



Bedfordshire

Fire & Rescue Authority

30 December 2022

Members of Executive Committee.

Bedford Borough Councillors: M Headley

Central Bedfordshire Councillors: P Duckett and J Chatterley

Luton Borough Councillors: K Choudhry and Y Waheed

Your attendance is requested at a meeting of the **Executive Committee** to be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR** on **Tuesday, 10 January 2023** starting at **10.00 am**, for the transaction of the following business:

Graham Britten
Monitoring Officer

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Democratic and Regulatory Services Supervisor	

Item	Subject	Lead	Purpose of Discussion
2.	Declaration 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 15 November 2022 (Pages 5 - 8)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	CRMP Update	CFO	Verbal progress update
7.	Governance Update & New Member Development Programme	ACO	To consider a report (Pages 9 - 30)
8.	Response to implications of the London Fire Brigade Culture Review	ACFO	To consider a report (Pages 31 - 46)
9.	HMICFRS inspection	CFO	Verbal progress update
10.	Work Programme	CFO	To consider a report (Pages 47 - 52)

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

Chair

To consider whether to pass a resolution under Section 100 (A) of the Local Government Act 1972 to exclude the public from the remainder of the meeting on the grounds that consideration of the following items of business is likely to involve the disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A to the Act as amended.

Item	Subject	Lead	Purpose of Discussion
11.	Industrial Action Update	DCFO	Verbal progress update

Next Meeting

10.00 am on 14 March 2023 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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**MINUTES OF A MEETING OF THE EXECUTIVE COMMITTEE OF BEDFORDSHIRE FIRE AND RESCUE AUTHORITY
HELD AT FIRE AND RESCUE HEADQUARTERS ON 15 NOVEMBER 2022 AT 10.00 AM**

Present: Councillors P Duckett (Chair), J Chatterley, K Choudhury, M Headley and Y Waheed
CFO A Hopkinson, ACO G Chambers, Mr G Britten and Mr S Frank
Councillor C Atkins joined as an observer at 10:05am

22-23/EC/25 Apologies

25.1 The Deputy Chief Fire Officer and Assistant Chief Fire Officer were unable to attend the meeting.

22-23/EC/26 Declaration of Disclosable Pecuniary and Other Interests

26.1 There were no declarations of interests.

22-23/EC/27 Communications

- 27.1 The Chief Fire Officer provided Members with an update regarding the ongoing national pay negotiations for Grey Book staff. The Fire Brigades Union had recently balloted its Members on whether or not to accept the improved pay award of a 5% increase and an overwhelming majority had voted not to accept the pay award. There had not yet been a ballot on strike action; however, the Service was preparing for all eventualities.
- 27.2 In relation to Green Book Staff, the pay offer of £1925 plus an additional day of annual leave had been agreed by two of the three trade unions and this was currently in the process of being applied to staff salaries.
- 27.3 The Chair reported on a very positive meeting with Mr Andrew Selous, MP, on the White Paper and the collaborative work undertaken by the Service with its blue light partners, culminating in an invitation for him to visit Dunstable Community Fire Station to witness some of these activities first-hand.

22-23/EC/28 Minutes

RESOLVED:

That the Minutes of the meeting held on 11 October 2022 be confirmed as a true record.

22-23/EC/29 Public Participation

29.1 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).

22-23/EC/30 Revised Governance Action Plan and Timetable

- 30.1 The Chief Fire Officer introduced his report which included a revised action plan to update the Fire and Rescue Authority's constitutional aspects of the Member's Handbook. Changes had been made as a result of Member feedback at the workshop held on 6 October 2022 and the Authority meeting on 31 October 2022.
- 30.2 The Chair highlighted three key areas: the remit of the Executive Committee, the scrutiny process and promoting the Service to external partners and the public, particularly in light of the various collaboration projects that the Service was involved in.
- 30.3 The Chief Fire Officer advised that consideration was already being given to public affairs and how the Service could better engage and communicate to the wider public and raise its profile locally.
- 30.4 In response to a question, Mr G Britten, the Authority's Monitoring Officer, referred to the timetable set out in the action plan proposing that any changes be submitted to the Authority meeting in February 2023 so that these were agreed prior to the appointment of Members to the Authority in May 2023. He confirmed that it was within the remit of the full Authority to agree changes to its Constitution.
- 30.5 In regards to the scrutiny function, it had previously been noted that scrutiny of decisions made by the Executive Committee must be undertaken by members of the Audit and Standards Committee, either as that Committee or as a separately appointed Task and Finish Group.
- 30.6 Quotes for suppliers for training to be included as part of the Member Development Programme would be sought to compare those to the costs already provided by the Local Government Association. Members agreed the list of items proposed for the Member Development Programme within the report.

30.7 As part of the review of the terms of reference of the Audit and Standards Committee, the Assistant Chief Officer and Treasurer would liaise with the Chair of the Committee and the Monitoring Officer regarding the appointment of an independent member, in accordance with recent Guidance.

RESOLVED:

1. That the contents of the report be received and the revised action plan and timetable be agreed.
2. That additional work be undertaken to define the roles of the Executive Committee and the scrutiny function within the Authority, with Councillors Duckett and Waheed leading on the Executive Committee and Councillor Atkins leading on the scrutiny function.
3. That Councillor Choudhry, in his role as Lead Member for Workforce & Organisational Development, work with Officers to further develop the Member Development Programme.

