

**For Publication**

**Bedfordshire Fire and Rescue Authority  
28 March 2019  
Item No. 8**

**REPORT AUTHOR: COUNCILLOR J MINGAY**  
**SUBJECT: SERVICE DELIVERY POLICY AND CHALLENGE GROUP**

---

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

---

Background Papers: None

---

Implications (tick ✓):

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

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

---

**PURPOSE:**

To report on the meeting of the Service Delivery Policy and Challenge Group held on 7 March 2019.

**RECOMMENDATIONS:**

That the submitted Minutes of the Service Delivery Policy and Challenge Group held on 7 March 2019 be received.

---

1. Introduction

- 1.1 The draft Minutes of the meeting of the Service Delivery Policy and Challenge Group held on 7 March 2019 are appended for Members' consideration.
- 1.2 The Service Delivery Policy and Challenge group made no recommendations to the Fire Authority.

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

## **MINUTES OF SERVICE DELIVERY POLICY AND CHALLENGE GROUP MEETING HELD ON 7 MARCH 2019 AT 10.00am**

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

DCFO A Hopkinson, SOC C Ball, SOC I Evans, and GC I McLaren

Councillor P Downing was also present as an observer

### 18-19/SD/039 Apologies

39.1 There were no apologies.

### 18-19/SD/040 Declarations of Disclosable Pecuniary and Other Interests

40.1 There were no declarations of interest.

### 18-19/SD/041 Communications

41.1 There were no communications.

### 18-19/SD/042 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 29 November 2018 be confirmed and signed as a true record.

### 18-19/SD/043 Service Delivery Performance Monitoring Report Quarter 3

43.1 DCFO Hopkinson submitted the Quarter 3 2018/19 performance report and the Group discussed the exception reports for the five indicators that were RAG rated Amber or Red.

- 43.2 The Policy and Challenge Group recognised the strong performance against the majority of the indicators, including the performance against PI05 (accidental dwelling fires), which was performing 16% better than target.
- 43.3 PI04 (deliberate fires) was currently missing its target by 4%. It was noted that deliberate fires were seasonal in nature, with the vast majority of these fires occurring in the spring and summer months. Therefore, it was anticipated that the target would be met by the end of the fourth quarter.
- 43.4 PI08 (average response time to primary fire incidents) and PI11 (average call-handling time to mobilise to primary fires) had both missed target as the result of “ghosting” issues that were impacting on the reliability of call-handling times. The system was overwriting the arrival time of the first appliance at the scene when subsequent appliances arrived. The Service’s new Business Applications Manager was seeking to resolve this issue.
- 43.5 The average response time had increased from 9 minutes and 4 seconds to 11 minutes and 4 seconds. The size of the increase indicated that there were technological issues affecting data quality; as, whilst there was a national trend of increasing response times, mainly as a result of an increased volume of traffic, this would be expected to rise gradually over time.
- 43.6 In relation to PI14 (number of “false alarm good intent” calls mobilised to), SOC Evans reported that the target had been missed by 11% due to the large number of calls made during quarter 2, when the country had experienced a hot, dry spell. Performance had returned to target levels in quarter 3. It was anticipated that the target would be met by the end of quarter 4.
- 43.7 It was suggested that the public should be advised that they could notify the Service of any controlled burns as this information could be entered onto the mobilising system to prevent mobilisation. This message could be promoted via Fire Alert and social media when there were prolonged spells of hot and dry weather.
- 43.8 PI16 (the number of fire safety audits/inspections completed) had missed its target by 9%. SOC Evans reported that performance had been adversely affected by staff abstractions and absence. There had also been vacancies within the specialist fire safety inspection team.

- 43.9 In response to a question from Councillor Chatterley on the responsibilities for fire safety in schools, SOC Evans advised that the Service was the enforcing authority so would provide advice and support. It was noted that for maintained schools, this was the responsibility of the local authority, and for academies this was the responsibility of the trust. A briefing note on the fire safety arrangements at schools would be prepared for circulation to Members of the Policy and Challenge Group.
- 43.10 In response to a question from Councillor Downing on the difference in response times to fires and road traffic collisions, SOC Evans advised that the targets, which had been set historically and which were part of the Service's Community Risk Management Plan, were different as the response time to fires was more time critical.
- 43.11 The Chair commented on the unavailability of data on the number of people killed or seriously injured in road traffic collisions. SOC Evans advised that the Service now had access to highways data but that the data had a time lag of approximately one year.
- 43.12 It was noted that there had been four water related deaths in quarter 3. A presentation on these could be given at the next meeting of the Policy and Challenge Group.

