

For Publication

Bedfordshire Fire and  
Rescue Authority  
Corporate Services Policy  
and Challenge Group  
9 June 2016  
Item No. 7

---

**REPORT AUTHOR:** ASSISTANT CHIEF OFFICER (HUMAN RESOURCES  
AND ORGANISATIONAL DEVELOPMENT)

**SUBJECT:** CORPORATE SERVICES PROGRAMME AND  
PERFORMANCE 2015/16 YEAR END - QUARTER  
FOUR (APRIL 2015 TO MARCH 2016)

---

For further information on this Report contact: Adrian Turner  
Service Performance Analyst  
Tel No: 01234 845022

---

**Background Papers:**

Previous Corporate Services Quarterly Programme and Performance Summary Reports

---

Implications (tick ✓):

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

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

---

**PURPOSE:**

To provide the Corporate Services Policy and Challenge Group with a report for 2015/16 Quarter 3, detailing:

1. Progress and status of the Corporate Services Programme and Projects to date.
2. A summary report of performance against Corporate Services Performance indicators and associated targets for year end - Quarter Four 2015/16 (1 April 2015 to 31 March 2016).

**RECOMMENDATION:**

Members acknowledge the progress made on Corporate Services Programmes and Performance and consider any issues arising.

---

1. Programmes and Projects 2015/16
- 1.1 Projects contained in this report have been reviewed and endorsed in February 2016 by the Authority's Policy and Challenge Groups as part of their involvement in the annual process of reviewing the rolling four-year programme of projects for their respective areas in order to update the CRMP in line with the Authority's planning cycle.
- 1.2 The review of the current programme of strategic projects falling within the scope of the Corporate Services Policy and Challenge Group has confirmed that:
  - all existing projects continue to meet the criteria for inclusion within the strategic improvement programme;
  - all existing projects remain broadly on track to deliver their outcomes within target timescales and resourcing;
  - are within the medium-term strategic assessment for Corporate Services areas; and
  - the current programme is capable of incorporating, under one or more existing projects, all anticipated additional strategic improvement initiatives relating to Corporate Services over the next three years.
- 1.3 Full account of the financial implications of the Corporate Services programme for 2016/17 to 2019/20 has been taken within the proposed 2016/17 Budget and Medium-Term Financial Plan, as presented to the Authority for agreement in February 2016.
- 1.3.1 Shared Services opportunities remain under consideration.
- 1.4 Implementation of the remainder of Phase 1 Virtual Desktop Infrastructure (VDI) (an ICT Shared Service joint project with Cambridgeshire Fire and Rescue Service) is slightly delayed, due to important maintenance work on the network infrastructure, which affects the server used to build the end points. However, every station now has a VDI end point installed, and Stopsley station has also been successfully migrated. It is expected that Phase 1 rollout will recommence imminently, and the overall project schedule will not be affected.
- 1.5 Changes in the Business Systems Improvement Programme are summarised as follows:
  - The Land and Property Gazeteer Managed Service provided by Cambridgeshire FRS has successfully migrated to the new Addressbase Premium service, has been incorporated into the Replacement Mobilising system with Essex FRS, and is almost ready for use by Community Safety;
  - Work continues on building requirements for Service-wide Asset Management system, with a number of work streams identified across the Service;

- The Prevention and Protection Management System work stream scoping is almost complete, and intermediate improvements have been identified and are being implemented ahead of full system roll-out;
- The Retained Availability system project is underway, and the Server implementation is complete, and software implementation is underway.

1.7 The HR and Payroll System Project is progressing well. The contract was signed on 14 March 2016, Introductory training has taken place, and the project plan is rolling out according to schedule.

1.8 Other points of note include the following:

- The Corporate Management Team monitors progress of the Strategic Projects monthly. The Strategic Programme Board reviews the Programme at least twice a year with the next Programme Board review scheduled for 22 September 2016.

1.9 Appendix A, gives a summary of status to date. The status of each project is noted using the following key:

Colour Code	Status
GREEN	No issues. On course to meet targets.
AMBER	Some issues. May not meet targets.
RED	Significant issues. Will fall outside agreed targets.

