporate Services Policy & Challenge Group (PCG) (27/2/19);
- Service Delivery PCG (7/3/19);
- Human Resources Policy & Challenge Group (14/3/19).

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 a summary of organisational performance at the end of of the 2019/20 financial year.

RECOMMENDATIONS:

That Members:

1. Acknowledge the Service's performance against the delivery of the Authority's Community Risk Management Plan (CRMP) at the end of quarter Four 2019/20 and consider any issues arising;
 2. Approve the publication of the report on the Service website, subject to any amendments required following review by Members.
-

1. Background

- 1.1. Both operational and corporate performance is monitored and managed internally via the monthly Corporate Management Team (CMT) Forum. Historically, the Fire and Rescue Authority has scrutinised performance on a quarterly basis via meetings of the three Policy and Challenge Groups (PCG), with the Chair of each PCG reporting separately to meetings of the full Authority. For 2019/20, Members agreed to receive a combined performance report covering all areas of operational and corporate performance.
- 1.2. The Key Performance Indicators (KPI) and targets included within the report reflect those established as part of the Authority's 2019/20 planning cycle, and in support of the strategic aims set out in the Authority's Community Risk Management Plan 2019-2023 (CRMP):
 - Section 3-5: Preventing, Protecting and Responding (Service Delivery);
 - Section 6: Utilising and Maximising (Corporate Services);
 - Section 7: Empowering (Human Resources)
- 1.3. One of the strategic priorities set out in the CRMP is to enable better access to data and performance insight as doing so will help empower staff to greater ownership for delivering performance improvements at a local level. To support this strategic priority, the Service is undertaking a comprehensive review of how it captures and utilises the broad range of risk and performance data available.
- 1.4. This report contains a revised and expanded set of Service Delivery KPIs that are aligned to the service delivery aims of the CRMP, namely Preventing, Protecting and Responding. These KPIs are drawn from a greatly expanded set of over 220

KPIs measuring both output and outcome performance across the Prevention, Protection and Response areas of the Service. They have been devised to give a Service level view of performance but also allow 'drill-down' to local levels and, where applicable, they are aligned to the measures used by the Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.

1.5. It is likely that this performance report will continue to evolve during 2020/21 as work continues to expand the technical capabilities of the Business Information Team and increase the breadth and availability of risk and performance information.

2. Performance Reporting by Exception

2.1. The following sections of the report present an overview of performance in key areas of the Service, providing explanatory narrative on specific operational and corporate indicators where performance was notably strong or where additional work is required to secure improvement.

2.2. Service Delivery performance is presented from 3 perspectives:

- by comparison against the annual target levels;
- by comparison with performance at the same point last year;
- by comparison with the 5-year average.

2.3. The status of each measure is noted using the following key:

Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%

Note: It should be noted that all targets are represented as 100% of the target for that period and the actual as a percentage of that target.

Notes: The Actual v Target column shows a comparison of actual against target as a percentage, it should be noted that all targets are represented as 100% and the actual is a percentage of that target.

3. Prevention

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
PI-0002a (Pi01) - Total Primary Fires	Down	944	989	4.55%	1057	10.69%	1056.2	10.69%
PI-0002ai-i (Pi05b) – No. of Accidental Primary Fires in Dwellings	Down	326	378	13.76%	396	17.68%	389.2	16.24%
PI-0013 (Pi2b) - No. of Primary Fire Fatalities	Down	0	<4	100.00%	5	100.00%	3.8	100.00%
PI-0014 (Pi3b) - No. of Primary Fire Injuries	Down	30	<23	-36.36%	33	9.09%	26	-15.38%
PI0005b - Number of accidental dwelling fires attended fitted with a working smoke alarm	Up	181	Monitor Only	n/a	213	-15.02%	193.8	-6.60%
PI-0002b - Total Secondary Fires	Down	917	1004	8.67%	1059	13.41%	970.8	5.54%
PI-0002biv - Total Secondary Fires – Other Outdoors	Down	892	Monitor Only	n/a	1043	14.48%	950	6.11%
PI-0003a - (Pi04b) No. of Deliberate (Arson) Fires	Down	708	759	6.72%	766	7.57%	883.6	19.87%
PI-0003ai - Total Deliberate Dwelling Fires	Down	28	Monitor Only	n/a	29	3.45%	41.2	32.04%
PI-0003aii - Total Deliberate Road Vehicle Fires	Down	163	Monitor Only	n/a	184	11.41%	177.2	8.01%
PI-0003aiv - Total Deliberate Other Outdoor Fires	Down	447	Monitor Only	n/a	498	10.24%	607	26.36%
PI-0015 - Total Safe & Well Visits delivered	Up	5817	8418	-30.90%	5129	13.41%	n/a	n/a
PI-0016/0016a - % of SWV delivered to high risk dwellings (elderly, Mosaic 1,2,3)	Up	84%	Monitor Only	n/a	95%	-23.49%	n/a	n/a

Commentary:**PI-0002ai-I (Pi05b) – No. of Accidental Primary Fires in Dwellings**

Performance was 14% better than target and 16% better than the 5 year average for the same period. Our re-invigorated focus on delivering Safe and Well visits to the most vulnerable in Bedfordshire, alongside local and national safety campaigns, aims to reduce these fires. It is also pleasing to note that there have been no primary fire fatalities during 2019-20.

PI-0014 (Pi3b) - No. of Primary Fire Injuries

This target measures the number of fire injuries requiring treatment at hospital. The target set has not been achieved. The number of injuries is fewer than the previous year, but higher than the five year average. Of the 30 injuries, 9 were deemed to have been serious injuries and 21 deemed to have been slight. It should be noted that there are natural fluctuations in levels of fire injuries and the classification of injuries is a subjective judgement by the fire officer completing the incident record.

PI-0015 - Total Safe & Well Visits delivered

For this year, Members approved a challenging 'stretch' target to deliver 50% more Safe and Well visits than 2018/19, to build upon the 139% increase on 2017/18. The target has not been achieved, however it should be noted that delivery of Safe and Well visits was curtailed towards the end of the year due to social distancing measures applied in response to the Covid19 health emergency. There is agreement in principle that details of home fire safety checks carried out by Age Concern Luton will be provided to BFRS. This would potentially add a further 1800 visits to the total for 2019-20. This has not been possible to progress due to the impact of Covid19. It is pleasing to note that a high proportion of visits were delivered to households with identified risk factors such as elderly householders (55%) and households with no working smoke alarm (28%). There were 338 referrals to other agencies to address specific risks such as falls, smoking, safeguarding and other concerns identified. With social distancing measures for the elderly and other vulnerable households likely to remain in place, we are developing alternative ways of delivering prevention activity which maintain social distancing such as self-assessment, telephone advice and 'doorstep' visits. Safe and Well visits will continue to take place, with appropriate precautions taken, where the risk from fire is assessed to be high.

4. Protection

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
PI-0002aiii - Total Primary Fires – Other Buildings	Down	172	Monitor Only	n/a	167	-2.99%	185	7.03%
PI-0003aiii-i - Total Deliberate Primary Fires – Other Buildings	Down	57	Monitor Only	n/a	54	-5.56%	n/a	0.00%
PI-0039 (Pi18) Total Primary Fires in Non-Domestic Buildings	Down	141	114	-23.68%	139	-1.44%	148	4.73%
PI-0011a - (Pi19) Total AFD False Alarms attended in Non-Domestic Properties	Down	556	600	7.33%	624	10.90%	873.6	36.36%
Pi16 - Total Fire Safety Audits/inspections completed	Up	1668	1800	-7.33%	1747	-4.52%	1954.8	-14.67%
Pi15 - % of Building Regulations consultations completed on time	Up	95.25%	95%	0.26%	95%	0.00%	96%	-0.46%

PI-0039 (Pi18) - Total Primary Fires in Non-Domestic Buildings

Performance was 24% below target. The number of incidents is slightly up on last year, but slightly below the five year average. There continue to be a high number of fires at HMP Bedford with 35 fires in the period of which 33 were deliberate. Excluding HMP Bedford, 10% of fires in non-domestic buildings were recorded as deliberate. Of the 141 fires 14 occurred in premises that were not in occupation (e.g. vacant premises). Excluding HMP Bedford, 25 of the fires were in premises used for sleeping accommodation (e.g. hotel, care home etc.). The majority of the fires were minor in nature requiring either no FRS action (64) or minor FRS action (24) e.g. removal from heat source. There were however 8 fires where the whole building was damaged, including a fire declared as a Major Incident at the Twinwoods site. Of the accidental fires faulty appliances/leads/electric supply were found to be the probable cause for 45% of the fires (41 of 91) with cooking found to be the probable cause for 24% (22 of 91).

Pi16 - Total Fire Safety Audits/inspections completed

Performance was 7% below target, this is attributable to reductions in the delivery of routine fire safety audits and inspections as a result of social distancing measures introduced in response to the Covid19 health emergency. A risk based approach to delivery of protection activity has been put in place in response to Covid19. Appropriate actions are being taken to investigate complaints about fire safety measures, undertake after fire inspections and deal with other higher risk issues. Response to Building Control statutory consultations has been unaffected. With social distancing measures for the elderly and other vulnerable groups likely to remain in place, we are developing alternative ways of delivering protection activity which maintain social distancing such as self-assessment, desktop audits and telephone advice. Guidance on maintaining fire safety precautions during the health emergency has been made available to the business community via our website and through other means.

5. Response

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
PI-0028-Total Emergency Calls received	Down	n/a see note 1		n/a	n/a	n/a	n/a	n/a
PI-0001-Total Incidents	Down	5871	Monitor only	0.00%	6048	2.93%	6067	3.22%
PI-0001a - Total Fires	Down	1853	Monitor only	n/a	2165	14.41%	2079	10.85%
PI-0001b - Total Special Services	Down	1641	Monitor only	n/a	1456	-12.71%	1444	-13.63%
PI-0001bi (Inf01) - Total Road Traffic Collisions attended	Down	439	Monitor only	n/a	479	8.35%	452	2.88%
PI-0001c - Total False Alarms attended	Down	2377	Monitor only	n/a	2427	2.06%	2544	6.56%
PI-0028a - % of emergency calls answered within 7 seconds	Up	n/a see note 1		n/a	n/a	n/a	n/a	n/a
PI-0029 - Average Call Handling Time (Bedfordshire incidents)	Down	n/a see note 1		n/a	n/a	n/a	n/a	n/a
PI-0030a (Pi08) - Average response time to primary fires (min:sec for 19/20)	Down	10:52	10:00	-8.67%	10:38	-2.13%	09:31	-14.24%
PI-0030b - Average response time to secondary fires (min:sec for 19/20)	Down	10:08	20:00	49.33%	11:23	10.98%	n/a see note 2	n/a
PI-0030d (Pi10) - Average response time to RTCs (min:sec for 19/20)	Down	12:27	13:00	4.23%	11:57	-4.16%	10:33	-18.09%
PI-0034 - % availability of 1 st On-Call pumping appliances	Up	75.60%	90%	-16.00%	51.80%	45.95%	n/a see note 2	n/a
PI-0040 (Pi07) - % of time wholtime global crewing availability enabled 9 riders on 2 pump responses	Up	98.98%	90%	9.98%	98.3%	0.66%	96.02%	3.08%

Commentary:

Note 1 – These are new performance measures and we are awaiting direct access to the Frequentis server held in Essex FRS to be able to provide this performance with appropriate accuracy.

Note 2 – Historical data not available.

PI-0001b - Total Special Services

In Q1 it was reported that total special services numbers increased by 12.4% compared to the same period last year and 18% higher than the 5-year average. We saw a reduction in Q2 however Q3 returned to 12% increase and 13.4% on the 5 year average. This can be attributed to an increase in RTCs within November and December (although we remained below the accumulative total for Q3 of last year), Q4 shows that this increase has been consistent throughout the year at circa 13%, this is attributed to the additional activities we are engaged with partners in delivering, such as complex patient rescues and effecting entry and wide area search with the Police.

PI-0030a (Pi08) - Average response time to primary fires

Response times are measured from the time the first call is received in Fire Control to the time the first appliance arrives at the scene.

Members will recall previous performance reports that explained why a technical problem involving how our current mobilising system has been recording when an appliance arrives at an incident had led to a reduced confidence in the accuracy of response time data.

The supplier's solution to rectify this issue has been tested by Essex FRS and the Service has approved the funding for the upgrade which should have been delivered in Q4, unfortunately due to Covid 19 the supplier has had to delay this to October 2020. The current solution in place is to manually review the data for historical performance.

Q4 shows our average reported response time to primary fires is 2% slower than last year and 14% than the 5-year average. Specific to dwelling fires, our performance was 10% better than target, at 9m 3s. We are conducting further enquiries into the Primary Fire attendance data as we are not confident that the recorded changes against the 5 year average are actual, which may be linked to the technical issues mentioned above. Feedback will be provided to CMT and the report updated accordingly where new evidence is found.

PI-0030d (Pi10) - Average response time to RTCs

Our average response time to RTCs remains better than target and better than the same period in 2018-19. Attendance times to RTCs can be significantly impacted by their location, with many incidents occurring on rural roads requiring longer travel time to arrive. To further improve our data quality, attendance times will now be quality checked against the type of incident that is actually dealt with as opposed to the initial mobilisation as this can change considerably with an adverse impact to the statistics.