**RESOLVED:**

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

18-19/SD/044 Service Delivery Programmes to Date Report Quarter 3

- 44.1 DCFO Hopkinson introduced a report detailing the progress and status of the Service Delivery Programmes and Projects to date.
- 44.2 The co-responding project continued to be rated as Red as the trials remained on hold pending national negotiations on pay and the role of firefighters. The employer's side had recently presented a proposal for a pay increase subject to the broadening of the role. The FBU was currently consulting their membership on the proposals.
- 44.3 DCFO Hopkinson reported that the intelligence-led response project had been deferred and would no longer be reported until restarted.

- 44.4 SOC Ball provided an update on the Emergency Services Mobile Communications Programme which remained on Amber. The Service continued to do all that was required at a local level, but the programme had experienced national delays.
- 44.5 The Replacement MDT Aggregation Project was Amber and had been affected by slippage in the original proposed timelines as there had been an unexpectedly large number of suppliers that had expressed an interest in the project.
- 44.6 In relation to the Replacement Mobilising System Project, DCFO Hopkinson expressed confidence that the project would be able to be delivered within the agreed timescales.
- 44.7 DCFO Hopkinson provided an update on a number of the work streams under the collaborative working project. Discussions were progressing in relation to a shared headquarters. Work was also ongoing to ensure that the recently acquired drone was compliant with legal and Civil Aviation Authority regulations. The red routes pilot had been extended to allow for an evaluation to take place.
- 44.8 DCFO Hopkinson advised that a paper had recently been presented to the Strategic Board on the joint workshops that had been held and that he would circulate this to Members of the Policy and Challenge Group for information.
- 44.9 Councillor McVicar commented that Central Bedfordshire Council had recently agreed to commit additional resource to community safety and that this may be used to “purchase” additional PCSOs for the area. Councillor Franks and Councillor Atkins advised they were not aware that their respective authorities would be allocating additional resource for PCSOs.
- 44.10 DCFO Hopkinson advised that opportunities for joint vehicle workshops with the Ambulance Service were being explored.
- 44.11 DCFO Hopkinson added that, following a meeting with the Police in December, the shared headquarters discussions would be separated into four components: core headquarters functions, response, training and workshops. These did not all have to be located at the same site.
- 44.12 SOC Ball reported that the Service now had two individuals trained, with two others being trained to provide motorcycle training. The feasibility of providing driver training for the Police was being explored.

44.13 DCFO Hopkinson advised that the Police had adopted What3Words to pinpoint any area 3 metres squared by a unique three word combination. This would be particularly helpful in rural locations.

44.14 Discussions were ongoing to progress the use of Toddington Community Fire Station by Police colleagues.

**RESOLVED:**

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

18-19/SD/045 Proposed Service Delivery Indicators and Targets for 2019/20

45.1 DCFO Hopkinson submitted a report setting out the proposed suite of Service Delivery Performance Indicators and associated targets for 2019/20 and seeking the Group's endorsement to incorporate these into the Service's performance management framework. He reported the Service had engaged the University of Bedfordshire to support the development of a Key Performance Indicator dashboard for service delivery performance. The outcomes from this work would provide staff at all levels with much greater insight into how well the Service is performing, empowering them to take make a difference in their own local area. The existing measures and targets set for 2019/20 as reported to the SDPCG would be migrated into the new dashboard and the SDPCG updated on this work at the next meeting.

45.2 SOC Evans advised that it was suggested that the majority of targets had been reduced by 5% against either the three or five year average.

45.3 The exceptions to this were the indicators measuring the number of fire fatalities, and the response targets as set out in the CRMP, which it was proposed would remain the same as the current performance year.

45.4 In response to a comment, DCFO Hopkinson advised that new indicators collecting information about Safe and Well visits are being developed.