22-23/EC/31 CRMP update

- 31.1 The Committee received a report setting out proposals for formal consultation on the Budget for 2022-23 and Community Risk Management Plan 2023-27. Mr S Frank, the Head of Strategic Support and Assurance sought Member approval of the proposed survey questions set out in the report, as the survey was due to go live the following week in accordance with the budget preparation timetable.
- 31.2 It was acknowledged that at present, there was a large degree of uncertainty relating to both the Autumn Statement on 17 November 2022 and potential strike action.
- 31.3 The view was expressed that the first half of the questions seemed more like statements than actual questions. It was also suggested that Plain English terms should be used wherever possible, as some members of the public may not understand the meanings of phrases such as “strategic approach to collaboration” or “blue light partners”. It was important that the questions and their content were as accessible as possible. The wording of the question identifying support for ethical investment should also be revised.
- 31.4 In relation to the current financial uncertainty around the Autumn Statement and any capping or related announcements to Council Tax levels, it was also mooted that it may be prudent to wait until an announcement was made before including any questions gauging support for percentage or set increase in the Service’s Council Tax precept.
- 31.5 In order for the survey questions to be finalised by the following week, it was suggested that amendments be made in line with comments made at the meeting, with the Head of Strategic Support & Assurance being delegated authority to revise the questions in consultation with the Chair on behalf of the Executive Committee.

RESOLVED:

1. That the contents of the report be acknowledged.
2. That the Head of Strategic Support & Assurance be delegated to review and revise the survey questions in consultation with the Chair prior to the consultation commencing.

22-23/EC/32 Work Programme

32.1 Members received the updated work programme.

32.2 The Chair requested that an update on discussions to redefine the role of the Executive Committee, and of the scrutiny function, be provided to the next meeting of the Executive Committee.

RESOLVED:

1. That the Work Programme be received and the cyclical agenda items be noted.
2. That the Committee receive an update on the proposed roles of the Executive Committee and the scrutiny function at its next meeting.

The meeting ended at 10.44 am

For Publication

Bedfordshire Fire and Rescue Authority
Executive Committee
10 January 2023

REPORT LEAD: ASSISTANT CHIEF OFFICER

SUBJECT: GOVERNANCE UPDATE & NEW MEMBER DEVELOPMENT PROGRAMME

For further information on this report contact: Lauren Fair
Business Support Manager
Tel No: 07917709394

Background Papers: FRA Executive report from 26 May entitled Independent Review of Governance See [HERE](#)
FRA report from 7 June on the Member Development Programme See [HERE](#)
FRA Executive report from 22 June on Final Resourcing Options for Monitoring Officer role See [HERE](#)
FRA report from 20 July entitled Independent Review of Governance see [HERE](#)
FRA report from 8 September 2022 entitled Monitoring Officer Report See [HERE](#)
FRA report from 31 October entitled FRA's Action Plan Following LGA Governance Review see [HERE](#)
FRA Executive Report from 15 November 2022 entitled Revised Governance Action Plan and Timetable See [HERE](#)
FRA Executive Minutes from 15 November 2022 see [HERE](#)
FRA report from 14 December 2022 entitled New Member Development Programme see [HERE](#)

PURPOSE:

The purpose of this report is to present members of the Executive Committee with a new Member Development Programme that reflects the LGA's independent review of governance and subsequent discussions. The programme is a result of Member discussion and agreement at the Fire and Rescue Authority's Executive committee meeting on 15 November 2022.

RECOMMENDATION:

That Members:

- i. note the progress made in delivering the outcomes from the Governance Review, and;
- ii. approve the new Member Development Programme as set out in Appendix 1.

1. Summary

1.1 The Local Government Association's independent review of governance has been an inclusive and engaging process. The Authority now has a clear route map to move forward. In particular, the Fire and Rescue Authority (FRA) will work with senior officers to develop the Member Development Programme.

2. Background

2.1 The LGA's Joint Member and Officer Workshop held on 6 October 2022 was a culmination of a programme of development and support activities as follows:

- A desktop document review of Bedfordshire FRA Governance Documents conducted by Shahin Ismail, Monitoring Officer at Cambridgeshire Fire and Rescue Service
- Separate diagnostic sessions for Members and Officers:
- Member Discovery Session on 8 September 2022; and
- Officer Discovery Session on 14 September 2022.

2.2 Key themes from the Discovery Sessions according to the LGA are:

- clarifying of the governance roles and responsibilities including the remit of the executive; role of portfolio/challenge groups; role of non-executive members; and build in the Monitoring Officer function;
- clarifying the Scrutiny process including who does it, how, when, and how can it be improved whilst retaining the good relationships that exists;
- developing Member and Officer engagement include more opportunities for informal dialogue and learning;
- making the FRA more visible and accountable to the public;

- empowering managers to take decisions;
- reducing bureaucracy;
- working together better as a professional partnership which needs to be more systematic;
- considering the opportunities and risks of extending the tenure of the Chair;
- reviewing the Member's Handbook including Standing Orders and Code of Conduct;
- increasing middle managers knowledge of the democratic process; and
- reviewing Member's training and development including a programme of Continuing Professional Development (CPD)

2.3 The Fire and Rescue Authority provides Members with an opportunity to shape the future direction of a service that provides an array of public services to local communities. It is therefore imperative that FRA Members fully understand their role and the complex legal and statutory framework that underpins the work of the Authority.

2.4 As part of the Members Development Programme, there is a requirement for new Members to undertake an induction to ensure that they have the background knowledge and understanding to be able to undertake their role effectively.

3 Member Development Programme

3.1 The Member Development Programme (MDP) is primarily focused on the statutory responsibilities of Fire Authority Members and the specific requirements associated with the governance of the Fire Authority and its associated Committees. The MDP also offers an insight into both the community and business safety services and the extensive emergency response capabilities provided by the Authority.