PI-0034 - % availability of 1st On-Call pumping appliances

Q3 presented an improvement over the same period in the previous year and Q4 evidences continued improvement, with a 46% improvement over the same period in 2018-19. This is attributable where Covid 19, where home working and the Furlough scheme has meant a significant number of On-Call firefighters being available during the time they would usually be in their primary employment. Many On-Call firefighters have made themselves available beyond their contracted availability.

Whilst presenting 16% below target within this report, Members will be aware that the Service has set a target at 90%. The target is deliberately set to challenge the Service in order to drive improvement, with specific targets being set for each On-Call station based on the current contracted availability. Each station performance is reviewed within CMT reports, which are then consolidated into the FRA reports.

By way of example, Bedford station would have a target of 90% of their contractual availability, so would at this time be set at 65% based on their contractual availability of 70%. This will be reviewed on a regular basis to ensure that station performance is focused on the areas for improvement and driven toward the overall 90% position.

On-Call availability remains a national issue and the Service is engaged in the NFCC On-Call working group to benefit from notable practice. Significant activity continues within Service Delivery, working with representative bodies, On-Call managers and senior management to focus on availability. This must consider recruitment, retention, conditions of service, training and mobilising arrangements in order deliver lasting change.

6. Corporate Services

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
IM1 - The Percentage of Incidents on Mission Critical services resolved within 1 Hour	Up	100.00%	90%	11.11%	100.00%	0.00%	97.47%	2.60%
IM2 - The Percentage of Incidents on Business Critical services resolved within 2 Hours	Up	96.88%	96%	0.91%	100.00%	-3.13%	98.14%	-1.29%
IM3 - The Percentage of Incidents on Business Operational services resolved within 4 Hours	Up	97.50%	90%	8.33%	95.00%	2.63%	97.01%	0.50%
IM4 - The Percentage of Incidents on Administration Services resolved within 8 Hour	Up	97.00%	90%	7.78%	98.06%	-1.08%	93.34%	3.92%
AV1 - Core ICT services availability	Up	97.50%	97%	0.52%	99.99%	-2.49%	99.30%	-1.81%
AV2 - Business Applications Availability	Up	100.00%	97%	3.09%	99.98%	0.02%	99.16%	0.85%
WS1a - Grade A Defect Response Time (within 1 hour)	Up	89.60%	90%	-0.45%	92.45%	-3.08%	92.68%	-3.32%
WS1b - Grade A Defect Response Time (within 2 hours)	Up	97.81%	95%	2.96%	100.00%	-2.19%	98.50%	-0.70%
WS2a - The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	1.94%	5%	61.14%	2.51%	22.63%	2.43%	19.91%
WS2b - The percentage of time when Aerial Ladder Platforms & SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	2.80%	5%	43.93%	3.33%	15.76%	3.26%	14.05%
WS2c - The percentage of time when other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Down	0.54%	3%	81.97%	0.51%	-6.09%	0.46%	-18.22%

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
WS4 - The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Down	1.06%	2%	47.23%	1.23%	13.86%	0.89%	-18.62%
WS5 - The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period.	Up	97.71%	93%	5.07%	97.24%	0.49%	97.50%	0.21%
WS6 - Annual Services undertaken	Up	100.00%	97%	3.09%	100.00%	0.00%	100.00%	0.00%

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
FNP1 - Budget requirement of Fire and Rescue Service (£ per 1,000 population)	Down	£44.89	n/a	0.00%	£44.45	-0.99%	£44.35	-1.22%
FNP2a - Accuracy of net budget forecast outturn at periods 6 (Sept) against actual outturn - variance between forecast and actual outturn	Down	£186,000	£600,000	69.00%	£396,000	n/a	£210.20	n/a
FNP2b - Accuracy of net budget forecast outturn at periods 9 (Sept) against actual outturn - variance between forecast and actual outturn	Down	£99,000	£600,000	83.50%	£14,000	n/a	£25.80	n/a
FNP3 - % of Routine Financial Reports Distributed Within 6 Working Days of Period end closure	Up	100%	90%	11.11%	100.00%	0.00%	100.00%	0.00%
FNP4 - Compliance of annual statement of accounts processes with statutory timescales and quality criteria	Up	100%	100%	0.00%	100.00%	0.00%	100.00%	0.00%
FNP5 - Percentage of Uncontested Invoices Paid Within 30 days	Up	95.14%	96%	-0.90%	95.82%	-0.71%	95.50%	-0.38%
FNP6 - Percentage of Outstanding Debt Over 90 Days Old	Down	0.94%	2.5%	62.55%	0.47%	-97.97%	2.81%	66.72%
FNP7 - Percentage of annual planned efficiency savings achieved by year end	Up	80.00%	100%	-20.00%	79.00%	1.27%	95.74%	-16.44%
FNP8 - Return on investment	Up	1.13%	1.00%	13.00%	0.94%	20.21%	0.86%	31.40%

Commentary

WS1a - Grade A Defect Response Time (within 1 hour), this measure failed due to three incidents where we missed the target time (1 hour) by 10 minutes or less.

The three incidents are itemised below:-

- a) The defect report was initially classed as a Grade B defect. The defect status was then changed by Workshops to a Grade A. The time of the initial reported defect was not changed, so the call out changed from a Grade B defect (response required by Workshops within 24hrs, to a grade A response by Workshops within 1hr). The response time for the incident was 2hrs 40min.
- b) The defect report came in at 14:40, Offside front locker non-operational. The appliance was based in Luton. Luton crews brought the appliance to the Workshops where a Vehicle Technician carried out the repair to the locker. The Luton crews arrived at the Workshops at 15:45, missing the response time by 5min.
- c) The defect report came in at 14:20. The Vehicle Technician was already attending another defect in Luton and after completing the defect moved onto Woburn arriving at 15:30. 10min over the initial target. The batteries were changed on the appliance.

Actual v Previous Year

WS1a - Grade A Defect Response Time (within 1 hour).

KPI can be affected in a number of ways which the Workshops cannot influence. If a Vehicle Technician is attending a Grade A at another station and a further Grade A comes in the target will be missed.

Inconsistencies in time recording for defect has been highlighted and addressed with the vehicle technicians. Going forward a new fleet management system will engineer out report errors by booking technicians on and off defects.

WS1b Grade Response.

Actual vs Previous year

Grade A Response time within 2 hrs

Currently this is showing a -2.19% adverse condition. Q2 in 2018/19 was 100% pass. The adverse % equates to just one vehicle outside the prescribe time of response within 2hrs criteria.

Actual vs Previous Year

Currently this down 0.77% on last year's performance.

The SRU accounted for 18% of all defects recorded. The shutters on the lockers have all been strengthened because the roller brackets were failing. This defect item has now been resolved and will increase the up time of the vehicle thus improving the % of specialist vehicle availability.

WS2C

At 0.51% well inside of the 3% target.

The variance to last year is 0.03%, although the difference gives a 6.09% deterioration. The installation of the new MDT's has impacted the KPI due to fitting out the majority of the fleet and the requirement to take special appliances off the run with no reserve vehicle.

WS4 – This has shown an improvement when compared to the same time last year of 0.17% and is inside the required target of 2%.

Although compared against the 5 yr average, recorded as a 18.62% change, this figure is due to fitment of MDT's.

FNP 5 – Budget Managers are regularly reminded and chased to ensure that invoices are passed for payment. The target has been missed and this target remains the same for 2020/21. Each CMT member must remind their teams to pass invoices for payment on time. Q1 of 2020/21 is anticipated to be poor performance against this target due to working restrictions around the pandemic. It should be noted that members of the Finance Team have been coming into the office on a weekly basis to ensure invoices that have been authorised have been paid.

FNP 7 This was mainly not met due to the slipped saving/efficiencies for (i) removal of the MIS system £45k, now fully due in 2020/21, the annual total is £96k however this will only be partly met to the delay in the migration of systems/data off MIS (ii) PPE new contract £20k not met – the target was £100k, so £80k achieved, this remaining £20k will be delivered in 2020/21 (iii) non delivery of the income target for control £15k, this target remains ongoing.

7. Human Resources Performance

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
HR1a The percentage of working time lost due to sickness	Down	4.34%	4.3%	-0.89%	4.14%	-0.87%	3.92%	-10.79%
HR1b The percentage of working time lost to sickness excluding long term	n/a	1.83%	n/a	0.00%	1.74%	-5.13%	1.72%	-6.21%
HR1c The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period.	Down	3.10%	7.5%	58.70%	n/a	0.00%	n/a	0.00%
HR2a Turnover excluding retirement or dismissals - Excluding RDS/On-Call	Down	3.88%	5%	22.40%	4.30%	9.77%	3.71%	-4.64%
HR2b Turnover excluding retirement or dismissals - RDS/On-Call only	Down	6.78%	13%	47.85%	13.23%	48.75%	12.38%	45.24%
HR3 Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff	Up	100.00%	90%	11.11%	100.00%	0.00%	100.00%	0.00%

Commentary

The target for time lost to sickness absence for 19/20 was 4.3%. The service is slightly over this target at 4.34%. However, the cumulative figure has been improving each quarter from the Q1 figure of 5.07%

The figures have been affected by a number of long term sickness cases, 5 of which are still ongoing at the time of writing. All of these ongoing cases commenced between Jan and March 2020. The majority of long term absences continue to be attributable to mental health and injury/fractures, these continue to be 2 of the most difficult absences to resolve because of their long standing nature, this is also compounded by the capacity issues of the NHS.

All those who were long term absent (21 or more continuous days) have received advice and professional input from our Occupational Health Department. The fixed-term Attendance Adviser is working with managers across the Service to support them in the management of attendance issues.

The Covid-19 lockdown that commenced in March 2020 has had an adverse impact on the availability of NHS and private health services, and has led to cancellations and delay of treatment for staff on long term sickness absence. Whilst this would not have had much of an effect on the 19/20 figures, it is likely to have an impact going forward into 20/21.

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
OH1 Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Up	98.50%	98%	0.51%	99.00%	-0.51%	78.60%	25.32%
OH2 Percentage of operational personnel achieving a pass category in their annual fitness test.	Up	100.00%	96%	4.17%	99.00%	1.01%	77.66%	28.77%
OH3 Percentage of 3 yearly medicals due in year completed	Up	100.00%	85%	17.65%	n/a	0.00%	n/a	0.00%
H1 - Number of serious accidents (over 28 days) per 1000 employees.	Down	7.59	1.89	-99%>	5.67	-33.91%	0.67	-99%>
H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees).	Down	833.67	145.58	-99%>	273.73	-99%>	72.42	-99%>
H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees.	Down	1918.49	351.81	-99%>	382.27	-99%>	388.67	-99%>

Commentary

H1 - Number of serious accidents (over 28 days) per 1000 employees. Missed target by 99%>. The Q4 actual figure of 7.59 equates to four accident injuries that led to absences over 28 days. One of the four events occurred in Q4 of 2018/19 but did not exceed 28 days until Q1 of 2019/20. The three injuries resulting in over 28 day absence occurring in 2019/20 involved a back injury during a high rise exercise, injury to an individual while replacing the lid on an oversize drum and burn blisters suffered by an on-call firefighter during a BA revalidation course.

H2 - Number of working days/shifts lost to accidents per 1000 employees (excluding Retained Duty System employees). Missed target by 99%>. The Q4 actual figure of 833.67 equates to 368 days lost associated with 39 workplace accident injuries where 10 of these injuries resulted in lost time. 271 of those days lost were associated with the first two events detailed in the H1 exception report above, where 77 days and 194 days were lost respectively.

H3 - Number of 24 hour cover periods lost to accidents per 1000 Retained Duty System (Full Time Equivalent) employees. Missed target by 99%>. The Q4 actual figure of 1918.49 equates to 168 days lost associated with the burns blisters injury detailed in the H1 exception report above.

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
EQ1a - Percentage of new entrants to the RDS/On-Call operational staff to be women	Up	9.52%	13.5%	-29.48%	8.33%	14.24%	12.46%	-23.59%
EQ1b - Percentage of new entrants to the Wholetime operational staff to be women	Up	5.89%	9.6%	-38.65%	5.56%	6.02%	5.67%	3.81%
EQ1c - Percentage of RDS/On-Call operational staff who are women	Up	10.00%	10.1%	-0.99%	n/a	0.00%	n/a	0.00%
EQ1d - Percentage of Wholetime operational staff who are women	Up	6.43%	7.2%	-10.69%	n/a	0.00%	n/a	0.00%
EQ2a - Recruitment of black, Asian and Minority Ethnic (BAME) staff across the whole organisation	Up	8.00%	10.4%	-23.08%	7.35%	8.80%	8.88%	-9.92%
EQ2b - Recruitment of black, Asian and Minority Ethnic (BAME) staff across operational roles	Up	5.26%	7%	-24.86%	n/a	0.00%	n/a	0.00%
EQ2c - Percentage of RDS/On-Call operational staff who declare as BAME	Up	6.36%	4.1%	55.12%	n/a	0.00%	n/a	0.00%
EQ2d - Percentage of Wholetime operational staff who declare as BAME	Up	6.79%	6.9%	-1.59%	n/a	0.00%	n/a	0.00%
EQ3 - Percentage of staff that have left that declare as BAME (All Staff)	Down	4.80%	7.8%	38.46%	12.28%	60.91%	7.91%	39.35%
EQ4 - Percentage of staff that have left that are women (Operational Staff only)	Down	6.06%	8%	24.25%	2.70%	-99%>	1.93%	-99%>

Commentary

Our targets should be challenging and remain so. The Service considers it important that its workforce reflects the communities it serves and is seen to be inclusive. However increasing representation from all sections of the communities we serve and achieving challenging targets will take time and continued effort. The Service has recently invested additional dedicated resources to the HR Team to assist and improve recruitment across all areas of the Service, this includes improving our performance in attracting and recruiting women and black, Asian and Minority Ethnic into all roles in the Service.