## 2. Programme Summary and Exception Reports

Three projects are flagged Amber (Some issues. May not meet targets):

### **Business Process Improvement.**

The Sickness absence process for Greenbook Staff was deployed in 2014. As part of the continuous improvement to the process a further upgrade has been designed that will provide direct writing of the process into the system of record, the MIS making it available to Wholetime staff. The deployment of this upgrade was initially delayed due to additional development required to the supplier's integration point following extensive testing. There is currently some instability in the process server that is likely to impact on the smooth deployment of this and other processes including property defect reporting, a new overtime reporting system and refinements to the community safety process. This is expected to be resolved with external support and deployment is now planned week commencing 6 June 2016. The schedule comprising work in progress and future development is being reassessed for opportunities to recover time, taking into account the priorities for integrations of our HR and Payroll system and others.

### **Unified Comms**

The priority of establishing routine telephony communications system with Essex as part of the Replacement Mobilising has been addressed and implemented.

The full initiation of the project which will replace our existing traditional telephony with VOIP (excluding fire control system) has been delayed due to interdependencies with work on the RMS and VDI.

An assessment of systems and requirements for the unified communications solution is in place. A pilot is planned for towards the beginning of July 2016/17 focusing on the Training Centre with completion of the full service wide roll out expected by Q3 16/17. The priority of establishing routine telephony communications with Essex as part of the Replacement Mobilising has been addressed and implemented.

### Virtual Desktop Infrastructure

A delay of four weeks has been incurred to afford ICT Server engineers to prioritise an issue concerning one of the services main file servers.

Whilst the project has identified opportunities to recover any lost time, the project is flagged amber until the plan has been fully reviewed and time recovery identified.

### 3. Performance

3.1 In line with its Terms of Reference, the Corporate Services Policy and Challenge Group is required to monitor performance against key performance indicators and associated targets for areas falling within the scope of the Group. It has been previously agreed by the Group, that in order to facilitate this, it should receive quarterly summary performance reports at each of its meetings.

3.2 This report presents Members with the performance summary outturn for Quarter Four 2015/16 which covers the period 1 April to 31 March 2016. Performance is shown in Appendix B. The indicators and targets included within the report are those established as part of the Authority's 2015/16 planning cycle.

3.3 The Property indicators detailing the usage of gas, water and electricity are shown below. The water usage data is accurate as this has been captured via meters for a number of years. The usage data for both gas and electricity is using the best information available. This will be the last time that estimated data is used as all premises will shortly have meters installed. This will enable accurate usage data to be monitored from 2016/17 onwards as planned and previously reported. The installation dates of the meters are detailed below for information. Where they are highlighted as red or amber, these will be the focus of reviews both now and into 2016/17.

3.4 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%

NB. The Property measures Prop1, 2 & 3 performance colour codes are not based on the above status as no formal target was set other than a comparison against a benchmark of the average of the two previous years.

4. Performance Summary and Exception Reports

All performance indicators are on target with the exception of:

**Finance measure FNP2a&b** - The data for this measure will be available following the closing of accounts

**FNP8 Return on Investment** - The 2015/16 Treasury Target was set at 0.90%. It was anticipated that when setting the 2015/16 target, that the rates over 2015/16 were going to increase. However, the Bank of England base rate remained at 0.5% all year, with investment interest rates therefore remaining low. However, despite the lower average investment rate not being achieved, overall, the investment income budget of £99k was exceeded by £17k, generating £116k of investment income.