3.2 Modules were agreed upon during the LGA Review of Governance with both Officers and Members and are as follows:

- 1) FRA governance literacy;
- 2) Community Risk Management;
- 3) Corporate Risk Management;
- 4) Equality, Diversity and Inclusion;
- 5) Ethics and ethical governance;

- 6) Data literacy; and
- 7) Visits to or observation of other FRAs.

Further details on each Module can be found in Appendix 2. Planned implementation for the programme is following the FRA AGM in June 2023.

- 3.3 To ensure the best value for money, a project brief, detailed specification, quotes and timetable has been sought from:
 - In-house providers, in particular 2), 4), 5) and 7)
 - The Centre for Governance and Scrutiny for items 1), 4) and 5)
 - RSM auditors for all 6 items
 - Two other suppliers, Beth Evans and Ian Hickman Consulting, who we have observed and are known to us for items 1) to 6)
- 3.4 Indicative costs vary between £600 to £1,200 per day. Half day sessions based in Dunstable Community Fire Station are being planned, preferably linked to designated Member Development Days in 2023. Discussions on visits to or observations of other FRAs are taking place with East Sussex FRA, Durham and Darlington FRA, and Cambridgeshire FRA who are similar FRAs to Bedfordshire. All three of these FRA currently have or are planning to have online meetings.
- 3.5 It is proposed that individual Members training and development requirements will be considered at the initial new member induction, including specialist training for Chairpersons and Members of the Audit and Standards Committee.
- 3.6 A new Member Handbook will also be devised to be presented to all Members at the June 2023 FRA AGM. This will contain useful background on the Service, information about the duties of an FRA Member, a free virtual self-help training guide, useful contacts and a glossary of acronyms.
- 3.7 A Member Induction programme will be compulsory for new Members and made available to returning Members as a refresher. This will include training on ICT, Information Security, Code of Conduct and Complaints. This will be delivered in house and will provide a good opportunity for Members to meet and liaise with key Officers within the organisation.

- 3.8 All training and development undertaken as a Member of Bedfordshire Fire & Rescue Authority will be recorded against each Fire Authority Members Training and Development record, and constituent councils will be informed to ensure council records are kept up to date.
- 3.9 Regular meetings will be held between Portfolio Holders and their associated Officer to promote collaboration and transparency. Details of the current Portfolio areas and how their associated officers are found in Appendices 3a & 3b, and Members are invited to comment on the current system and propose amendments if they are deemed beneficial.
- 3.10 In order to strive for improvement, Members will be asked to fill in a feedback form [Appendix 4] after attending development sessions. This will identify any gaps in knowledge that need to be addressed and assist in value for money assessments of external trainers.
- 4 Governance Review Update
- 4.1 As discussed at the last meeting of the Executive Committee held on the 15 November 2022, Officers have begun the first steps of the agreed Governance review plan. This will be in conjunction with Members as the agreed documents are developed.
- 4.2 There has been much discussion on the remit of the Executive and Audit and Standards Committee, including where the Scrutiny function sits. This will be discussed with the Chair and Vice-Chair of the Executive, and the Chair of the Audit and Standards Committee in January 2023, with the intention of drafting new Terms of Reference documents for each group to be approved following this. The new Terms of Reference documents are to be agreed and implemented before May 2023.
- 4.3 It was proposed that the Scrutiny function is to lie within the Audit and Standards Committee, with a clear call-in procedure outlined and the ability to create Task and Finish groups for larger projects set out in the Terms of Reference. This is to be discussed and agreed with the Chair of the Audit and Standards Committee.
- 4.4 The Head of Strategic Support and Assurance is leading on the creation of the Public Affairs function for the FRA. This will include a greater social media presence and outreach into different forms of communication such as podcasts and short videos. This aims to promote the work of the FRA to stakeholders and to increase the visibility of the FRA Chair and other Members.

4.5 The Governance Team have been looking into the possibility of webcasting FRA meetings and publishing the recordings. We have received a quote from one provider thus far and are awaiting further quotes to follow. The Business Support Manager is liaising with staff in IT to assess the suitability of the Microsoft Teams Live function, with the findings to be reported to the FRA at their meeting on 2 February 2023.

4.6 Various Constitutional updates are in the process of being drafted and reviewed by officers in consultation with key Members. These include:

- defining the role of the Monitoring Officer and Deputy Monitoring Officer,
- the adoption of the LGA Equality and Diversity Charter and the Fire Standard Code of Ethics,
- the Scheme of Delegations,
- the Code of Conduct,
- the Process of Member Appointments; and
- procedure rules for Task and Finish groups.

It is the intention that these documents will be presented to the FRA at their meeting on 2 February 2023 for discussion.

5 Next Steps

5.1 The Authority will move forward in line with our action plan above and report back to FRA and FRA executive meetings.

5.2 The Authority will consider the content, costs and benefits of LGA's Development Phase delivered by the Centre for Governance and Scrutiny. We will seek quotes from other suppliers to gain assurance that we are receiving value for money.

6 Recommendations

6.1 That Members:

- i. note the progress made in delivering the outcomes from the Governance Review, and;
- ii. approve the new Member Development Programme as set out in Appendix 1.

GAVIN CHAMBERS
ASSISTANT CHIEF OFFICER

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Bedfordshire
Fire & Rescue Service

BFRS DRAFT MEMBER DEVELOPMENT STRATEGY 2023

Introduction

The aim of Member Development is to build on the skills and knowledge of Members to ensure they can fulfil their roles and responsibilities as a Fire Authority Member.

The Code of Corporate Governance requires that arrangements are put in place to ensure that Members have the skills, knowledge, and experience to perform well through the implementation of a **Member Development Strategy**.