EQ1a - Percentage of new entrants to the RDS/On-Call operational staff to be women.

EQ1b - Percentage of new entrants to the Wholetime operational staff to be women.

It is disappointing that we still have a long way to go in achieving our target. We have however done slightly better in 2019/20 than in 2018/19 in recruiting women into both OnCall and Wholetime roles. We aim to keep making progress and work with individual stations and the local communities they serve to increase the number of successful applications we receive from women.

EQ1d - Percentage of Wholetime operational staff who are women.

The Service is below its target but our current percentage is consistent with the national average (2018/19) 6.4% . We will continue to undertake targeted advertising and positive action initiatives to increase this figure.

EQ2a - Recruitment of black, Asian and Minority Ethnic (BAME) staff across the whole organisation.

8.00% of those recruited across the whole organisation declare themselves as BAME. This figure is moving in the right direction but much remains still to be done.

EQ2b - Recruitment of black, Asian and Minority Ethnic (BAME) staff across operational roles.

National average of Firefighters in post who declare themselves as BAME is (2018/19) 4.3% The Service has recruited 38 new Firefighters in 2019/20 and 5.26% of them declare themselves as BAME. We aim to keep making progress by increasing interest in becoming a Firefighter from all sections of our community. We will work with our local communities to increase the number of successful applications we receive.

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
T1 - Percentage of operational BA wearers (Station based) that have attended an assessed BA course within the last two years.	Up	97%	98%	-1.02%	100.00%	-3.00%	98.03%	-1.05%
T2 - Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years	Up	95%	98%	-3.06%	100.00%	-5.00%	99.10%	-4.14%
T3 - Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years	Up	97%	98%	-1.02%	99.00%	-2.02%	97.01%	-0.01%
T4 - Percentage of operational BA wearers (station based) that have attended Compartment Fire Behaviour course within the last two years	Up	97%	98%	-1.02%	99.00%	-2.02%	98.49%	-1.51%
T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a requalification course within the last three years.	Up	84%	98%	-14.29%	100.00%	-16.00%	93.12%	-9.79%
T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.	Up	94%	98%	-4.08%	100.00%	-6.00%	86.03%	9.26%
T7 - Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.	Up	96%	98%	-2.04%	85.00%	12.94%	95.41%	0.62%

Performance Indicator	Objective	2019/20 Q4 Actual	2019/20 Q4 Target	Actual v Target	2018/19 Q4 Actual	Actual vs Previous Year	5 year average	Actual v 5 yr Average
T8a - Percentage of Safety Critical Maintenance training programmes completed by Wholetime Operational Personnel via PDR Pro within the last 12 months.	Up	92%	92%	0.00%	93.00%	-1.08%	94.43%	-2.57%
T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.	Up	86%	92%	-6.52%	88.00%	-2.27%	89.41%	-3.82%
T8c - Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Up	91%	92%	-1.09%	91.00%	0.00%	88.43%	2.90%
T8d - Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Up	92%	92%	0.00%	92.00%	0.00%	93.09%	-1.17%
T8e - Percentage of Safety Critical Maintenance training programme completed by Watch Commander - Day Duty via PDR Pro within last 12 months	Up	86%	92%	-6.52%	0.00%	0.00%	0.00%	0.00%

Commentary:

It was anticipated that the performance measures specific to safety critical training course attendance would be impacted in Q4 due to the impact of Covid-19 on our ability to safely deliver centralised training.

The Service took an early decision that the potential impact on an individuals' skill degradation would be low and that we would accept an extension to operational personnel skill certificates within PDRPro by three months. In addition, to ensure that any skills degradation is kept to its minimal, the responsibility for maintaining core skills and competence was focused at station level, maximising opportunities on practical, theoretical and e-learning delivery.

Given the protracted nature of the pandemic, we anticipate a greater impact on performance indicators within Q1 of 2020-21 and, working within the Service Pandemic Planning Group (SPPG) there are plans in place to recommence some centralised training on a risk based approach based on appropriate safe systems.

T1 - Percentage of operational BA wearers (Station based) that have attended an assessed BA course within the last two years.

The target for this KPI was missed by 1%. 24 places on Breathing Apparatus Requalification courses had to be cancelled due to the Service's COVID19 measures.

T2 - Percentage of EFAD qualified fire-fighters that have attended EFAD Assessment course within the last three years

The target for this KPI was missed by 3%. 8 places on EFAD 2 courses had to be cancelled due to the Service's COVID19 measures.

T3 - Percentage of station based operational staff that have attended a Water First Responder or Water Technician course within the last three years

The target for this KPI was missed by 1%. 10 places on a Water First Responder refresher course had to be cancelled due to the Service's COVID19 measures.

T4 - Percentage of operational BA wearers (station based) that have attended Compartment Fire Behaviour course within the last two years

The target for this KPI was missed by 1%. 10 places on a Compartment Fire Behaviour refresher course had to be cancelled due to the Service's COVID19 measures.

T5 - Percentage of station based operational Emergency Care for Fire and Rescue trained personnel that have attended a

requalification course within the last three years.

This KPI was 14% below target. 1 x Trauma care initial (12 places) and 3 x Trauma care requalification (36 places) had to be cancelled due to the Service's COVID19 measures. However, future course will be specifically targeted at stations with lower compliance, Luton B 57%, Sandy 57%, Potton 56%, Toddington 44%, Woburn 42%.

T6 - Percentage of station based operational Working at Height Operators that have attended a Working at Height recertification assessment within the last three years.

The target for this KPI was missed by 4%. 30 places on WAH operator and supervisor courses had to be cancelled due to the Service's COVID19 measures.

T7 - Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role.

The target for this KPI was missed by 2%. 4 incident command assessments had to be cancelled due to the Service's COVID19 measures.

T8b - Percentage of Safety Critical Maintenance training programmes completed by On-Call Operational Personnel via PDR Pro within the last 12 months.

This KPI was 6% below target. Of the 11 On Call sections - 2 achieved the target with 1 on 91% and another on 90%, however there are a small number of stations which remain in the high 70 %, but as they average out it brings the overall percentages down. These are continually being reviewed through the Operational Delivery Team and ongoing support is being provided by Development Centre team.

T8c - Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.

The target for this KPI was missed by 1%. Of the 4 Watches, 2 achieved target. The remaining 2 watches have had long term sickness which has affected continuity of training. Steps have been implemented to addresses including an internal restructure.

T8e - Percentage of Safety Critical Maintenance training programme completed by Watch Commander - Day Duty via PDR Pro within last 12 months.

The target for this KPI was missed by 6%. This being a relatively small group of individuals it only takes one or two Watch Managers to allow the overall averages below target. Once again these are continually being reviewed through the Operational Delivery Team and ongoing support is being provided by Development Centre team.

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

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: PERFORMANCE TARGET SETTING 2020-21 (APRIL 2020 to MARCH 2021)

For further information on this report contact: Paul Hughes
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Background Papers:

Implications (tick ✓):

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

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

PURPOSE:

To advise Members of the proposed suite of performance indicators and associated targets for 2020/21 and to seek Member's endorsement to incorporate these into the Service's performance management framework.

RECOMMENDATIONS:

That Members:

1. That Members consider the proposed suite of performance indicators and targets for 2020/21 and endorse or require adjustment as appropriate.
 2. Approve the publication of the report on the Service website, subject to any amendments required following review by Members.
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1. Background


- 1.1. Both operational and corporate performance is monitored and managed internally via the monthly Corporate Management Team (CMT) Forum. Historically, the Fire and Rescue Authority has scrutinised performance on a quarterly basis via meetings of the three Policy and Challenge Groups (PCG), with the Chair of each PCG reporting separately to meetings of the full Authority. From 2019/20, Members agreed to receive a combined performance report covering all areas of operational and corporate performance.
- 1.2. The targets have generally been set against either a three or five year performance average with consideration placed upon the variations in previous years data. Where appropriate, consideration has also been given to current performance against 2019/20 targets. The Key Performance Indicators (KPI) and targets support assurance against the strategic aims set out in the Authority's Community Risk Management Plan 2019-2023 (CRMP):
 - Section 3-5: Preventing, Protecting and Responding (Service Delivery);
 - Section 6: Utilising and Maximising (Corporate Services);
 - Section 7: Empowering (Human Resources)
- 1.3. One of the strategic priorities set out in the CRMP is to enable better access to data and performance insight as doing so will help empower staff to greater ownership for delivering performance improvements at a local level. To support this strategic priority, the Service is undertaking a comprehensive review of how it captures and utilises the broad range of risk and performance data available.
- 1.4. This report contains a revised and expanded set of Service Delivery KPIs that are aligned to the service delivery aims of the CRMP, namely Preventing, Protecting and Responding. These corporate KPIs are complimented through a series of local

performance measures combining over 220 KPIs measuring both output and outcome performance across the Prevention, Protection and Response areas of the Service. They have been devised to give a Service level view of performance but also allow 'drill-down' to local levels and, where applicable, they are aligned to the measures used by the Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to benchmark performance between other fire and rescue services.

- 1.5. It is likely that the performance reports, provided quarterly, will continue to evolve during 2020/21 as work continues to expand the technical capabilities of the Business Information Team and increase the breadth and availability of risk and performance information.
- 1.6. The status of each measure is noted using the following key:


Colour Code	Exception Report	Status
GREEN	n/a	Met or surpassed target
AMBER	Required	Missed but within 10% of target
RED	Required	Missed target by greater than 10%
Note: It should be noted that all targets are represented as 100% of the target for that period and the actual as a percentage of that target.		

1. Preventing Performance


	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Total number of primary fires	Quarterly	5 yr. Ave 1051	989.04	970	Based upon 5 year trend and projected 19/20 performance
	Number of (primary) fire fatalities	Quarterly	5 yr. Ave 4	Fewer than 4	Fewer than 4	Target carried forward, recognising historical fluctuations
	Number of (primary) fire injuries where victim went to hospital	Quarterly	5 yr. Ave 21.80	Fewer than 23	Fewer than 23	Target carried forward, taking account of high numbers 18/19 and projection for 19/20.
	No. of Deliberate (Arson) Fires	Quarterly	5 yr. Ave 885.2	759	715	Based upon 5 yr. trend and projected 19/20 performance, taking account of known data quality issues in earlier years
	Total number of primary fires - dwellings - accidental	Quarterly	5 yr. Ave 385.2	378	347	10% reduction on 5 yr. average taking account of projected 19/20 performance
	Total number of primary fires - dwellings - deliberate	Quarterly	5 yr. Ave 38.6	35	30	Based upon 5yr downward trend taking account of projected 19/20 performance
	Total number of primary fires - other buildings - deliberate	Quarterly	5 yr. Ave 47.8	47	47	Standstill target, taking account of projected 19/20 performance
	Number of delivered Safe and Well visits	Quarterly	5 yr. Ave 4388.8	8,418*	10,000	CRMP target
	Total number of secondary fires	Quarterly	5 yr. Ave 1004	1004	970	Based upon 5 year trend and projected 19/20 performance

*CRMP target was for 50% uplift within 2019/20 on 2018/19 performance


2. Protecting Performance

	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	% of Building Regulations consultations completed on time	Quarterly	5 yr. Ave 96%	95%	95%	Realistic level of compliance with building regulations guidance
	Total Fire Safety Audits/inspections completed	Quarterly	5 yr. Ave 1954.8	1800	1800	Based upon previous output. This comprises the audits and inspections carried out by specialist and operational staff
	Total number of primary fires in non-domestic buildings	Quarterly	5 yr. Ave 148.2	114	133	10% reduction on 5 yr average taking account of projected 19/20 performance
	The number of automatic fire detector false alarms in non-domestic properties	Quarterly	3 yr. Ave 737	600	550	Based upon current and previous two financial years performance

3 Responding Performance


	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Total Emergency Calls received	Quarterly	n/a	n/a	n/a	Monitor only. Awaiting system update
	Total Incidents	Quarterly	2018-19 5126	n/a	n/a	Monitor only
	Total Fires	Quarterly	2018-19 1848	n/a	n/a	Monitor only
	Total Special Services	Quarterly	2018-19 1200	n/a	n/a	Monitor only
	Total False Alarms attended	Quarterly	2018-19 2078	n/a	n/a	Monitor only
	% of emergency calls answered within 7 seconds	Quarterly	n/a	n/a	n/a	Awaiting System Update
	Average Call Handling Time (Bedfordshire incidents)	Quarterly	n/a	n/a	n/a	Awaiting System Update
	Average response time to primary fires (Sec)	Quarterly	5 yr. Ave 599	600	600	Service level performance
	Average response time to secondary fires (Sec)	Quarterly	2019-20 734	1200	1200	Service level performance
	Average response time to RTCs (Sec)	Quarterly	5 yr. Ave 656	780	780	Service level performance
	RDS availability of 1st pump - primary available or alternate available	Quarterly	2019-20 69%	90%	90%	Service target - station targets are set based on 90% contracted availability
	% of time whole-time global crewing availability enabled 9 riders on 2 pump responses	Quarterly	5 yr. Ave 96%	90%	90%	Service level performance