**RESOLVED:**

That the proposed Service Delivery Performance Indicators and Targets and Information Measures for 2019/20 as set out in Appendix A be endorsed.

18-19/SD/046 Audit and Governance Action Plans Monitoring Report

46.1 DCFO Hopkinson reported that all actions had been completed subject to follow-up audit.

**RESOLVED:**

That progress made against current action plans be acknowledged.

18-19/SD/047 Customer Satisfaction Survey Report Quarter 3 2018/19

47.1 SOC Evans presented the results of customer satisfaction surveys conducted from 1 October to 31 December 2018. During this period, the Service had achieved a 99% customer satisfaction rate.

47.2 The return rates had improved since the Service had re-introduced sending the surveys out to individuals in the post. The Service was seeking to simplify the process of survey completion, with a future aim of the surveys being completed on site on tablets.

47.3 In response to a comment about how households were identified for receiving Safe and Well visits, DCFO Hopkinson advised that MOSAIC data was used to identify high-risk, vulnerable households.

47.4 The Service was actively seeking referrals for Safe and Well visits from partner agencies.

**RESOLVED:**

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

18-19/SD/048 Operational Decision Making Procedures – Exception Report

48.1 There were no exceptions to report.



#### 18-19/SD/049 Corporate Risk Register

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

49.2 There had been three updates to risk ratings as set out in the report.

#### **RESOLVED:**

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

#### 18-19/SD/050 Annual Review of Partnerships

50.1 SOC Evans introduced his report which provided an update on how the revised Partnership and Collaboration Policy implementation would strengthen partnership governance and address previous internal audit recommendations and the areas for improvement set out in HMICFRS report 2018. A new partnerships policy had recently been produced and was currently the subject of consultation.

50.2 Horizon-scanning and seeking opportunities for future collaborations was being driven by the Partnerships Development Manager and overseen by the Blue Light Collaboration Board.

50.3 Discussions were ongoing with one of our local Clinical Commissioning Groups to generate additional referrals of individuals with dementia for the Safe and Well visits and provide advice to reduce the risks of falls in the home.

50.4 In response to a request for a list of the partnerships the Service was involved in, DCFO Hopkinson advised that a list of the community safety partnerships would be circulated to Members of the Policy and Challenge Group for information.

#### **RESOLVED:**

That the content of the report be received.

#### 18-19/SD/051 Update on HMP Bedford

- 51.1 SOC Evans reported that, following concerns expressed by Members at the last meeting, the Service had written to the Crown Premises Inspection Group highlighting these concerns.
- 51.2 In response, the Service had been advised that a two day inspection of HMP Bedford would be undertaken on 26-27 February 2019. This inspection had now taken place but the report had not yet been released.
- 51.3 The view was expressed that the Police liaison officer with responsibility for the Prison may be able to provide more accurate information on how many fires took place within the Prison, as it was suggested that the Service may not be called to all incidents.
- 51.4 DCFO Hopkinson advised that he would raise this with the Borough Commander.

#### **RESOLVED:**

That the update be received.

#### 18-19/SD/052 Work Programme

- 52.1 The Group received its work programme.
- 52.2 The Chair requested that a report on the outcome of the inspection of HMP Bedford be submitted to the next meeting of the Policy and Challenge Group.
- 52.3 It was suggested that, as there may be a number of new Members on the Policy and Challenge Group following the local government elections in May, Officers should consider what information should be provided to them by way of an induction.
- 52.4 As it was the last meeting of the Policy and Challenge Group before the local government elections, the Chair thanked the Members for their contributions to the work of the Policy and Challenge Group over the year.

**RESOLVED:**

1. That the Work Programme be received.
2. That a report on the outcome of the inspection of HMP Bedford be added to the work programme for the next meeting of the Policy and Challenge Group.
3. That consideration be given as to what information/induction would be useful for new Members to receive at the next meeting of the Policy and Challenge Group.

18-19/SD/053 Local Government Act 1972, Schedule 12A, Paragraphs 1 and 2 of Part 1: Exclusion of the Public

**RESOLVED:**

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

Item

Fire Fatality

The meeting finished at 11.58am.