This document brings together the aims of Member Development and the priorities of the Authority. It also details how Members will be supported to fulfil their roles and contribute to the quality of the services delivered to communities.

Member Development Aims and Objectives

The Member Development Strategy has the following three key aims:

- i) to maintain effective leadership of the Authority through on-going and continuous Member development;
- ii) to provide Members with the support, knowledge, skills and information necessary to enable them to effectively carry out their role:
 - to ensure that the Fire Authority provides an efficient and effective Fire and Rescue Service, taking into account the needs of all sections of the community;
 - to contribute actively to the formation and scrutiny of the Fire Authority's decisions, policies, priorities, plans, targets, budget and service delivery;
 - to ensure that the Fire Authority delivers value for money; and
 - to ensure that the Fire Authority is an equal opportunity employer an Authority that focuses on the safety of employees and considers the needs of all sections of the community.
- iii) To ensure Members are made aware and kept up to date with developments impacting on the organisation through seminars, workshops and meetings.

These aims will be realised through ensuring that:

- this strategy derives from and contributes to the Authority's strategic objectives;
- key competencies are identified for Authority Members through Member Training

- Members have the opportunity to develop specific skills in line with specific Portfolio Holder roles; and
- training activities are provided in response to identified organisational, individual and statutory needs.

Member Training and Development Programme

Members nominated to Bedfordshire Fire and Rescue Authority (FRA) already undertake training and development programmes in their own Local Authority, but as a Member of the FRA, Members must undertake specific training and development programmes, which includes a Member development programme as stated within the Member Training and Development Programme attached as **appendix 2**.

Portfolio Holder Roles

Portfolio Holder roles provide the Service with an opportunity to work closely with individual Members to help to develop services and to engage with local communities, staff, councillors and other stakeholders through a closely aligned officer and member relationship.

The following roles have been identified as bringing significant advantages to the Service and Authority:

- Prevention and Protection
- Operational Response and resilience
- Workforce and Organisational Development
- Assets and Collaboration
- Digital and Data Transformation

The role requirements for Member Champions are set out in Role Descriptions out at **appendix 3a**.

Designated Officers from the Service Leadership Team (SLT) will maintain a closely aligned officer and member relationship to ensure Members are involved and kept up to date with developments in their area. A current list of the Member Champions and their associated officer lead is attached at **appendix 3b**.

Members undertaking a Portfolio Holder role will gain a significant amount of personal development in relation to the specific role being undertaken, whilst the Service benefits from the local knowledge, experience and public standing of Members.

Member workshops/awareness days

Dedicated Member workshop days are incorporated in the CFA calendar on a timely basis to ensure Members are fully engaged in specific issues and developments.

Member Handbook

All Members will be issued with a Handbook for the municipal year 2023/24. This will include a self-help guide to virtual learning and training offered by different providers for free, including from the LGA and CfGs.

The Handbook will also include Service specific information, such as a useful background to the service and the area it covers, contact details for key officers and an acronyms glossary.

Fire & Rescue Authority Member Training and Development Programme

The aim of the Member Training and Development Programme is to ensure that Fire Authority Members are able to fulfil their roles and responsibilities and to assist Members in identifying any further training and development needs.

The Training and Development Programme for Bedfordshire Fire & Rescue Authority (FRA) Members will be interactive and inclusive and is structured into 6 key areas as follows:

Training and Development Module 1 [TDM1] FRA Governance Literacy

This half a day session will seek to give all members a refresher on the building blocks of good governance that underpin the most effective organisations, and to outline the components of robust decision making by public bodies, the areas of potential challenge and to explore the role and responsibilities of elected members. Where fire and rescue services fit in to UK Government policy making and long term future challenges will also be explored.

Training and Development Module 2 [TDM2] Community Risk Management

The Head of Strategic Support and Assurance will introduce Members to the Community Risk Management Plan and explain how this works within the Service. Members will have the opportunity to learn how they can feed into, scrutinise and influence the success of the plan. The FRAs appetite for community risk will also be considered.

Training and Development Module 3 [TDM3] Corporate Risk Management

With the help of an external trainer Members will explore risks, hazards and their identification, risk treatment, control measures and monitoring. Over the session Members will be introduced to the Bedfordshire Fire Corporate Risk Register and will be familiarised with reading, control measures and interpreting the data. The FRAs appetite for corporate risk will also be considered.

Training and Development Module 4 [TDM4] Equality, Diversity and Inclusion (EDI)

Our in-house EDI champions will deliver training on diversity awareness, the public sector duty, what constitutes best practice and how we approach EDI within the Service. Members will be given the opportunity to discuss EDI issues in a safe space and consider how best to champion EDI in all of the FRAs work.

Training and Development Module 5 [TDM5] Ethics and Ethical Governance

Over half a day Members will be asked to consider the responsibilities of members, to understand national standards of behaviour required including the registration and declaration of interests and to explore the arrangements for dealing with breaches of standards. The session will also facilitate a discussion about how to build and maintain professional relationships between members and officers, to consider the potential areas of friction and risk, and to review good practice and guidance including relevant codes of conduct.

Training and Development Module 6 [TDM6] Data Literacy

This Module will be one half a day session to cover the hallmarks of Data quality, KPIs, balanced scorecards, open data and operational data by the use of worked examples and learning from other Local Authorities and sectors.