4. Empowering Performance

Equality & Diversity						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Percentage of new entrants to the RDS/On-Call operational staff to be women	Annually	2019/20 - 9.52% 2018/19 - 8.33% 2017/18 - 12.12% 2016/17 - 14.29% 2015/16 - 15.79% 2014/15 - 11.76%	13.5%	12.5%	Recent performance has shown difficulties in sustained attraction to posts, despite continued focus in this area of recruitment. Targeted RDS/On-Call recruitment planned during 2020
	Percentage of new entrants to the Wholetime operational staff to be women	Annually	2019/20 - 5.89% 2018/19 - 5.56% 2017/18 - 8.00% 2016/17 - 14.81%	9.6%	9.46%	Recent performance has shown difficulties in sustained attraction to posts, despite continued focus in this area of recruitment. Target is again set at the 3 year average performance (9.46%) which remains challenging considering 2018/19 performance of 5.56% and current performance running at 5.9%
	Percentage of RDS/On-Call operational staff who are women	Annually	2019/20 - 10% 2018/19 - 9.3% 2017/18 - 9.4% 2016/17 - 8.1% 2015/16 - 7.7% 2014/15 - 6.2%	10.1%	10.1%	New measure for 2019/20. Targeted RDS/On-Call recruitment planned. Target set as before at 2% above the 5 year average of 8.1%. Current performance running at 9.1% National average (2018/19) 5.6%


Percentage of Whole time operational staff who are women	Annually	2019/20 - 6.43% 2018/19 - 6.4% 2017/18 - 6.0% 2016/17 - 5.4% 2015/16 - 4.1% 2014/15 - 3.9%	7.2%	7.2%	New measure for 2019/20. Target set as before at 2% above the 5 year average performance rate (5.16%). Current performance running at 6.2% National average (2018/19) 6.4%
Recruitment of Black, Asian and Minority Ethnic (BAME) staff across the whole organisation	Annually	2019/20 - 8.0% 2018/19 - 7.35% 2017/18 - 6.17% 2016/17 - 11.86% 2015/16 - 6.82% 2014/15 - 12.2%	10.4%	8.9%	Target set at the 5 year average performance of 8.88%. Current performance running at 7.0% so this remains a challenging target
Recruitment of Black, Asian and Minority Ethnic (BAME) staff across operational roles	Annually	2019/20 - 5.26% 2018/19 - 6.19% 2017/18 - 6.13%	7%	7.1%	New Measure for 2019/20. Target is set at 1% above the 2 year average (6.1) performance rate. Current performance running at 5.4% National average of Firefighters in post is (2018/19) 4.3%
Percentage of RDS/On-Call operational staff who declare as BAME	Annually	2019/20 - 6.36% 2018/19 - 6.0% 2017/18 - 1.7% 2016/17 - 1.2% 2015/16 - 0.7% 2014/15 - 0.7%	4.1%	6.9%	New Measure for 2019/20. Previous target was based upon average of 5 years performance + 2% However given 2018/19 result and current performance running at 5.9% target suggested at 1% increase over current figure.

					<p>This reflects the location of our retained stations and the challenge in increasing this figure and further.</p> <p>National average (2018/19) 1.4%</p>
<p>Percentage of Wholetime operational staff who declare as BAME</p>	<p>Annually</p>	<p>2019/20 - 6.79%</p> <p>2018/19 - 6.1%₂</p> <p>2017/18 - 5.2%</p> <p>2016/17 - 3.4%</p> <p>2015/16 - 4.7%</p> <p>2014/15 - 4.9%</p>	<p>6.9%</p>	<p>7.6%</p>	<p>New Measure for 2019/20.</p> <p>Previous target was based upon average of 5 years performance + 2% However given 2018/19 result and current performance running at 6.6% target suggested as 1% above current figure.</p> <p>National average (2018/19) 4.3%</p>


Human Resources						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	The percentage of working time lost due to sickness (excludes RDS/On-Call)	Quarterly	2019/20 - tba 2018/19 - 4.11% 2017/18 - 3.73% 2016/17 - 4.39% 2015/16 - 3.55% 2014/15 - 3.61%	4.3%	4.2%	April – Dec 2019 performance is running at 4.40% with higher levels of absence during January (colds/flu etc.) likely to increase this. Target is set based on the ‘median’ average public sector absence. This was 4.2% (source XPerHR 2019 sickness survey). Thus slightly reducing existing target is appropriate.
	The percentage of the RDS/On-Call workforce with 4 or more incidences of sickness in a 12 month period. (lower is better)	Quarterly	New target in 2019/20 – tba Q3 – 3.10%	7.5%	5%	The nature of RDS/On call employment contracts means a % time lost indicator is not appropriate. Incidences of sickness are measured instead. The sickness absence policy uses 4 incidences of sickness as a ‘trigger’ for action. Thus the PI relates to those exceeding the trigger over a rolling 12 month period. Given current performance (3.3% @ 1 Feb 2020) a more stretching target of 5% is suggested.

Turnover excluding retirement or dismissals - Excluding RDS/On-Call	Annually	2019/20 - 3.88% 2018/19 - 4.30% 2017/18 - 2.67% 2016/17 - 3.59% 2015/16 - 4% 2014/15 - 3.70%	5%	5%	<p>Previous targets have been set based on an average of the past 3 year's performance (rounded up) plus an additional % dependent on current performance. Average = 4% with current performance running at 3.6% so existing target should be maintained.</p> <p>Turnover may increase for operational staff due to the proposed pension remedy.</p> <p>NOTE: National median turnover for 2019 (source XpertHR) was at 14.7% (private sector) and 9.2% public sector</p>
Turnover excluding retirement or dismissals -RDS/On-Call only	Annually	2019/20 - 6.78% 2018/19 - 13.23% 2017/18 - 18.69% 2016/17 - 9.36% 2015/16 - 9.93% 2014/15 - 10.7%	16%	14%	<p>Target is usually based on the performance over the last 3 completed years (rounded up) + 1% given the volatile nature of RDS/On call turnover.</p> <p>Average performance for the past 3 years is 14%. Current performance is running at 10.01%. Given the unpredictable nature of RDS/On-Call employment and potential changes in On Cal contracts, turnover may increase. Balancing out the above issues, suggest target is based on the average performance for the past 3 years.</p> <p>NOTE: National median turnover for 2019 (source Xpert HR) was at 14.7% (private sector) and 9.2% public sector.</p>

<p>Percentage of returned appraisal documents to HR within 3 months of reporting year (end September) All staff</p>	<p>Annually (after Sept each year)</p>	<p>2019 – 95.38% 2018 - 83.55% 2017 - 92.80%</p>	<p>90%</p>	<p>80%</p>	<p>Although the 2019 target was exceeded, there are some key changes planned to the appraisal system in 2020. This includes moving to an on line system instead of paper based forms and the introduction of a rating type of assessment. It is likely that these changes will lead to lower completion rates whilst the system is embedded during the next year – hence a suggested 80% target</p>
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Human Resources (Occupational Health)						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Percentage of personnel in operational Roles who have completed an annual fitness assessment in the past 12 months (excluding secondments, career breaks and modified and LTS).	Annually	2019/20 - 95.8% 2018/19 - 99% 2017/18 - n/a 2016/17 - 98% 2015/16 - 98% 2014/15 - 98% 2013/14 - 97%	97%	98%	Performance has exceeded target for the past 5 years due to the continued robust approach to fitness adopted by BFRS. The fitness policy and testing regime are now embedded within the culture of the service and the continued provision of excellent facilities on station encourages staff to maintain their physical fitness. The addition of the Fitness Apprentice role has proved invaluable to ensuring that the department can meet the challenging targets year on year. Therefore it is recommended that the target of 97% is increased to 98% for 2020/21. Current performance for 2019/20 is running at 98.2%.
	Percentage of operational personnel achieving a pass category in their annual fitness test	Annually	2019/20 - 100% 2018/19 - 99% 2017/18 - n/a 2016/17 - 97% 2015/16 - 95% 2014/15 - 95% 2013/14 - 96%	95%	96%	Current performance for 2019/20 is running at 99.5% which demonstrates that the service continues to maintain its high standards of fitness provision and has instilled this as part of its culture. The average for the last 3 years of fitness testing is 98.3%, therefore it is recommended that the target of 96% be increased to 97% for 2020/21

Percentage of 3 yearly medicals due in year completed	Annually	2019/20 - 84%	85%	85%	<p>All operational staff are required to attend a 3 yearly medical. Ensuring medicals are held on time can be challenging with various shift and working patterns (including on call) to accommodate.</p> <p>We are on course to meet 2019/20 target with current performance at 82% and therefore it is recommended to maintain the measure at 85% for 2020/21</p>
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ORGANISATIONAL DEVELOPMENT						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Percentage of station based operational BA wearers that have attended an assessed BA course within the last 2 years	Quarterly	2019/20 - 97% 2018/19 - 99% 2017/18 - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 95%	98%	98%	T1 - T6 cover safety critical operational training. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2020/21
	Percentage of EFAD qualified LGV drivers that have attended an EFAD course within the last 3 years	Quarterly	2019/20 - 95% 2018/19 - 100% 2017/18 - 100% 2016/17 - 98% 2015/16 - 99% 2014/15 - 99%	98%	98%	As T1 above
	Percentage of station based operational staff that have attended WFR course within the last 3 years	Quarterly	2019/20 - 97% 2018/19 - 100% 2017/18 - 98% 2016/17 - 98% 2015/16 - 99% 2014/15 - 90%	98%	98%	As T1 above
	Percentage of station based operational BA wearers that have attended Compartment Fire Behaviour course within the last 2 years	Quarterly	2019/20 - 97% 2018/19 - 100% 2017/18 - 99% 2016/17 - 98% 2015/16 - 98% 2014/15 - 98%	98%	98%	As T1 above


Percentage of watches/sections at BFRS stations that have at least 60% of operational personnel qualified in Trauma Care	Quarterly	2019/20 - 84% 2018/19 - 100% 2017/18 - 92% 2016/17 - 91% 2015/16 - 99% 2014/15 - 82%	98%	98%	As T1 above
Percentage of station based operational staff that have attended a Working at Height Operator or Supervisor Revalidation course within the last 3 years	Quarterly	2019/20 - 94% 2018/19 - 100% 2017/18 - 97% 2016/17 - 98% 2015/16 - 92% 2014/15 - 41%	98%	98%	As T1 above
Percentage of Flexible Duty Officers that have attended an Incident Command Assessment within the required frequency for their role	Quarterly	2019/20 - 96% 2018/19 - 96% 2017/18 - 100% 2016/17 - 100% 2015/16 - 92% 2014/15 - 100% 2013/14 - 97%	98%	98%	T7 covers command competence. Organisational expectation is to maintain a frequency based attendance for all 'in scope' personnel within these skillsets. Historical reporting shows 98% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2020/21.
Percentage of Safety Critical Maintenance training programmes completed by Whole-time Operational Personnel via PDR Pro within the last 12 months	Quarterly	2019/20 - 92% 2018/19 - 93% 2017/18 - 95% 2016/17 - 95% 2015/16 - 95% 2014/15 - 94%	92%	92%	T8 (a-e) covers e-learning completion and learning recording for operational roles. Organisational expectation is to maintain current competencies for all 'in scope' personnel. Historical reporting shows 92% as stretch targets and that they remain a reasonable expectation, therefore unchanged for 2020/21

Percentage of Safety Critical Maintenance training programmes completed by RDS/On-Call Operational Personnel via PDR Pro within the last 12 months	Quarterly	2019/20 - 86% 2018/19 - 88% 2017/18 - 90% 2016/17 - 89% 2015/16 - 90% 2014/15 - 90%	92%	90%	There is currently a high number of new On-Call personnel, across the Service, some stations have multiple personnel in development. Due to these high numbers it has a negative impact on the performance target for their station, it is therefore proposed that this target is reduced from 92% to 90% for 2020/21
Percentage of Safety Critical Maintenance training programmes completed by Control Personnel/WM Control via PDR Pro within the last 12 months.	Quarterly	2019/20 - 91% 2018/19 - 92% 2017/18 - 93% 2016/17 - 93% 2015/16 - 81% 2014/15 - 88%	92%	90%	Fire Control watch strengths are small in numbers, by having one new recruit in development on a watch impacts the overall targets achieved. It is therefore proposed that this target is reduced from 92% to 90% for 2020/21.
Percentage of Safety Critical Maintenance training programmes completed by Senior Management roles (SC to SOC) via PDR Pro within the last 12 months.	Quarterly	2019/20 - 92% 2018/19 - 93%	92%	92%	As T8a above
Percentage of Safety Critical Maintenance training programme completed by Watch Commander - Day Duty via PDR Pro within last 12 months	Quarterly	2019/20 - 86%	92%	92%	As T8a above