**ZOE EVANS**  
**ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)**



Project Description	Aims	Performance Status	Comments
		<p data-bbox="1010 647 1099 679"><b>Green</b></p> <p data-bbox="1010 1225 1099 1257"><b>Green</b></p>	<p data-bbox="1182 209 2114 611">equipment data to support interim management of equipment and data capture process has been completed. Demonstrations of Asset Management Systems have taken place. These include those that are already in use or being procured in other Fire and Rescue Services. The outcomes of this exploration are continuing to be developed into user requirements and technical specification. A number of work streams have been identified by the Project Board to ensure the full scope of the Asset Management System is delivered including financial management of our assets. We are engaging with Cambridgeshire and Devon and Somerset Fire and Rescue Services to re-establish any opportunities for joint working on common areas of interest in asset management.</p> <p data-bbox="1182 651 1850 683"><b>Prevention and Protection Management System</b></p> <p data-bbox="1182 722 2123 1193">The scope of the system and requirements are now being finalised. This follows a review of applications in use across Fire and Rescue Services has been undertaken include demonstrations. The project has also engaged with users from other FRS who have implemented such a system to share their experience and learning to inform our project. The project has identified key areas of Protection and Prevention that will require intermediate improvements ahead of the implementation of a new business system. The 101C database that records community safety activity has been developed using the STEP process automation solution. This has been rolled out to the Community Safety Team ahead of a wider distribution to Stations. Further work is planned to integrate the Community Safety Assessment Tool into this solution. A Home Fire Safety Check process is also in the discovery stage for future development.</p> <p data-bbox="1182 1233 1603 1265"><b>Retained Availability Software</b></p> <p data-bbox="1182 1305 2123 1441">As part of the Retained Duty System review, the Service is replacing its retained availability software. The Gartan solution has been procured. Implementation is underway with the supplier. The technical Server side aspect has been completed. The initial implementation is stand-alone</p>

Project Description	Aims	Performance Status	Comments
<p><b>Business Systems Improvement (cont...)</b></p>		<p><b>Green</b></p>	<p>system to address the immediate operational need. The integrations for payroll are being assess as second stage which comprises wider integrations between systems. These integrations will be implemented using the service's integration technologies. This will ensure primary data sources are shared across systems enhancing data accuracy and information flows.</p> <p><b>HR &amp; Payroll System</b></p> <p>The Fire Authority, in their meeting of 21 October 2015, approved additional funding £74,000 to provide additional support to run the HR System Project due to new and continued work pressures on the HR Team. This support is now in place and delivering pre-implementation activities.</p> <p>The project is progressing well. The contract with the system and payroll supplier was signed on 14 March, detailed project planning has commenced, all relevant workstreams are on track, and regular project conference call meetings have been established with the supplier. In addition, the test system has been established, introductory training has been completed attended by the HR, Payroll and Business Information Teams. A detailed project plan is being agreed with the supplier incorporating further dates for training and consultancy that support the configuration of the system. The project charter is expected to be in place with the supplier by the end of May.</p>



Project Description	Aims	Performance Status	Comments
<p><b>Business Process Improvement</b></p>	<p>Optimise ways of working, re-engineering and automating where possible and providing integration between business systems.</p>	<p><b>Amber</b></p>	<p>There are delays to the programme following additional work required from a business system supplier and concerns in respect to server stability.</p> <p>A defect reporting system has been developed for property. This is a reusable process that has opportunities for use in reporting vehicle and asset defects. The final playback completed successfully to the property team and roll out is anticipated towards the end of June following some maintenance work on the process server machine.</p> <p>Community Safety (101C) process has been rolled out across the Community Safety Team. A second iteration is in development which incorporates management of amendments ‘</p> <p>Sickness Absence Process with a write back to our main business system (MIS) has completed its final playback. Subject to some finalising of wording in notifications, a rollout is being planned for Control. In the meantime the process for alerting absences is being reviewed to ensure notification of operational absences are available in a manner that allows them to be acted upon at the earliest possible opportunity. This is also planned for rollout in June following maintenance work on the process server. In the intervening period detailed plans for migration to this new process are underway.</p> <p>Expenses Management - Agreement has been reached for the scanning of receipts to remove the requirement to manage paper receipts. The Business Information Team are exploring potential solutions to inform the requirements. The central STEP team, funded by a government innovation grant, are to be involved in the development of this solution.</p> <p>Pre-arranged Overtime - The final playback is planned for the Operational Delivery Team (ODT) ahead of deployment. This playback will also identify the process and system owner who will take responsibility for the management and use of the system. This</p>