APPENDIX 3A - PORTFOLIO AREAS

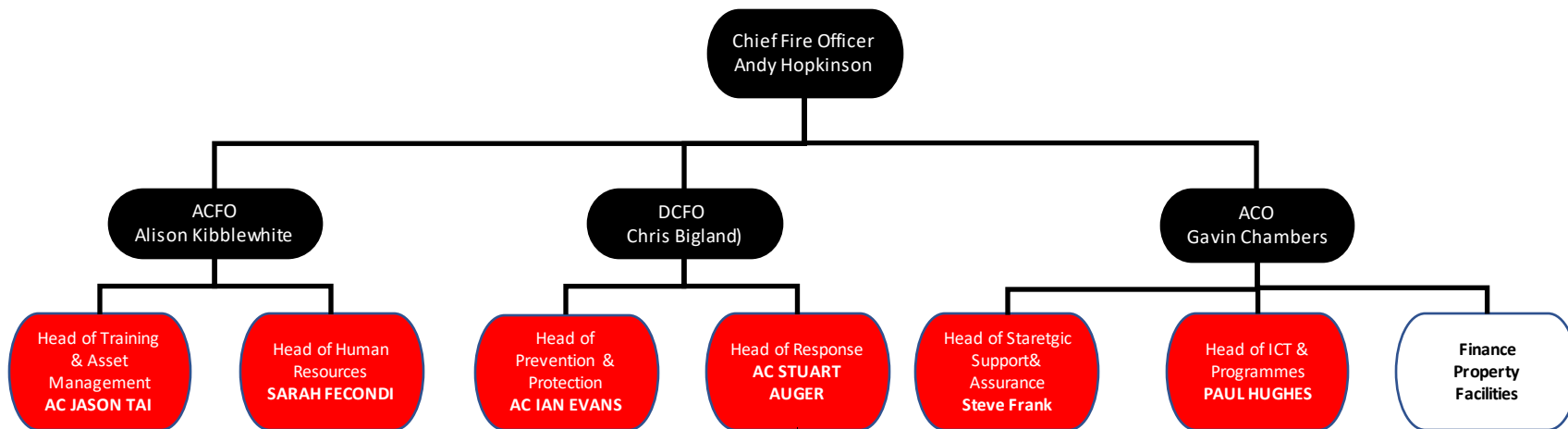
<p><u>Prevention and Protection</u></p>	<ul style="list-style-type: none"> • Using a range of quantitative and qualitative analysis, we produce our Community Risk Analysis (CRA) document to help inform our work and ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer. We also work hard to improve our understanding of community risk through better and more innovative engagement with our diverse and hard to reach communities; • We work to PREVENT fires and other emergencies from occurring in the first place with our firefighters, other front-line staff and partners undertaking thousands of safe and well visits each year, delivering fire and road safety talks in schools, and working with partner agencies to inform our communities about fire and road safety and reduce arson. Our vital role in safeguarding children and adults is also part of this portfolio; • We also work to PROTECT people when emergencies do happen with our firefighters and fire safety officers undertaking inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary. The outcomes from the Building Regulation Review and the Public Inquiry into the Grenfell Tower tragedy have led to greater interest and investment by the Govt to expand our work in this important area.
<p><u>Response & Resilience</u></p>	<ul style="list-style-type: none"> • We RESPOND to emergencies including fires, road traffic collisions, air and rail crashes, water rescues and flooding, hazardous chemical incidents and many other types of emergencies; • Our priority is to always ensure we always provide an effective and timely response to fires and other emergencies and to also continually review our emergency response cover to ensure our response resources and crewing arrangements are aligned to current and future risks; • We also play an active part in the Bedfordshire Local Resilience Forum (BLRF); a multi- agency partnership formed to meet the requirements of the Civil Contingencies Act 2004; • Our organisational RESILIENCE is dependent on working closely with the NFCC and multi-agency and cross-border partners to develop and test emergency and business continuity

	<p>plans and procedures and to continually learn from incidents.</p>
<p><u>Workforce & Organisational Development</u></p>	<ul style="list-style-type: none"> • Our staff are our greatest asset, so if we are to be outstanding in everything we do, we must continually invest in developing and EMPOWERING our workforce. We strive to be an employer of choice, recruiting, retaining and developing a highly skilled and diverse workforce who uphold and model our values; • We need to foster a positive and inclusive learning culture where all staff have a voice and provide a safe and healthy working environment with low absence, accidents and injuries; • As well as investing in providing all our staff with the best training and development opportunities, we also need to develop our managers to value, lead, motivate, develop and empower their teams to be the best they can be; • Our strategic planning and performance management framework needs to keep pace with the demands of a modern fire and rescue service, supported by effective programme and project management arrangements.
<p><u>Assets & Collaboration</u></p>	<ul style="list-style-type: none"> • We strive to UTILISE our assets and resources efficiently and effectively. We do this by providing the best facilities, vehicles, equipment and personal protective equipment (PPE) we can afford, to enable our staff to respond and support the range of emergency incidents and other activities that we attend in ways that are professional, effective and efficient; • When investing we are mindful of our duty to collaborate and the national procurement agenda wherever there is a clear business case to do so, always seeking to specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, and providing value for money; • We work closely with many partners including our blue light and local authority colleagues, viewing collaboration as an opportunity to reduce costs and improve services to the public, so we continue to explore new opportunities to work together through the Blue Light Collaboration Strategic Board; • We also work in partnership with other fire and rescue services on both front line and support services, such as our shared strategic operational command arrangements and shared Information and Communications Technology (ICT) service with Cambridgeshire.