HEALTH & SAFETY						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Number of serious accidents (over 28 days) per 1000 employees	Quarterly	2019/20 - 7.59 2018/19 - 3.76 2017/18 - 1.96 2016/17 - 0.00 2015/16 - 1.94 2014/15 - 3.84 2013/14 - 3.70 2012/13 - 3.57	3.78	3.78	5 year average 2014-19 is 2.68. Target has been set to remain at 3.78 which was the target for the previous reporting period. Note - One serious accident resulting in an over 28 day injury equates to 1.96. Two would equate to 3.92 and would be graded amber; three would equate to 5.88 and would be graded red.
	Number of working days/shifts lost to accidents per 1000 employees (excluding RDS//On-Call employees)	Quarterly	2019/20 - 833.67 2018/19 - 273.73 2017/18 - 243.93 2016/17 - 131.57 2015/16 - 436.01 2014/15 - 262	291.15	291.15	5 year average 2014-19 is 289.66. Target has been set to remain at 291.15 which was the target for the previous reporting period.
	Number of 24 hour cover periods lost to accidents per 1000 RDS/On-Call employees.	Quarterly	2019/20 - 1918.49 2018/19 - 382.27 2017/18 - 69.46 2016/17 - 4091.61 2015/16 - 2703.69 2014/15 - 526	703.62	703.62	5 year average 2014-19 is 1554.66. Target has been set to remain at 703.62 which was the target for the previous reporting period. Note - The very high figures for 2015/16


		2013/14 - 569			and 2016/17 create a high 5 year average 2013-18 and therefore would increase the target significantly. Cover periods are now calculated in hours using the Gartan availability system which will provide more accurate reporting.
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5. Utilising Performance

FLEET						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Grade A Defect Response Time (within 1 hour)	Quarterly	2019/20 89.6% 2018/19 92.45% 2017/18 89% 2016/17 95% 2015/16 91% 2014/15 93%	90%	90%	Workshops targets will remain in place (as is) until the implementation of an electronic fleet management system is completed and fully functional within the Service to replace the MIS, at this point the targets will be reviewed giving consideration to the data that the new system can provide, any national targets and our own requirements.
	Grade A Defect Response Time (within 2 hours)	Quarterly	2019/20 97.81% 2018/19 100% 2017/18 97% 2016/17 99% 2015/16 97% 2014/15 97%	95%	95%	
	The percentage of time when Rescue Pumping Appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Quarterly	2019/20 1.94% 2018/19 2.51% 2017/18 2.43% 2016/17 2.29% 2015/16 2.47% 2014/15 2.49%	5%	5%	
	The percentage of time when Aerial Appliances and SRU were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)	Quarterly	2019/20 2.8% 2018/19 3.33% 2017/18 2.91% 2016/17 3.06% 2015/16 3% 2014/15 3.70%	5%	5%	
	The percentage of time when	Quarterly	2019/20 0.54% 2018/19 0.51%	3%	3%	


other operational appliances were unavailable for operational use due to an annual service, defect or other works. (Turnaround Time)		2017/18 0.28% 2016/17 0.37% 2015/16 0.51% 2014/15 0.76%			
The number of hours as a percentage the appliance is unavailable for operational response in the reporting period, other than for the time measured under the turn-a-round time. (Idle time)	Quarterly	2019/20 1.06% 2018/19 1.23% 2017/18 0.86% 2016/17 0.86% 2015/16 1.05% 2014/15 0.36%	2%	2%	As above
The total time expressed as a % when ALL Appliances were available for operational use after the turn-a-round time and idle time are removed from the total time in the reporting period	Quarterly	2019/20 97.71% 2018/19 97.24% 2017/18 97.67% 2016/17 98% 2015/16 98% 2014/15 98%	93%	93%	As above
Annual Services undertaken	Quarterly	2019/20 100% 2018/19 100% 2017/18 100% 2016/17 100% 2015/16 100% 2014/15 100%	97%	97%	As above

6. Maximising Performance

FINANCE						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	Budget requirement of Fire and Rescue Service (£ per 1,000 population). Performance Indicator to be used for information only	Annually	2019/20 £44.89 2018/19 £44.45 2017/18 £43.39 2016/17 £43.69 2015/16 £44.30 2014/15 £44.55	N/A	N/A	Annual Budget The indicator is based on our budget requirement divided into projected population.
	Accuracy of net budget forecast outturn at periods 6 & 9 (Sept and Dec) against actual outturn - variance between forecast and actual outturn	Annually	2019/20 Per 6 £186k 2019/20 Per 9 £99k 2018/19 Per 6 £465k 2018/19 Per 9 £546k 2017/18 Per 6 £396k 2017/18 Per 9 £14k 2016/17 Per 6 £192k 2016/17 Per 9 £192k	Less than £600,000	less than £600,000	Value for Money Indicator P13 - The Audit Commission use a 2% materiality limit when auditing the accounts, so this has been applied to our budget requirement, and identifies the target as £600,000. Target was met in previous year's outturn, compared to estimates at prior periods.
	Percentage of routine financial reports distributed within 6 working days of period-end closure	Quarterly	2019/20 100% 2018/19 100% 2017/18 100% 2016/17 100% 2015/16 100% 2014/15 100%	90%	90%	Value for Money Indicator P12 Out of 12 budget manager reports distributed each financial year, one miss would be 8.33%, so this has been rounded down to 90%.

Compliance of annual statement of accounts processes with statutory	Annually (September)	2019/20 100% 2018/19 100%	100%	100%	CPA/CAA Use of Resources Assessment and CIPFA
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timescales and quality criteria		2017/18 100% 2016/17 100% 2015/16 100% 2014/15 100%			Benchmarking Aim to achieve continuing compliance with all statutory timescales and quality criteria.
Percentage of uncontested invoices paid within 30 days	Quarterly	2019/20 95.14% 2018/19 96.06% 2017/18 95.17% 2016/17 96% 2015/16 96% 2014/15 96%	96%	96%	Best Value Performance Indicator 8 Target decreased from 97% to 96% in 2017/18 as 97% is currently unlikely to be achieved
Percentage of outstanding debt over 90 days old	Quarterly	2019/20 0.94% 2018/19 0.16% 2017/18 3.88% 2016/17 5.43% 2015/16 1.54% 2014/15 0.79%	Less than 2.5%	Less than 1.5%	Value for Money Indicator S18 Less than 1.5% to be set as 2020/21 target.
Percentage of annual planned efficiency savings achieved by year end	Annually	2019/20 80% 2018/19 88% 2017/18 87% 2016/17 92% 2015/16 100% 2014/15 100%	100%	100%	Local Aim to achieve total of budgeted efficiency target within 2020/21
Return on investment	Annually	2019/20 1.13% 2018/19 0.94% 2017/18 0.73% 2016/17 0.86% 2015/16 0.84% 2014/15 0.93%	1.00%	1.075%	Actual interest rate achieved Increased to 1.075% in line with anticipated interest rate increases, although there is uncertainty due to Brexit and the strength of the GBP £.

INFORMATION AND COMMUNICATION TECHNOLOGY						
	Performance Indicator	Frequency of Reporting	BFRS Historical Performance	BFRS Target 2019/20	BFRS Target 2020/21	Target setting Rationale
	The Number of Incidents on Mission Critical services resolved within 1 Hour	Quarterly	2019/20 100% 2018/19 100% 2017/18 96% 2016/17 92% 2015/16 100% 2014/15 100%	85%	92%	Mission Critical systems take priority for ICT Resources. Target has been increased to reflect the stability of the recent ICT hardware improvements.
	The Number of Incidents on Business Critical services resolved within 2 Hours	Quarterly	2019/20 87.5% 2018/19 100% 2017/18 100% 2016/17 99% 2015/16 100% 2014/15 92%	96%	97%	Target based on Services SLA. Performance has exceeded target since 2014/15. The 2020/21 target acknowledges that resources may be diverted to Mission Critical Incidents and Projects. The small number of incidents of this type makes the impact of a single incident on performance significant.
	The Number of Incidents on Business Operational services resolved within 4 Hours	Quarterly	2019/20 90% 2018/19 98% 2017/18 98% 2016/17 100% 2015/16 100% 2014/15 92%	90%	95%	Target based on Services SLA. Performance has exceeded target since 2014/15. The 2020/21 target acknowledges that resources may be diverted to Mission Critical Incidents and Projects. The small number of incidents of this type makes the impact of a single incident on performance significant.

The Number of Incidents on Administration Services resolved within 8 Hour	Quarterly	2019/20 100% 2018/19 98% 2017/18 93% 2016/17 93% 2015/16 94% 2014/15 88%	90%	93%	Target based on Services SLA. The highest proportion of incidents fall into this category. The anticipated draw on resources to support priority projects again throughout 2020/21 is expected to reflect in the performance outcome for these lower category incidents therefore 93% is a challenging target.
Core ICT services availability	Quarterly	2019/20 90% 2018/19 100% 2017/18 100% 2016/17 100% 2015/16 100% 2014/15 97%	97%	98%	Target meets the agreement for levels of Service from ICT Catalogue of Services. Core ICT availability median 98%.
Business Applications Availability	Quarterly	2019/20 100% 2018/19 100% 2017/18 100% 2016/17 100% 2015/16 100% 2014/15 97%	97%	98%	Target meets the agreement for levels of Service from ICT Catalogue of Services. Core ICT availability median 98%

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

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REPORT AUTHOR: CHIEF FIRE OFFICER AND THE ASSISTANT CHIEF OFFICER/TREASURER

SUBJECT: REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2020/21 AS AT 30 JUNE 2020

For further information on this Report contact: ACO G Chambers
Assistant Chief Officer/FRA Treasurer
Tel No: 01234 845016

Background Papers: 2020/21 Budget Setting Paper to the FRA in February 2020

Implications (tick ✓):

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

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

PURPOSE:

To inform the Fire and Rescue Authority of the forecast year-end budget monitoring position as at 30 June 2020.

RECOMMENDATIONS:

That the FRA consider the updates provided within this report.

Executive Highlights Summary

- The **Green Book pay award** was agreed at 2.75% from April 2020, therefore 0.75% above what was budgeted. The impact is a £42k budget pressure.
- **Covid-19 (C-19) funding.** The Government's funding to the Service was £105k in tranche 1 and £502k in tranche 2, therefore £607k in total. This has been used against mainly staffing (such as secondees to the Ambulance Service) but also additional PPE and ICT. The impact on budgets will be worked on to assess the linked underspends from allocating officers directly to C-19 related activities and funding.
- The distribution of the **Fire Protection Board and Protection Funding**, has led to the Service receiving £161k. This is currently a one off grant and subject to the Comprehensive Review (CSR) for any future years funding.
- We are yet to hear if the delayed **CSR** is going ahead in 2020 or that it will be postponed again for another year due to C-19.
- The **External audit** fee from Ernst & Young has been proposed to increase from £23k per annum to £50k. All local authorities have been impacted by the price increase, with some tripling. The Audit & Standards Committee met on the 2nd July and did not agree to the price increase and delegated the ACO to continue discussions/negotiations with Public Sector Audit Appointments (PSAA) on this matter.
- There is significant **capital slippage from 2019/20**, this has previously been reported to the FRA.

Looking ahead:

- The one off 2019/20 FF Employer Pensions Grant continues for a second year, due to the delay in the CSR, so the additional £1.5m expenditure in 2019/20 will again be covered in 2020/21 by this grant. The ongoing funding for this remains a risk to the Service and will be wrapped up as part of the CSR funding review. The FF Pensions remedy also remains a financial risk to the Service, as any funding of increased costs is yet to be determined.
- The FF pay negotiation, regarding broadening the role, is currently on pause but remains a budgetary risk too.
- There is likely to be a **Collection Fund** deficit from our three Unitary Authorities, covering their collection of council tax and business rates during 2020/21. If they collect less than originally projected back in February 2020, which is likely, this would lead to our Service receiving a share of the deficit. This will be picked up as part of the 2021/22 budget preparation during the year. The Government has announced that deficits could be paid back over a three year period. The Authority awaits further information on this and the impact too on 2021/22 council tax taxbases.
- The 2021/22 budget will need to incorporate/fully review the ongoing annual recharge between Cambs FRS and the Service for the ICT Shared Service, that for the last two years has seen BFRS being recharged in excess of £100k.

1. Introduction

1.1 On 11 February 2020, the Fire and Rescue Authority (FRA) approved a Revenue Budget Requirement for 2020/21 of £30.061m and a Capital Programme of £1.505m.

2. Revenue Budget Monitoring

2.1 The Revenue Budget efficiency savings for 2020/21 can be found in Appendix 1. The budgets have been reduced for these areas and will be monitored during the year.

2.2 The funding of the 2020/21 Revenue Budget is by way of Government Funding £6.512m, local Business Rates redistribution £2.301m and Council Tax of £21.880m, there is also funding from a Collection Fund surplus of £0.368m.