Project Description	Aims	Performance Status	Comments
			<p>process is expected to provide the template for use by Retained, Strategic Reserve, Control, those supporting Cadets, Firebreak other activities.</p> <p>Home Fire Safety Check/Safe and Well at Home process has been developed ready for first review by the process owner. Integration with our address gazetteer is planned. Wider work is underway in the Community Safety Team to agree the priorities for the risk-based Home Fire Safety Check Activities. Once approved the process will be embedded into the Community Safety Programme.</p> <p>Integrations have been completed for the new Cohort system for occupational health. The integrations required for the anticipated HR system are being evaluated as part of the requirements checks.</p> <p>A Retained recruitment process has been completed by STEP central team, funded by transformation grant. This is the first development of a cloud-based process which will be available to any Fire and Rescue Service. There is interest from a number of fire and rescue services who see the opportunity to use it with integrations into their own back-end systems.</p>
<p><b>Telephony System Replacement (Unified Comms)</b></p>	<p>Replacement of existing business Telephony system, including main switchboard, to a network (VOIP) system. This will provide unified communications for voice and data i.e. traffic goes down the same 'pipe'. Users will be able to access the same facilities on desk phones and computers.</p> <p>This excludes Control Room communications: ICCS and Mobs.</p>	<p><b>Red</b></p>	<p>The initiation of the project which will replace our existing traditional telephony with VOIP (excluding fire control system) has been delayed due to interdependencies with work on the RMS and VDI.</p> <p>An assessment of systems and requirements for the unified communications solution is in place. A pilot is planned for towards the beginning of July 2016/17 focusing on the Training Centre with completion of the full service wide roll out expected by Q3 16/17.</p>

Project Description	Aims	Performance Status	Comments
<p><b>Desktop Refresh (VDI)</b></p>	<p>All principle business systems will be packaged onto the Virtual Desktop server. Users to receive their virtual desktop from a central Server.</p> <p>Aim is to improve flexibility of working location, optimise data flows on the networks, increase resilience by removing local machines, reduce desk-side technical support by removing physical PCs, and provide the facility to stream good quality video. Links to the Telephony Project.</p>	<p><b>Amber</b></p>	<p>The Virtual Desktop server and network configurations have been completed. The physical audit and analysis of applications used at wholetime stations has been completed. The core software has been built into the first VDI image. The vanguard of early adopters (Phase 0 users) have been migrated to VDI, and the Phase 1 implementation to Stopsley station has been completed successfully, with positive feedback from end users. All stations now have one VDI end point installed, to allow roaming VDI users to work on any Service premises. The remainder of the Phase 1 users will be migrated following completion of Server maintenance to support the productionisation of the end point build. Effective working practices have been established between ICT and Business Information team to ensure a seamless transition for end users. The remote access solution (RAS) has been successfully built and tested as is being rolled out to Phase 0 users where this is required. Whilst the project is expecting to be able to recover any lost time following completion of Server migration, the project is flagged amber until the plan has been fully reviewed and time recovery identified.</p>
<p><b>Information Security Management System</b></p>	<p>To introduce and information security management systems that meets the requirements of ISO27001 and associated Controls. This complements the Business Continuity and Risk Management project which also provided for the implementation of Protective Security.</p>	<p><b>Completed</b></p>	<p>As per the last Policy and Challenge Group Report, all work streams in this project were completed on 10 November 2015.</p> <p>The Information Security Project closure report is to be presented to the Strategic Programme Board After which the project will move into Business as Usual migration supported by Head of Strategic Projects.</p>