Data & Digital Transformation

- MAXIMISING the use of data and digital solutions to increase self-awareness and drive improvement has been a key focus during the life of this CRMP following feedback from our staff and 2018 HMICFRS inspection who told us that some of our IT systems and processes were hindering our productivity;
- We are striving to improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. Giving staff access to more information is enabling us to empower them to take greater ownership in driving improvements in everything we do, whilst allowing proper evaluation against our objectives;
- Digital technologies available today can act as real enablers, not only speeding up our processes but also generating intelligence through analysis that allows evidence-based decisions to be made about where best to utilise our resources. We would have struggled to respond effectively to the Covid19 pandemic had we not invested in mobile working technology. True digital transformation will improve the ways in which we work, how we interact with partners, the public and each other

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FRA Member Portfolio Leads

Prevention and Protection:	CIr Waheed	DCFO Bigland	AC Evans	
Operational Response and Resilience:	CIr Duckett	DCFO Bigland	AC Auger	
Workforce and Organisational Development:	CIr Choudhry	ACFO Kibblewhite	Sarah Fecondi	AC Tai
Assets and Collaboration:	CIr Chatterley	DCFO Bigland	ACO Chambers	
Digital and Data Transformation:	CIr Headley	ACO Chambers	Paul Hughes	

CFO Hopkinson	andrew.Hopkinson@bedsfire.gov.uk	AC Tai	jason.tai@bedsfire.gov.uk
DCFO Bigland	chris.Bigland@bedsfire.gov.uk	Steve Frank	steve.frank@bedsfire.gov.uk
ACFO Kibblewhite	alison.Kibblewhite@bedsfire.gov.uk	AC Evans	ian.evans@bedsfire.gov.uk
ACO Chambers	gavin.chambers@bedsfire.gov.uk	AC Auger	stuart.auger@bedsfire.gov.uk
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Bedfordshire Fire & Rescue Service

MEMBER FEEDBACK FROM CONFERENCE/SEMINAR/FIRE RELATED EVENT

Attendees	
Event	
Date	
Overview of event	
Speaker	Organisation
How satisfied were you with the event? Please give reasons.	
Very Satisfied	
Satisfied	
Neither satisfied nor dissatisfied	
Dissatisfied	
Very dissatisfied	
Implications for Service	

*Additional boxes to be added dependent on number of speakers at event.

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FOR PUBLICATION

Bedfordshire Fire and Rescue Authority
Executive Committee
10 January 2023

REPORT AUTHOR: ALISON KIBBLEWHITE

SUBJECT: BRIEFING ON THE INDEPENDENT CULTURE REVIEW OF LONDON FIRE BRIAGDE

For further information on this report contact: Alison Kibblewhite
Assistant Chief Fire Officer
Tel No: 07719004816

Background Papers: Independent Culture Review of London Fire Brigade, November 2022 by Nazir Afzal OBE

PURPOSE:

To brief members on the findings from London Fire Brigade Cultural Review

RECOMMENDATION:

That Members acknowledge the contents of the report.

1. Background

- 1.1 The review was established by the London Fire Commissioner after the tragic death of firefighter Jaden Francois-Esprit, who committed suicide in August 2020 after concerns were raised that he had been bullied because of his race. Prior to this tragedy there had been accusations that the Brigade had a culture of bullying, racism and discrimination.
- 1.2 A culture audit was carried out in 2020 and its findings were many of those interviewed found the culture of London Fire Brigade (LFB) to be controlling.
- 1.3 The most recent HMICFRS report from July 2022 acknowledged there had been progress since the first inspection but LFB still needed to improve looking after its people and that the Brigade's values and behaviour are not displayed by all.
- 1.4 Nazir Afzal OBE was appointed as the lead officer for the review and he appointed a team of 6 to work with him in November 2021. The Terms of reference included identifying areas for improvement, areas of strength and recommendations on the culture of LFB in regard to discrimination, unfairness and inequality.

2. Contents of the Review

- 2.1 The following lines of enquiry were considered:
 - The impact of policies, processes, systems and ways of working on people and culture
 - The way in which policies, processes and systems are applied and interpreted by staff and how that impacts on people and culture
 - The behaviours and decisions of leaders at all levels and the impact they have on people and culture
 - The impact of individual and group behaviour on people and culture
 - The impact of team-based customs and traditions within the Brigade on people and culture
 - The impact of barriers to progression, real and perceived, on people and culture
 - The difference in experiences of staff based on, but not limited to their age, race, disability and neurodiversity, religion or belief, gender reassignment, sex, marriage and civil partnership, sexual orientation, pregnancy and maternity and other forms of difference, including occupational group and rank.

- 2.2 The team carried out desktop research, data, reports, documents, focus groups, station visits, and interviews with over 250 staff including those that had left LFB. A private secure email address was also set up and this received over 100 written submissions.
- 2.3 The report covers the following areas:
- Strategic direction
 - The impact of the Grenfell Tower fire and subsequent inquiries
 - Leadership styles
 - Workplace culture
 - Morale across the Brigade
 - Impact of Industrial relations
 - Role of people services
 - Diversity and Inclusion
 - Mental Health and wellbeing
 - Communication and engagement
 - Training and career development
- 2.4 23 recommendations and 33 expected outcomes are included in the report.
- 3 Actions for Bedfordshire Fire and Rescue Service
- 3.1 The contents of the report have been reviewed and a gap analysis is being completed against the recommendations contained within the report. It should be noted that a number of these recommendations are LFB specific.
- 3.2 The gap analysis will be reviewed by the Corporate management team and any areas which are found to be amber or red will be addressed.
- 3.3 South Wales Fire and Rescue Service have also commissioned an independent review into their culture after complaints were received concerning the handling of previous discipline hearings. There has also been a call for a national review of fire and rescue service culture as a result.