2.3 **Forecasting Outturn:**

2.3.1 Tables 1 and 2 below are 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.

2.3.3 Table 1: 2020/21 Revenue Budget Forecast Outturn (excluding salary budgets)

Title	Current Budget £	F/cast Yr-End Outturn £	Variance £
Strategic Management	308,400	308,400	0
Assistant Chief Officer	2,917,400	2,944,400	27,000
Head of Response	941,300	941,300	0
Head of Training and Assurance	427,300	427,300	0
Head of Governance and Asset Management	869,700	869,700	0
Head of Prevention and Protection	171,900	171,900	0
Head of Information Communications Technology	1,390,700	1,390,700	0
Head of Human Resources	237,000	237,000	0
Total	7,263,700	7,290,700	27,000

***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 column/figures for Year To Date Actuals (£) will appear in Tables 1 and 2 in future reports. At this early stage in the year, with year end accruals, the figures are not helpful/useful. The budgets do not yet include the earmarked reserves from 2019/20.

Within the ACO area, the forecast overspend is as a result of the proposed increase in External Audit fees. This is yet to be approved and discussions are due to take place with PSAA on this matter.

Apprenticeship Levy Update

- 2.3.5 The Authority has been one of the first Fire and Rescue Services to have successfully engaged with the Fire Service College (FSC), for the delivery of the Firefighter Foundation Programme through an Operational Firefighter Level 3 Apprenticeship.

Fifteen firefighters are now assigned to the new Trailblazer Standard, which provides the underpinning skills and qualification of a firefighter over a two-year programme. The programme is directly linked to the technical knowledge, skills and behaviours of Operational Firefighter Apprentice Standard.

The full cost of this programme equates to £15,900 per firefighter, however as an accredited apprenticeship scheme, the FSC are able to draw down £12,000 from the levy funding, for each student participating in the programme. Therefore, the Service now only has to contribute the additional £3,900 difference per firefighter, instead of the full cost of the previous foundation firefighter course cost.

The anticipated in year saving from the apprenticeship programme was forecast as £50,000 for Firefighter training and £10,000 for other support training. Continual review of our establishment requirement has increased the number of new firefighters within 2020-21, however this does increase the potential benefit from the levy. Based on 15 firefighters, our previous non-apprenticeship model would have cost £180,000, now with government support through the Level 3 apprenticeship this is reduced to £58,500. This provides a saving of £121,500. However, it should be noted that the apprenticeship runs for two years, therefore any savings need to be considered over this period. In addition, to note that the Service is required to contribute to the government apprenticeship levy so this should also be factored into any perceived savings. This contribution is now part of base budget.

Having benefited from these early successes, the Service intends to use this process for the forthcoming firefighter development programme scheduled to start October 2020. The Service Training Department are investigating further apprenticeship options and wider development needs for Service personnel, with the aim to maximise opportunities for greater apprenticeship levy draw down.

In summary, the forecast savings/efficiencies with the apprenticeship levy, at £60k per annum, as per the above is set to be achieved.

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: 2020/21 Salary Budget Forecast Outturn

Category	Current Budget £	Forecast year end outturn £	Variance £	RAG status (see note below**)
Whole Time	14,472,400	14,472,400	0	Green
Control	1,001,600	1,001,600	0	Green
Retained	2,003,200	2,003,200	0	Green
Non operational	6,197,400	6,239,400	42,000	Green
Agency	122,700	122,700	0	Green
Grand Total	23,797,300	23,797,300	42,000	

2.3.7 The response to Covid19 has been funded by grants from central government; to date we have received £607k the majority of which will be spent on salaries of employees deployed to other emergency services. There will be a linked underspend within the Head of Response area as a result of this but further work needs to be undertaken to identify the amount (£).

2.3.8 The current forecast overspend is as a result of the Green Book pay award being agreed at 2.75%, 0.75% higher than budgeted.

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 £69k. When the C-19 funding is included, it is likely that this will be reduced to nil.

3. Capital Programme Monitoring

3.1 Table 4 below is the 2020/21 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.

3.3 Table 4: The 2020/21 Capital Programme

Scheme	Capital Budgets 2020/21 £000's	RAG Status
Vehicles	400	G
SRU/RSU RTC Hydraulic Equipment	105	G
ICT Projects:		
IT Developments		
Endpoint Refresh with Desktop & Laptop Deployment	50	G
Public Address Systems Replacement	94	G
Appliance CCTV upgrade (Wireless)	113	G
Station End Equipment (SEE) - Hardware replacement and support	340	G

ICT & Comms		
Primary Network Switch replacement	100	G
Local Area Network (LAN) Active Components Replacement	120	G
General:		
Capital Works - Service Wide (lighting replacements, CCTV, fire protection, etc.) - All locations	86	G
Heating - boiler replacements (Amphill, Bedford, Woburn)	23	G
Fitness Equipment Expenditure	15	G
Kempston Station - Mess Deck Refurbishment	12	G – complete
Dunstable Fire Station - External Rope Rescue Training Rig (WAH working at height)	15	G
Dunstable Fire Station - Internal Rope Rescue Training Platform (working at height WAH)	10	G
Improved provision of female showers/toilets at Stopsley Station	22	G
	1,505	

3.4 Capital Programme – Withdrawals, Slippage, Additions or Variations:

3.4.1 **Slippage:** None from 2020/21. Note the 2019/20 slippage covered in this report though.

3.4.2 **Additions:** None.

3.4.3 **Variations:** None.

GAVIN CHAMBERS, ASSISTANT CHIEF OFFICER/TREASURER

Savings and Efficiencies 2020/21

CMT Area	Savings/Efficiencies	£'000s 2020/21	RAG Status
ACO	Income from Property Rents & Collaboration	8	G – EEAST at Dunstable
ICT	Management Information System (MIS) - Wholetime Rota/Availability System, Human Resources, Technical Equipment (Includes £45k unachievable saving in 2019/20)	89	A
ACO	Collaboration Savings	20	A
ACO	Energy Management Savings (Insulation & works)	5	G
ACO	Principal Officer review/restructure	50	G – complete
HTA	Draw down apprenticeship levy BTEC & Masters (therefore reduction in training budget)	10	G
ACO	Increase in interest received due to proactive investment management	25	A – C-19 impact on interest rates
ICT	Saving from Broadband contract	30	G – complete
ICT	Saving from mobile phone contract	10	G – complete
HPP	Online Communication Monitoring tool	10	G
HGAM	Replacement of Risk database	6	G – complete
ACO	Following efficiency review savings associated with provision of catering at incidents (not replacing van & catering trailer)	65	G
		328	

*** NB - All Savings have been removed from 2020-21 Base Budgets**

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REPORT AUTHOR: ASSISTANT CHIEF OFFICER/FRA TREASURER

SUBJECT: TREASURY MANAGEMENT – ANNUAL REPORT FOR 2019/20

For further information on this Report contact: ACO G Chambers
Assistant Chief Officer/FRA Treasurer
Tel No: 01234 845016

Background Papers: Treasury Management Strategy 2019/20.

Implications (tick ✓):

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

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

PURPOSE:

To consider the Authority’s Annual Report for Treasury Management for 2019/20.

RECOMMENDATION:

That Members review and consider the information presented in the report.

1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2019/20 the minimum reporting requirements were that the full Authority should receive the following reports:

- an annual treasury strategy in advance of the year
- a mid-year (minimum) treasury update report
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by Members.

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the full Authority. Training can be provided to Members by our Treasury Advisor's, Link Asset Services, in 2020 at the FRA's request.

2. The Authority's Capital Expenditure and Financing

The Authority undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Authority's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how it was financed:

Capital Expenditure by Service	2018/19 Actual £'000	2019/20 Budget £'000	2019/20 Actual £'000
As per Budget Book	1,291	1,736	662

3. The Authority's Overall Borrowing Need

The Authority's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

Gross borrowing and the CFR – in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2018/19) plus the estimates of any additional capital financing requirement for the current (2019/20) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. This indicator allowed the Authority some flexibility to borrow in advance of its immediate capital needs in 2019/20.

The table below highlights the Authority's gross borrowing position against the CFR. The Authority has complied with this prudential indicator.

	31 March 2019 Actual £'000	31 March 2020 Budget £'000	31 March 2020 Actual £'000
Prudential Indicator – Capital Financing Requirement			
Borrowing	9,987	9,987	9,987
Other long term liabilities	0	0	0
Total Debt	9,987	9,987	9,987
TOTAL CFR	8,398	7,969	7,550
Under/(over) borrowing	(1,589)	(2,018)	(2,437)

The authorised limit – the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2019/20 the Authority has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Authority during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream – this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2019/20 £'000
Authorised Limit	11,887
Maximum gross borrowing position during the year	9,987
Operational Boundary	9,987
Average gross borrowing position	9,987
Financing costs as a proportion of net revenue stream	2.19%

4. Treasury Position as at 31 March 2020

At the beginning and the end of 2019/20 the Authority's treasury position was as follows:

	31 March 2019 Principal £'000	Rate/Return	Average Life yrs	31 March 2020 Principal £'000	Rate/Return	Average Life yrs
Fixed rate funding:						
PWLB	9,987	4.27%	38	9,987	4.27%	37
Other long term liabilities	0			0		
Total debt	9,987	4.27%	38	9,987	4.27%	37
CFR* (year end position)	8,398			7,969		
Over/(under) borrowing	1,589			2,018		
Total investments	16,791	0.99%		17,410	1.02%	
Net debt	(6,804)			(7,423)		

The maturity structure of the debt portfolio was as follows:

	31 March 2019 Actual £'000	2019/20 Original limits £'000	31 March 2020 Actual £'000
Under 12 months	0	0	0
12 months to 2 years	0	0	0
2 years to 5 years	0	0	0
5 years to 10 years	0	0	0
10 years and above	9,987	9,987	9,987

Investment Portfolio	Actual 31 March 19 £'000	Actual 31 March 19 %	Actual 31 March 30 £'000	Actual 31 March 20 %
Treasury Investments				
UK banks	11,246	78%	10,747	68%
Foreign bank (via Links)	3,250	22%	5,000	32%
Total	14,496	100%	15,747	100%

5. The strategy for 2019/20

5.1 Investment strategy and control of interest rate risk

Investment returns remained low during 2019/20. The expectation for interest rates within the treasury management strategy for 2019/20 was that Bank Rate would stay at 0.75% during 2019/20 as it was not expected that the Monetary Policy Committee (MPC) would be able to deliver on an increase in Bank Rate until the Brexit issue was finally settled. However, there was an expectation that Bank Rate would rise after that issue was settled, but would only rise to 1.0% during 2020.

Rising concerns over the possibility that the UK could leave the EU at the end of October 2019 caused longer term investment rates to be on a falling trend for most of April to September. They then rose after the end of October deadline was rejected by the Commons but fell back again in January before recovering again after the 31 January departure of the UK from the EU. When the coronavirus outbreak hit the UK in February/March, rates initially plunged but then rose sharply back up again due to a shortage of liquidity in financial markets. As longer term rates were significantly higher than shorter term rates during the year, value was therefore sought by placing longer term investments where cash balances were sufficient to allow this.

While the Authority has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.

5.2 Borrowing strategy and control of interest rate risk

During 2019-20, the Authority maintained an over-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), has been exceeded by loan debt. The strategy for the CFR and the under/over borrowed position going forward will be discussed at the next meeting with our Treasury advisors.

The policy of avoiding new borrowing by funding capital from revenue and using reserves, has served well over the last few years. However, this will be kept under review to avoid incurring higher borrowing costs in the future when this Authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The ACO therefore monitored interest rates in financial markets and adopted a pragmatic strategy.

Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2019/20 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period.

	End Q2 2020	End Q3 2020	End Q4 2020	End Q1 2021	End Q2 2021	End Q3 2021	End Q4 2021
Bank Rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
5yr PWLB rate	1.90%	1.90%	1.90%	2.00%	2.00%	2.00%	2.10%
10yr PWLB rate	2.10%	2.10%	2.10%	2.20%	2.20%	2.20%	2.30%
25yr PWLB rate	2.50%	2.50%	2.50%	2.60%	2.60%	2.60%	2.70%
50yr PWLB rate	2.30%	2.30%	2.30%	2.40%	2.40%	2.40%	2.50%

6. Borrowing Outturn

- 6.1 It was anticipated at the beginning of 2019/20 that the Authority would have surplus funds available for short-term investment, either within its Special Interest Bearing Account (SIBA) at its bankers or through the money market. As at the 31st March 2020 the SIBA account is paying a rate of 0.20% up to £999,999 and 0.30% for funds over £1M.
- 6.2 The Authority's call-account with Barclays Bank has been used during 2019/20. During 2019/20 the Barclays account was paying a rate of 0.45%, however as of 12th March reduced to 0.05% and remained that as at 31st March 2020.
- 6.3 The Authority's 120-Day Interest account with Santander has continued to be used during 2019/20. During 2019/20 this account was paying a rate of 0.95% and remained that as at 31st March 2020.
- 6.4 The Authority's 180-Day Interest account with Santander has continued to be used during 2019/10. During 2019/20 this account was paying a rate of 1.00% and remained that as at 31st March 2020.
- 6.5 This Authority had also placed surplus funds into a 95-Day Interest account with Lloyds Bank at a variable rate of 1.10% as at 19th August. This rate was then reduced twice in March, to 0.60% on 11th March and then 0.45% on 20th March, where it then remained as at 31st March 2020.