## SUMMARY OF CORPORATE SERVICES PERFORMANCE YEAR END 2015/16

Finance									
Measure				2015-16 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2014-15	Q4 Actual	Q4 Target	Performance against Target	Comments
FNP 1	Budget Requirement of Fire and Rescue Service divided by population	Lower is Better	n/a	n/a	£44.82	45.01	n/a	n/a	
FNP2a	Accuracy of Net Budget Forecast (Periods 6 (Sep))	Lower is Better	£600k	n/a	£89k	0	£600k	See Exception Report	
FNP2b	Accuracy of Net Budget Forecast (Period 9 - Dec)	Higher is Better	£600k	n/a	£7k	0	£600k		
FNP3	Percentage of Routine Financial Reports Distributed Within 6 Working Days of Period	Higher is Better	90%	100%	100%	100%	90%	Green	11% Better than target
FNP4	Compliance of Annual Statement of Accounts Processes with Statutory Timescales and Quality Criteria	Higher is Better	100%	100%	100%	100%	100%	Green	Achieved target
FNP5	Percentage of Uncontested Invoices Paid Within 30 days	Higher is Better	96%	94%	96%	96%	96%	Green	Achieved target
FNP6	Percentage of Outstanding Debt Over 90 Days Old	Lower is Better	2%	6.4%	0.8%	1.5%	2%	Green	25% Better than target
FNP7	Percentage of Planned Efficiency Savings Achieved	Higher is Better	100%	124%	100%	100%	100%	Green	Achieved target
FNP8	Return on Investment	Higher is Better	0.90%	n/a	0.93%	0.84%	0.90%	Amber	Missed Target by 7%

## SUMMARY OF CORPORATE SERVICES PERFORMANCE YEAR END 2015/16

ICT									
Measure				2015-16 Quarter 4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2014-15	Q4 Actual	Q4 Target	Performance against Target	Comments
IM1	The Number of Incidents on Mission Critical services resolved within 1 Hour	Higher is Better	90%	n/a	100%	100%	90%	Green	11% Better than target
IM2	The Number of Incidents on Business Critical services resolved within 2 Hours	Higher is Better	86%	n/a	92%	100%	86%	Green	16% Better than target
IM3	The Number of Incidents on Business Operational services resolved within 4 Hours	Higher is Better	83%	n/a	92%	100%	83%	Green	20% Better than target
IM4	The Number of Incidents on Administration Services resolved within 8 Hour	Higher is Better	80%	n/a	88%	94%	80%	Green	18% Better than target
AV1	Core ICT services availability	Higher is Better	97%	n/a	97%	100%	97%	Green	3% Better than target
AV2	Business Applications Availability	Higher is Better	97%	n/a	96%	100%	97%	Green	3% Better than target

Fleet & Workshops									
Measure				2015-16 Q4					
No.	Description	Aim	Full Year Target	Five Year Average	Q4 2014-15	Q4 Actual	Q4 Target	Performance against Target	Comments
WS1a	Grade A Defect Response Time (within 1 hour)	Higher is Better	90%	n/a	94.78%	90.87%	90%	Green	1% Better than target
WS1b	Grade A Defect Response Time (within 2 hours)	Higher is Better	95%	n/a	99.47%	97%	95%	Green	2% Better than target
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)	Lower is Better	5%	n/a	2.56%	2.47%	5%	Green	51% Better than target
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)	Lower is Better	5%	n/a	3.62%	3%	5%	Green	45% Better than target
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)	Lower is Better	3%	n/a	0.63%	0.51%	3%	Green	83% Better than target
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)	Lower is Better	2%	n/a	0.46%	1.05%	2%	Green	47% Better than target
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.	Higher is Better	93%	n/a	97%	98%	93%	Green	5% Better than target
WS6	Annual Services undertaken	Higher is Better	97%	100%	100%	100%	97%	Green	3% Better than target

Note: The comments column on the right hand side 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.