4 Recommendation:

4.1 That Members acknowledge the contents of the report.

**ALISON KIBBLEWHITE
ASSISTANT CHIEF FIRE OFFICER**

Appendix 1

Recommendations

Area	Recommendation Number	Recommendation	Outcome Number	Outcome
Creating a workplace where everyone is afforded dignity	1	All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken to root out a toxic culture.	1	EDI training for managers and an independent complaints service.
Creating a workplace where everyone is afforded dignity	1	All managers should adopt a zero-tolerance policy for bullying, racist and misogynistic behaviour in the workplace and appropriate disciplinary action must be taken to root out a toxic culture.	2	Managers can identify inappropriate behaviours and values and act decisively to tackle them.
Creating a workplace where everyone is afforded dignity	2	Consider anonymised reporting of incidents relating to bullying, misogyny and racism. In a closed team-based culture individuals /groups can and have become stigmatised for reporting poor behaviour or bad experiences.	3	Staff can report incidents anonymously with no fear of the repercussions.

Creating a workplace where everyone is afforded dignity	3	Consider historic review of complaints about bullying, racism and misogyny over the last five years. This would establish a team to determine whether further action is necessary in cases where justice has been denied.	4	Review past cases and ensure all complaints over the past five years have been managed appropriately and the correct sanctions applied and where not an appropriate remedy has been introduced.
Creating a workplace where everyone is afforded dignity	4	Recognise the 'Safe to Speak' programme is not sufficiently trusted and that further policies and dedicated resources are needed to make it easier for people to report clear examples of racism, misogyny and bullying of staff.	5	Ensure staff are confident to speak up when they witness or experience racism, misogyny or bullying.
Creating a workplace where everyone is afforded dignity	5	In conversation with the workforce and stakeholders, develop Brigade values that are 'public service' first, underpinning how we behave within the organisation and towards our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff engagement, leadership development and strategic planning.	6	Eliminate the potential for bias or unfair treatment.

Creating a workplace where everyone is afforded dignity	5	In conversation with the workforce and stakeholders, develop Brigade values that are 'public service' first, underpinning how we behave within the organisation and towards our public and partners. These values should inform the core code of ethics, recruitment, promotion, discipline, talent management, industrial relations, staff engagement, leadership development and strategic planning.	7	For this to be successful the values must be visible in everything from the most strategic plans through to staff appraisals. They must run as a golden thread through recruitment, promotion, discipline, talent management, Industrial Relations, staff engagement. All of which must be transparent and open to challenge. Action must also be visible where there have been transgressions.
Creating a workplace where everyone is afforded dignity	6	Build a culture dashboard of LFB stations and teams that uses a mix of metrics to assess whether these are red, amber or green on a scale of risk where the working environment is concerned. The worst offenders (red) will demonstrate toxic behaviours, while at risk stations (amber) will demonstrate some areas of concern, and good practice stations (green) will demonstrate a healthy and supportive culture. Data to use includes grievances, staff turnover, exit interviews, people survey data, diversity and more. Use these dashboards to proactively address	8	The Brigade can identify where toxic culture is a threat and managers take swift action to address it. Good practice is identified and shared, so that others can learn from it.

problem teams and identify and learn from good practice.

Creating a workplace where everyone is afforded dignity	7	Develop a robust mechanism for measuring LFB culture, which operates on an ongoing basis using a number of tools and metrics, including big data, social media, exit interviews, complaints levels, turnover etc.	9	LFB can monitor the health of its culture on an ongoing basis and take action to address emerging issues.
Creating a workplace where everyone is afforded dignity	8	Consider introducing body worn video for fire safety home visits.	10	Drive up standards of behaviour and professionalism.
Creating a workplace where everyone is afforded dignity	8	Consider introducing body worn video for fire safety home visits.	11	To be rolled out across station and inspection teams.
Creating a workplace where everyone is afforded dignity	9	Ensure there are secure facilities for all women in stations.	12	Afford greater dignity for all staff.
Better engagement with London Communities	10	Borough Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the	13	Borough Commanders will own and implement their local Borough Community Risk Management Plan, informed by the community and local partners.

		input of diverse staff and the communities themselves.		
Better engagement with London Communities	10	Borough Commanders should build a better understanding of and closer relationships with their local communities, which should include learning from them and seeking the input of diverse staff and the communities themselves.	14	By 2024, local fire stations are seen as a community resource. Services are shaped by a deep understanding of local community needs.
Better engagement with London Communities	11	Recruit and progress firefighters who reflect and can demonstrate their commitment to London's diverse communities.	15	All Brigade staff understand London and its communities and are proud to serve them. Diversity is visible in all levels in the Brigade.
Better engagement with London Communities	12	Improve post-incident care by providing a named person to members of the public directly impacted by an event that required LFB attendance.	16	Members of the public affected by incidents are provided with an LFB Family Liaison Officer who offers sensitive and compassionate support. This increases community trust and confidence.

Building a leadership model of trust	13	Consider ways to integrate Head Office with operations immediately, and longer term when the lease of the Unions Street HQ expires in 2027.	17	Senior leaders work alongside operational and control staff regularly. Senior leaders are visible and regularly demonstrate their commitment to Brigade values and their understanding of the workforce at all levels.
Building a leadership model of trust	14	Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests, including membership of the Freemasons.	18	Ensure there are transparent processes around ethics and conduct that reassure staff and communities that selection processes are fair. Selection data demonstrates that no groups of people experience bias in the process.
Building a leadership model of trust	14	Improve the fairness and transparency of senior selection panels by appointing independent chairs and panel members and asking all candidates and panel members to declare any interests, including membership of the Freemasons.	19	LFB staff declare potential conflicts of interest and memberships of any organisation that may conflict with our values and expectations.