- 6.6 The Authority has invested funds with two foreign banks, Goldman Sachs and Qatar during 2019/20, via our Treasury Agents, Link Asset Services. The Goldman Sachs Bank investment was a fixed term investment for three months at a rate of 0.79%. This has since matured in November 2019 (£2.5M). The Qatar National Bank investments are fixed term investments for six months at a rate of 1.13%, 1.08% and two at 1.10%. Two have since matured in October 2019 (£2.75M) and January 2020 (£2.25M). The remaining two will mature in 2020-21, April and July.
- 6.7 During 2019/20 the Authority did not use Money Market Funds for short-term investments.
- 6.8 Borrowing has not been undertaken in 2019/20 to finance the Capital Programme. The funding for the 2019/20 Capital Programme was through Grant and revenue contributions.

No debt rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

7. Investment Outturn

The investment outturn was very positive for 2019/20, with £193,117 investment income achieved, compared to a budget of £90,400. This is enabled by the active management of cash flow and the proactive management of investments by the Finance Team.

Investment Policy – the Authorities investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by Members on 11th February 2020. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

Resources – the Authority's cash balances comprise revenue and capital resources and cash flow monies. The Authority's core cash resources comprised as follows:

Balance Sheet Resources (£m)	31 March 2019	31 March 2020
	£'000	£'000
Balances	2,600	2,600
Earmarked reserves	12,669	12,858
Grants and other Contributions unapplied	189	159
Usable capital receipts	644	564
Total	16,102	16,181

Investments held by the Authority

- the Authority maintained an average balance of £15M of internally managed funds
- The internally managed funds earned an average rate of return of 1.02%
- The comparable performance indicator is the average Local Authority 7 Day Rate which was 0.5338%
- Total investment income was £193,117 compared to a budget of £90,400

PAUL M FULLER CBE QFSM MStJ DL
CHIEF FIRE OFFICER

GAVIN CHAMBERS
TREASURER

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RECOMMENDATION:

That Members of the Fire and Rescue Authority acknowledge the content of the report.

That Members authorise the disposal of the 3 assets detailed in the report which individually have the potential to achieve income over the £10,000 threshold under the scheme of delegated authority.

1. Introduction

1.1 This paper provides an update on the assets disposed of over the financial year 2019/20, and assets that may be disposed of over the next 12 months, under the scheme of delegated authority. The assets referred to here are obsolete equipment and vehicles.

1.2 There are assets with a value in excess of £10,000 for disposal. There were five vehicle assets disposed of with a value below £10,000. In addition there were three vehicles above £10,000. The total income generated from the sale of these assets is £87,749 which has been used to support the Capital Budget for the replacement of future asset(s).

1.3 At table 1A there are numerous items of equipment that had no value to the Service and in reality would have been disposed of through waste disposal. In general those items of equipment are either obsolete or have a lifespan which has been exceeded, rendering those items unusable within BFRS.

2. Disposed Assets

2.1 Table 1 and 1A shows those assets disposed of, and their realised value. During 2019/20, vehicles have been re-deployed following condition reports that are carried out by the Transport and Engineering Manager, demonstrating that vehicles that could have been disposed of based on time or their age, were still in a condition that allows them to be used in some capacity within BFRS.

Table 2 and 2A shows those assets that may be disposed of in the next 12 months; this list of assets will be subject to the same condition reports and as such is indicative only.

Table 1: Vehicle Assets That Were Disposed of in 2019/20

Date of Disposal	Fleet No	Type	Chassis Type	Registration Number	Income Value £
19/20	8	Mitsubishi	Pick Up	WK53 FOT	5100
19/20	9	Motabilty Trailer	Trailer	N/A	8500
19/20	10	Vauxhall Movana	Van	KE54 KHV	3799
19/20	11	BMW	Motor Bike	KR11 NPU	3600
19/20	64	Scania	Rescue Pump	KN54 XLV	24500
19/20	73	Scania	Rescue Pump	KN03 NHZ	22000
19/20	74	Scania	Rescue Pump	KX55 HWW	19000
19/20	137	Skoda	Car	KX07 PZE	1250
TOTAL					£87,749

Table 1A: Equipment Assets Disposed

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
07/11/2019	Tool Box	Withams Disposal	50
08/11/2019	Hazmat Suit	Withams Disposal	50
09/11/2019	ABAC Compressor	Withams Disposal	150
09/11/2019	Lifting Cushions	Withams Disposal	125
09/11/2019	Mixed Tools	Withams Disposal	60
12/11/2019	Argus Thermal Image Camera	Withams Disposal	425
12/11/2019	5 x Torches	Withams Disposal	40
12/11/2019	Megaphone	Withams Disposal	20

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
12/11/2019	Defibrillator	Withams Disposal	125
12/11/2019	Pressure Reducer	Withams Disposal	30
12/11/2019	3 Section Ladder	Withams Disposal	80
13/11/2019	2 x Extension Reel	Withams Disposal	50
13/11/2019	Tsurami Pump	Withams Disposal	175
13/11/2019	Smoke Generator	Withams Disposal	50
13/11/2019	Sack Truck	Withams Disposal	20
15/11/2019	Teklite	Withams Disposal	175
15/11/2019	2 x Slam Tube	Withams Disposal	40
15/11/2019	4 x Work Lights	Withams Disposal	40
15/11/2019	Respirator	Withams Disposal	50
15/11/2019	Rescue Stretcher	Withams Disposal	50
15/11/2019	Spine Board	Withams Disposal	30
15/11/2019	Riggers Harness	Withams Disposal	40
16/11/2019	5 x Dis Robe + Re Robe Kit	Withams Disposal	30
16/11/2019	Hazmat Suit	Withams Disposal	50
16/11/2019	Tool Box	Withams Disposal	40
16/11/2019	6 x Draper Bits Kits	Withams Disposal	80
19/11/2019	2 x Defibrillators and Pads	Withams Disposal	500
19/11/2019	Tool Box	Withams Disposal	90
21/11/2019	Lighting Tower	Withams Disposal	600
21/11/2019	Air Cushion Set	Withams Disposal	1,050

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
21/11/2019	Roof Ladder	Withams Disposal	80
21/11/2019	12 x Hydraulic Hoses	Withams Disposal	20
26/11/2019	4 x Hazmat suits	Withams Disposal	200
26/11/2019	5 x Dis Robe + Re Robe Kit	Withams Disposal	30
26/11/2019	4 x Hard Suction Hose	Withams Disposal	80
26/11/2019	Hoses and Nozzles	Withams Disposal	90
26/11/2019	Tsurami Pump	Withams Disposal	150
27/11/2019	Pressure Valve	Withams Disposal	30
27/11/2019	2 x Extension Reels	Withams Disposal	50
29/11/2019	Teklite	Withams Disposal	125
29/11/2019	2 x Slam Tube	Withams Disposal	30
29/11/2019	3 section Ladder	Withams Disposal	100
29/11/2019	Folding Aluminium Ladder	Withams Disposal	70
30/11/2019	Stak Jacks	Withams Disposal	250
30/11/2019	5 x Torches	Withams Disposal	30
10/12/2019	DAB Water Pump	Withams Disposal	60
10/12/2019	2 x Slam Tube	Withams Disposal	30
10/12/2019	4 x Hazmat Suits	Withams Disposal	200
10/21/2019	5 x Dis Robe + Re Robe Kit	Withams Disposal	10
10/12/2019	5 x Torches	Withams Disposal	20
10/12/2019	Defibrillators	Withams Disposal	225
11/12/2019	Hazmat Suit	Withams Disposal	70

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
17/12/2019	3 Section Ladder	Withams Disposal	100
02/01/2020	Lifting Cushion Set	Withams Disposal	600
02/01/2019	Teklite Charger	Withams Disposal	30
02/01/2019	3 Section Ladder	Withams Disposal	100
03/12/2019	Lifting Cushion Set	Withams Disposal	2800
11/01/2019	5 x Hazmat Suits	Withams Disposal	325
11/01/2019	Respirator	Withams Disposal	30
14/01/2019	3 Section Ladder	Withams Disposal	150
14/01/2019	Roof Ladder	Withams Disposal	100
17/01/2019	Lifting Cushion Set	Withams Disposal	2050
17/01/2019	Mixed Hoses	Withams Disposal	30
21/01/2019	Lighting Tower	Withams Disposal	425
21/01/2019	Reservoir (Dam)	Withams Disposal	150
28/01/2020	Tool Box	Withams Disposal	40
28/01/2020	Airtrack	Withams Disposal	500
28/01/2020	Climbing Suit	Withams Disposal	80
28/01/2020	3xmHazmat Suits	Withams Disposal	180
28/01/2020	Cones	Withams Disposal	30
31/01/2020	110v Cable Reels x2	Withams Disposal	50
31/01/2020	3x Tsurumi Water Pump	Withams Disposal	350
31/01/2020	WASP Lighting	Withams Disposal	175
31/01/2020	10 x Diktron Units	Withams Disposal	30

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
01/02/2020	Folding Stretcher	Withams Disposal	40
01/02/2020	Evac Chair	Withams Disposal	20
01/02/2020	4 x Conveyer Stretcher	Withams Disposal	50
04/02/2020	Rescue Path	Withams Disposal	150
04/02/2020	Decon Shower	Withams Disposal	350
04/02/2020	Reservoir (Dam)	Withams Disposal	150
04/02/2020	3x Hazmat Suit	Withams Disposal	240
04/02/2020	5 x Dis Robe + Re Robe Kit	Withams Disposal	50
05/02/2020	Teklite and Charger	Withams Disposal	100
05/02/2020	Tool Box	Withams Disposal	40
07/02/2020	3 Section Ladder	Withams Disposal	100
18/02/2020	Airtack	Withams Disposal	275
18/02/2020	Argus Thermal Image Camera	Withams Disposal	200
25/02/2020	Extension Cable	Withams Disposal	30
25/02/2020	5 x Torches	Withams Disposal	40
26/02/2020	Air Compressor	Withams Disposal	200
04/03/2020	Billy Goat Hoover	Withams Disposal	800
04/03/2020	Defibrillator	Withams Disposal	300
04/03/2020	3 x Air Cylinders	Withams Disposal	125
04/03/2020	14 x Air Cylinder Covers	Withams Disposal	30
04/03/2020	50 x Beacons	Withams Disposal	150
04/03/2020	Wheel Dolly	Withams Disposal	20

Date of Disposal	Equipment Type/Name	Receiver of Goods/Charity	Income Value £
04/03/2020	20 x Strops	Withams Disposal	225
04/03/2020	5 x Peli Torches	Withams Disposal	50
04/03/2020	Reservoir (Dam)	Withams Disposal	175
04/03/2020	2x Hazmat Suit	Withams Disposal	170
04/03/2020	Roof Ladder	Withams Disposal	90
05/03/2020	Argus Thermal Image Camera	Withams Disposal	125
05/03/2020	Water Pump	Withams Disposal	40
12/03/2020	5 x Torches	Withams Disposal	30
12/03/2020	5 x Peli Torches	Withams Disposal	30
TOTAL			19,780

Table 2: Vehicle Assets That May Be Disposed of in 2020/21

Date of Disposal	Fleet No	Type	Chassis Type	Registration Number	Potential Income Value £
TBC	116	Station Van	Vauxhall	KE57EMF	1600
TBC	131	Station Van	Vauxhall	AE07EKN	1600
TBC	130	Station Van	Vauxhall	AE07EKB	1600
TBC	001	FIST Van	Vauxhall	KW08PNY	2000
TBC	002	CFS Van	Vauxhall	KN58LLF	2000
TBC	117	TC Van	Vauxhall	KW62 EWM	3200
TBC	108	Site Team Van	Vauxhall	KW62BVX	4500
TBC	18	CFS Van	Vauxhall	AE55 HFO	1600

Date of Disposal	Fleet No	Type	Chassis Type	Registration Number	Potential Income Value £
Sold	004	Motorbike	BMW	LD09 UVT	2000
TBC	25	CFS Van	Vauxhall	AE55 HFC	1600
TBC	26	MRV	Ford Iveco	N539 ENK	1250
TBC	52	Pool Car	Vauxhall	KV12 CVX	1800
TBC	53	Pool Car	Vauxhall	KV12 CZE	1800
TBC	112	Property Van	Vauxhall	KR60 VCF	2000
TBC	126	Pool Car	Landrover	KN16 FBD	15000
TBC	127	Pool Car	Landrover	KN16 FBO	15000
TBC	83	Rescue Pump	Scania	KN54 XLU	14000

Table 2A: Equipment Assets Due for Disposal in 2020/21

Date of disposal	Equipment Type/Name	Receiver of Goods/Charity	Potential Income * £
20/21	22 x Foam making Equipment	Withams Disposal	3000
20/21	2 x Petrol Generators	Withams Disposal	700
20/21	22 x PPV	Withams Disposal	4500
20/21	22 x Argus 4	Withams Disposal	2500
20/21	4 x Clarke Portable Lighting	Withams Disposal	400
20/21	4 x 6000 Dams	Withams Disposal	1,000
20/21	2 x Water Rescue sleds	Withams Disposal	400

* **Note: items are being auctioned; this is a guide price.**

3 Assets that may be disposed of in 2019/20

- 3.1 The vehicle assets in Table 2 may be disposed of in 2020/21. The Service Delivery Asset Group will continue to decide on the life of an asset following a Vehicle Condition Report prepared by the Transport and Engineering Manager. The table is therefore indicative.