**Property - 2015-16 Year End**

**Prop01- Annual Water Consumption (M<sup>3</sup>)**

<b>Station</b>	<b>Benchmark (Ave 2013-15)</b>	<b>2015/16 Usage</b>	<b>Performance against Target</b>	<b>Comments</b>
<b>Amphill</b>	345.49	182.26	<b>Amber</b>	15/16 usage appears low, to be investigated. Keep 16/17 benchmark at previous figures, subject to review
<b>Bedford</b>	850.83	867.75	<b>Green</b>	
<b>Biggleswade</b>	129.84	124.11	<b>Green</b>	
<b>Control</b>	189.09	166.32	<b>Green</b>	
<b>Dunstable</b>	957.75	949.28	<b>Green</b>	
<b>Harrold</b>	101.20	99.51	<b>Green</b>	
<b>Kempston &amp; HQ</b>	2,131.06	2008.58	<b>Green</b>	
<b>Leighton Buzzard</b>	361.95	387.89	<b>Green</b>	
<b>Luton</b>	1,862.89	1,758.26	<b>Green</b>	
<b>Potton</b>	85.02	50.33	<b>Green</b>	
<b>Sandy</b>	90.54	60.25	<b>Green</b>	
<b>Shefford</b>	134.71	554.84	<b>Red</b>	The 2015/16 usage is far too high, this will be investigated.
<b>Stopsley</b>	651.78	623.77	<b>Green</b>	
<b>Toddington</b>	196.53	291.27	<b>Amber</b>	More in line with 13/14 usage, keep as is for 16/17 benchmark, review
<b>Woburn</b>	88.07	79.72	<b>Green</b>	
<b>Total</b>	<b>8176.75</b>	<b>8204.14</b>		

Property - 2015-16 Year End					
Prop02- Annual Electricity Consumption (KWh)					
Station	Benchmark (Ave 2013-15)	2015/16 Usage	Performance against Target	Comments	Meter Status
Amphill	33,660	20,914	Green	Usage in line with 14/15, 15/16 benchmark too high	27/10/15
Bedford	78,816	80,243	Green		30/05/16
Biggleswade	16,376	31,014	Red	High 15/16, to be reviewed. Set 16/17 Benchmark in line with 13/14 and 14/15.	30/10/15
Control	180,199	181,564	Green		Prior year
Dunstable	186,902	190,441	Green		Prior year
Harrold	13,628	17,999	Amber	In line with 13/14 usage, average for 15/16 benchmark too low	27/10/15
HQ	335,362	332,277	Green		Prior year
Leighton Buzzard	25,462	22,815	Green		17/02/16
Luton (incl SAO)	104,514	231,416	Red	Too high 15/16 estimated usage, to be investigated	26/04/16
NAO	9,767	10,000	Green	Estimated 15/16, To be monitored	27/10/15
Potton	17,726	26,691	Amber	15/16 estimated usage in line with 13/14 reading, to be reviewed	30/10/15
Sandy	13,877	17,621	Amber	In line with 13/14 readings, 15/16 estimated to be reviewed	30/10/15
Shefford	21,023	31,373	Red	To be reviewed, forecast 15/16 appears too high	16/03/16
Stopsley	38,975	41,319	Green		26/10/15
Toddington	24,403	44,852	Red	Estimated 15/16 forecast, too high, to be reviewed	17/02/16
Woburn	63,751	51,966	Green	More in line with 14/15 reading, higher average benchmark due to high 13/14	Prior year
<b>Total</b>	<b>1,164,441</b>	<b>1,332,505</b>			



Property - 2015-16 Year End					
Prop03- Annual Gas Consumption M3 (was kwh in previous years)					
Station	Benchmark (Ave 2013-15)	2015/16 Usage	Performance against Target	Comments	Meter Status
Ampthill	4,337	5,964	Red	Estimated 15/16 usage, seasonal variation needs to be taken into account	26/06/15
Biggleswade	6,146	5,947	Green		15/05/15
Control	6,291	6,000	Green		
Dunstable	23,100	20,000	Green	Estimated 15/16 usage	To be installed
Harrold	3,888	3,900	Green	Estimate based on 9 months actual with 3 months estimated	26/06/15
HQ	59,479	60,000	Green	15/16 forecast	To be installed
HQ Training Centre and Gym	16,567	16,560	Green	Estimates	To be installed
Leighton Buzzard	19,263	19,250	Green	Estimates	14/08/15
Luton	28,597	28,000	Green		12/06/15
NAO	2,543	2,500	Green	Estimates	29/05/15
Potton	1,879	1,850	Green		17/11/15
SAO	7,235	7,235	Green	Estimates	30/03/16
Sandy	1,788	1,788	Green	Estimates	29/02/16
Shefford	3,428	3,425	Green	Estimates	29/02/16
Toddington	11,980	12,000	Green	Estimates	02/09/15
<b>Total</b>	<b>57,450</b>	<b>56,798</b>			

**Note: No gas installations at Bedford, Stopsley and Woburn**