Improved wellbeing	15	Increase the focus on mental health prevention by providing training for leaders and managers to identify and respond to stress at work; to understand their role in creating healthy cultures and understand the connection between inclusion and wellbeing	20	Training is delivered across all leadership roles. By 2024 - leaders and managers build and maintain inclusive, healthy and high performing teams. They can spot the signs of stress and anxiety and know their team members well, understand sources of stress and where more specialist support is needed to maintain or restore individual health and wellbeing. This is well funded, well signposted, well known and well used. The link between inclusion and wellbeing is well understood, and wellbeing metrics are integrated into culture measures.
Improved wellbeing	16	Gather better information on employee red fags that signal the need for early intervention to prevent deteriorating mental health.	21	Staff are able to spot red flags that indicate deteriorating mental health and know how to access appropriate support for those at risk.
Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design	22	Ensure the sources of stress for FRS colleagues have been identified and appropriate support introduced to reduce occurrences

wellbeing interventions that address these issues directly.

Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.	23	By April 2024 the particular workplace sources of stress for FRS colleagues have been reduced, so that stress, anxiety and depression are at or below national levels.
Improved wellbeing	17	Investigate the root causes for LFB FRS staff being significantly more impacted by stress, anxiety and depression in comparison to their national colleagues and design wellbeing interventions that address these issues directly.	24	FRS staff are an integral part of the LFB community and their knowledge and expertise are valued and rewarded.
Improved wellbeing	18	Make it a priority to try to understand the reasons for suicide by ensuring that a clear and robust system of reporting is established. Capture the learnings in a Guidance document that includes a communication plan and action plan to support staff in the event of a colleague's death by suicide.	25	In the event of a suicide, the Brigade is prepared to act promptly and compassionately to offer staff information and support. LFB gathers and records information to build an understanding of the issues and design interventions to address them.

Improved wellbeing	19	Review the triggers that are needed to generate interventions to support mental health and wellbeing. A more detailed critical incident log of all firefighters will show what they have been exposed to and indicate where wellbeing support is necessary.	26	Ensure LFB has a clear understanding of the range of incidents their staff are exposed to and systematically reaches out to those who could be particularly at risk. There is a range of easy to access support and all colleagues are offered a comprehensive programme of support for their mental health.
Transforming HR Services	20	Conduct an independent review of People Services resourcing and provision to improve the professionalism and effectiveness of the service and deliver leading-edge HR solutions that managers and staff trust.	27	Ensure your HR service is valued and respected by all colleagues and plays an integral role in maintaining an inclusive culture.
Transforming HR Services	21	Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People Services' strategies, policies and practices (including the 'Togetherness Strategy'), as well as lead the organisation in the desired cultural change.	28	The LFB people strategy and underpinning decisions will be evidence based and will use data to support a process of continuous improvement across people management practices.

Transforming HR Services	21	Create an HR Data Analytics Strategy and develop HR data analytics skills. Use data to design and implement People Services' strategies, policies and practices (including the 'Togetherness Strategy'), as well as lead the organisation in the desired cultural change.	29	LFB staff will always understand why decisions are made that affect them at work.
Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes enable people to fulfil their talent, particularly underrepresented groups.	30	LFB's recruitment and promotion processes are reviewed and revised.

Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes enable people to fulfil their talent, particularly underrepresented groups.	31	By April 2024 LFB are trusted by all colleagues. The selection of leaders is a transparent, well understood process based on merit, capability, and demonstration of clear, well-communicated values. Many colleagues across all levels help to select LFB leaders and there is never any doubt that leaders are in post because they are the right people for the role.
Transforming HR Services	22	Create an LFB workforce planning strategy to support the 'Togetherness Strategy', using data to link practices to long-term goals and outcomes. This will understand the reasons why BAME staff and women are significantly under-represented in the organisation in comparison to their White, male counterparts, and design interventions to improve this ratio. It will also deliver positive action to ensure talent at all levels is identified and, where appropriate, fast track development programmes	32	Within 5 years - LFB's workforce composition better reflects the communities they serve at all levels, including a diverse talent pipeline for the most senior leadership roles.

enable people to fulfil their talent, particularly underrepresented groups.

Transforming HR Services	23	Investigate the root causes why BAME staff are more likely to raise a grievance and twice as likely to be subject to disciplinary hearings in comparison to their White counterparts. Review the ways in which grievance and discipline policies are currently used and received by staff with protected characteristics across all occupational	33	Ensure LFB has a clear approach to responding to inappropriate behaviour that everyone trusts, understands and acts upon. Groups will use this in numbers that reflect their representation in the workforce. LFB staff subsequently feel confident in, and protected by, policies and systems to be able to raise concerns regarding other people's behaviour; they know they are safe and that their complaints will be taken seriously.
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For Publication

Bedfordshire Fire and Rescue Authority
Executive Committee
10 January 2023

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2022/23

For further information on this report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers: None

PURPOSE:

To review and report on the work programme for 2022/23 and to provide Members with an opportunity to request additional reports for the Executive Committee meetings.

RECOMMENDATION:

That Members consider the work programme for 2022/23 and note the 'cyclical' Agenda Items for each meeting in 2022/23.

ANDREW HOPKINSON
CHIEF FIRE OFFICER

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EXECUTIVE COMMITTEE - WORK PROGRAMME 2022/23

Meeting Date
14.03.23

<p>Cyclical Agenda Items</p> <p>Agenda item (locked for editing) Communications Executive Committee Minutes from 10.01.23 CRMP Update Governance Action Plan Update Test FRA Elements of the new website Work Programme</p>	<p>CFO Review (select from drop down list)</p>	<p>Notes</p> <p>HSSA HSSA</p>
<p>Additional/Commissioned Items</p>		

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