Table 2 does highlight 3 vehicles that have the potential to be sold for more than the £10,000 threshold. (Highlighted in green). With that in mind this paper also requests that the Members authorise the sale of those assets at an appropriate time during 2020/21.

4 Implications

- 4.1 Financial: The disposal of obsolete operational service assets may support future Capital Budget for the replacement of asset(s), dependant on whether those assets are sold or donated to a third party.
- 4.2 Environmental: The Service has a duty to dispose of assets in a manner that does not impact on the environment and complies with any current legislation.
- 4.3 Legal: When disposing of any obsolete operational assets the Service will be cognisant of, and comply with any legal requirements that relate to those assets.
- 4.4 This paper supports the Fire and Rescue Authority's ongoing strategy for the disposal of obsolete operational assets.

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

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2020/21

For further information on this report contact: Nicky Upton
Service Assurance Manager
Tel No: 01234 845149

Background Papers: None

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 review and report on the work programme for 2020/21 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings for 2020/21.

RECOMMENDATION:

That Members consider the work programme for 2020/21 and note the 'cyclical' Agenda Items for each meeting in 2020/21.

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

FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2020/21

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
16 July 2020	Communications		Exec Com Minutes from 24.04.20 and 08.07.20	
	2019/20 Year End Performance Report		ASC Minutes from 02.07.20	
	Q1 Project and Programmes Update	Deferred to September		
	Blue Light Collaboration Strategic Board			
	Revenue Budget and Capital Programme Monitoring Report			
	Treasury Management Annual Report			
	Annual Review of Partnerships	Deferred to October		
	Proposed Indicators and Targets 2020/21	Deferred from April		
	Disposal of Assets under the Scheme of Delegated Authority	Deferred from April		
	Work Programme			
Information Bulletin (Q4 Jan – Mar)	Deferred from April			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
3 Sept 2020 AGM (postponed from 2 June)	Membership	Deferred from June		
	Election of Chair 2020/21	Deferred from June		
	Election of Vice Chair 2020/21	Deferred from June		
	Communications			
	Authorisation of Members to Report to the Constituent Councils on Meetings of the FRA	Deferred from June		
	Representation on the Executive and Audit and Standard Committee	Deferred from June		
	Decision Making between meetings, briefings etc	Deferred from June		
	Representation on Local Government Associations (LGA) Matters	Deferred from June		
	Member Development	Deferred from June		
	Q1 Performance Report			
	Q1 Project and Programmes Update	Deferred from July		
	2020/21 Revenue Budget, Capital Programme and Council Tax Setting			

3 Sept 2020 AGM (postponed from 2 June)	Health and Safety Annual Report to include ROSPA Audit Recommendations Update			
	Blue Light Collaboration Strategic Board			
	Work Programme			
	Information Bulletin (Q1 Apr – June)			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
21 October 2020	Communications			
	Blue Light Collaboration Strategic Board			
	2020/21 Budget Monitoring			
	Mid-Year Treasury Update			
	Q2 Projects and Programmes Update			
	Work Programme			
	Business Continuity Annual Review			
	Annual Review of Partnerships	Deferred from July		
	2019/20 Corporate Health and Safety Objectives to date and Proposed 2020/21 Corporate Health and Safety Objectives	Deferred from April		

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 December 2020	Communications		ASC Minutes from 22.09.20	
	Blue Light Collaboration Strategic Board			
	Q2 Performance Report			
	HMICFRS Update Report			
	National Benchmarking Overview			
	Public Sector Equality Duty Report			
	2020/21 Revenue Budget and Capital Programme Monitoring			
	Draft 2021/22 Revenue Budget, Capital Programme and Council Tax			
	Draft 2021/22 Community Risk Management Plan			
	Members' Allowances Scheme			
	Calendar of Meetings for 2021/22			
	Information Bulletin (Q2 July – Sept)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
11 February 2021	Communications			
	Blue Light Collaboration Strategic Board			
	ASC Minutes from 01.12.20 (including Statement of Assurance)			
	Q3 Projects and Programmes Update			
	Revenue Budget and Capital Programme Monitoring			
	The 2020/21 Revenue Budget, Capital Programme and Council Tax setting			
	2020/21 Community Risk Management Plan			
	Treasury Management Strategy and Practices			
	Localism Act 2011 – Pay Policy Statement 2021			
	Proposed Indicators and Targets for 2021/22			
	2020/21 Corporate Health and Safety Objectives to date and Proposed 2021/22 Corporate Health and Safety Objectives			
	Information Bulletin (Q3 Oct – Dec)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
23 March 2021	Communications			
	Blue Light Collaboration Strategic Board			
	Q3 Performance			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
29 April 2021	Communications			
	Blue Light Collaboration Strategic Board			
	ASC Minutes from 04.03.21			
	Q4 Projects and Programmes Update			
	Asset Management Strategy (reviewed every 3 years, next review 2021/22)			
	Disposal of Assets under the Scheme of Delegated Authority			
	Information Bulletin (Q4 Jan – March)			
	Work Programme			



Bedfordshire
Fire and Rescue Service

Information Bulletin

January to March 2020

Personnel

Statistics Covering Period January to March 2020

Wholetime Uniformed Staff:

Strength as at 31 March 2020
(including 3 Gold Book) 284

Firefighters on the Retained Duty System:

Strength 154
(Includes whole time retained)

Appointments:

Whole time Duty System 5
Retained Duty System 10
Support Staff 11

Leavers:

Whole time 13
Retained 5
Support Staff 7

Operations

Statistics for the Period January to March 2020

	Incident Statistics	2019/20 Q4
1	Total Incidents attended (Fires, Special Services and Fire Alarms)	1300
2	Total Fires Attended*	332
3	Primary Fires	202
4	Accidental Dwelling Fires	68
5	Non Domestic Property Fires	46
6	Chimney Fires	11
7	Fire Fatalities	0
8	Fire Injuries	11
	Total Special Service Attended	416
9	Road Traffic Incidents	99
10	Road Traffic Accident – Number of Extrications	24
11	Total Fire Alarms Attended	549
12	Malicious False Alarm	13
13	False Alarm Good Intent	323
14	Alarm caused by Apparatus	213
16	OTB Mobilised To	30

*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

Transportation RTC 3 or More Persons

Woburn Road, Battlesden

18 January 2020 – 0939 hours

2 Rescue Pump from Dunstable, Rescue Unit and Rescue Pump from Stopsley. RTC involving one car in hedge on side. One female adult released by Fire Service. Short extension ladder, RTC rescue platform and stabfast used.

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

Transportation RTC 3 or more Persons M1/Dual

M1 Southbound Junction 13 Ridgemont to Junction 12 Toddington

16 February 2020 – 0437 hours

Rescue Pump and Rescue Unit from Kempston, rescue Pump from Toddington and Rescue Pump from Broughton. RTC involving 2 cars, 1 male adult physically and medically trapped now extricated by FS using hydraulic rescue equipment now in care of AMB in time critical condition. Vehicle made safe. Scene safety implemented by Police and Highways, full road closure.

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

Transportation RTC Up To 2 Persons (No LGV)

Bedford Road, Marston Moretaine

14 March 2020 – 1431 hours

2 Rescue Pumps from Kempston. RTC involving 1 motorcycle in collision with a give way sign. 1 male casualty suffering leg and collar trauma handed over to magpas heli-meds and being airlifted to hospital, trauma care equipment used.

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

FIRES

Fire Domestic House Ground Floor

Church End, Thurleigh

14 January 2020 – 0051 hours

Rescue Pump from Bedford and Rescue Pump from Kempston. Fire in ground floor of 2 story semidetached. Fire caused by self-combustion of highly flammable floor primer due to incorrect storage. 2 male adults assessed by AMB, 1 female adult and 2 children evacuated prior to arrival. 2 BA under stage 1, 1 HR, PPV phase 1, TIC and Zellweger in use.

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

Fire Building**Holywell Road, Studham****13 February 2020 – 1345 hours**

2 Rescue Pumps from Dunstable and Rescue Pump from Stopsley. Small fire cooking spread to floor, 1 elderly resident suffering burns and smoke inhalation. 1 paramedic car in attendance.

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

Fire Building**Dunstable Road, Luton****31 March 2020 – 0901 hours**

2 Rescue Pumps from Luton and Rescue Pump from Stopsley. Fire in workshop consisting of ground floor and basement measuring 20m x 30m. Fire located in ground floor in racking, extinguished using two hoses jets, 6 BA under stage one, 1 covering jet and 1 safety. Building allowed to vent naturally. Scene safety implemented by Fire Service and Police.

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

RESCUES**Rescue Small Animal****Primrose Close, Luton****22 January 2020 – 0013 hours**

Rescue Pump from Luton. Kitten located roughly 50 feet up conifer tree. Unable to retrieve kitten at this point, advice given to occupier.

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

Special Service Lock In**Park Avenue, Bedford****9 February 2020 - 2109**

Rescue Pump from Bedford. 1 elderly female unable exit flat due to faulty lock. Access gained to property using small tools.

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

Special Service Persons in Lift**Castle Lane, Bedford****18 March 2020 – 1635 hours**

Rescue Pump from Bedford. 1 female released from lift. Electricity isolated and left with residents to inform Management Company.

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

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 **Member of the Public:**

"My wife and I, who live on the 13th floor of five springs flats, would like to thank all the firemen and women who attended the fire this evening, they acted in a truly professional manner, and looked very well organised, especially the guys in the breathing apparatus, hats off to you, you're the guys who put their own lives at risk to save others, fantastic to know you're in good hands, thank you. Chris & lyn"

Thank you from **Major Crime Unit, Herts Police HQ**

"I would like to formally thank you both for the assistance you individually provided along with the support of your colleagues during the recent recovery of skeletal remains in Luton. You will undoubtedly recall the difficulties that were encountered onsite, access was incredibly challenging and to recover the skeletal remains from such a tight, inaccessible space and to do so forensically was both very unusual and incredibly demanding. Adding to the challenges at the scene the weather played a part and it was atrocious at times. As the senior investigating officer we didn't know the circumstances of that death but I took great reassurance from the professional, considered and thought out methodology of the body recovery which meant that we retrieved as much forensic evidence as possible. Your assistance was invaluable, thank you."

Thank-you message from **Helen Nellis HM Lord-Lieutenant of Bedfordshire:**

"The BFRS has always had a special place in my heart for all that you have done for our county over the years. However, your immense contribution to helping us deal with the impact of Covid 19 compassionately, efficiently and in a way that encourages all to pull together our various resources, is simply outstanding. I am so proud of you all and send you, and your families my most sincere thanks and best wishes that you keep well. When we are able to be close together again, I look forward to thanking you in person."

Thank you from **Dorothy Hosein, Chief Executive of EEAST Ambulance Service:**

“I have just seen the wonderful memorial you and colleagues donated to the Luton station. It is truly Wow. I cannot thank you enough for your generosity and thoughtfulness.

These have been such difficult and fearful times for our staff and your kindness will go a long way. I am also very grateful for the contribution Fire colleagues have made to our delivery of patient services.

Please convey my heartfelt thanks to all your colleagues. I look forward to thanking you in person when this dreadful nightmare is passed.”

Thank-you message from **Shelly and the leaders and cubs at Loughton Cub Pack:**

“Thank you so much to White Watch for their YouTube virtual school visit. I run a Cub Scout pack in nearby Milton Keynes and we used it as the basis of our fire safety badge tonight and the young people enjoyed it. Thank you so much and keep safe.”

Thank you message from **a member of the public** via the Bedford Station Facebook page after attending a small animal rescue where a cat had been hit by a vehicle and then hid in a parked car nearby. The crews managed to take parts of the car apart and rescue the injured cat and return her to the owners who took her off to the vets.

“Lilibet House would like to say a big thank you to those who came today to help save our precious cat dizzy whom has been a part of our residents' lives for 13 years. We all appreciate it and would like to say a big thank you. She is still currently in hospital and we are hoping she will make a recovery.”

Thank-you message from **St John's Hospice:**

To Darren and all the Firefighters at Kempston Fire Station, Thank you so much for your kind donation of drinks to keep everyone going at St John's Hospice. We are all immensely grateful for your thoughtful support at this difficult time. We would like to send our good wishes to the team - you're doing a fantastic job! Warm wishes from all of us at St John's.



BEDFORDSHIRE FIRE AND RESCUE

Response statistics (April - June 2020)

33%
68 ↓



Road traffic collisions

10%
151 ↓



Building fires

300 ↑
10%



Outdoor fires/bonfires

% taken from April - June 2019



30+ Safety messages delivered

31 Staff trained as ambulance drivers




500+ Food parcels delivered




15 Public safety/information videos




350
Scrubs delivered to Bedford hospital




150+
PPE deliveries






40
Times our 'Falls team' have been mobilised



1800+
Ambulance service patient interactions



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www.bedsfire.gov.uk

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