

**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY**  
**BUCKINGHAMSHIRE FIRE AND RESCUE SERVICE**

Director of Legal & Governance, Graham Britten  
Buckinghamshire Fire & Rescue Service  
Brigade HQ, Stocklake, Aylesbury, Bucks HP20 1BD  
Tel: 01296 744441



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**Chief Fire Officer and Chief Executive**  
Jason Thelwell

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To: Members of Buckinghamshire and Milton Keynes Fire Authority

3 December 2018

**MEMBERS OF THE PRESS**  
**AND PUBLIC**

**Please note the content of**  
**Page 2 of this Agenda Pack**

Dear Councillor

Your attendance is requested at a meeting of the **BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY** to be held in Meeting Room 1, Fire and Rescue Headquarters, Stocklake, Aylesbury on **WEDNESDAY 12 DECEMBER 2018 at 11.00 am** when the business set out overleaf will be transacted.

Yours faithfully

A handwritten signature in black ink that reads 'Graham Britten'.

Graham Britten  
Director of Legal and Governance

Chairman: Councillor Reed  
Councillors: Carroll, Clare, Cranmer, Exon, Geary, Glover, Hopkins, Irwin, Lambert, Marland, McDonald, Roberts, Teesdale, Watson and Wilson



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## **Recording of the Meeting**

The Authority supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public. Requests to take photographs or undertake audio or visual recordings either by members of the public or by the media should wherever possible be made to [enquiries@bucksfire.gov.uk](mailto:enquiries@bucksfire.gov.uk) at least two working days before the meeting.

The Authority also allows the use of social networking websites and blogging to communicate with people about what is happening, as it happens.

## **Adjournment and Rights to Speak – Public**

The Authority may, when members of the public are present, adjourn a Meeting to hear the views of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.

Prior to inviting the public to speak, the Chairman should advise that they:

- (a) raise their hands to indicate their wish to speak at the invitation of the Chairman,
- (b) speak for no more than four minutes,
- (c) should only speak once unless the Chairman agrees otherwise.

The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present.

Adjournments do not form part of the Meeting and should be confined to times when the views of the public need to be heard.

## **Rights to Speak - Members**

A Member of the constituent Councils who is not a Member of the Authority may attend Meetings of the Authority or its Committees to make a statement on behalf of the Member's constituents in the case of any item under discussion which directly affects the Member's division, with the prior consent of the Chairman of the Meeting which will not be unreasonably withheld. The Member's statement will not last longer than four minutes.

## **Petitions**

Any Member of the constituent Councils, a District Council, or Parish Council, falling within the Fire Authority area may Petition the Fire Authority.

The substance of a petition presented at a Meeting of the Authority shall be summarised, in not more than four minutes, by the Member of the Council who presents it. If the petition does not refer to a matter before the Authority it shall be referred without debate to the appropriate Committee.

## **Questions**

Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing*, at least two clear working days before the day of the Meeting of the Authority or the Committee.

## **COMBINED FIRE AUTHORITY - TERMS OF REFERENCE**

1. To appoint the Authority's Standing Committees and Lead Members.
2. To determine the following issues after considering recommendations from the Executive Committee, or in the case of 2(a) below, only, after considering recommendations from the Overview and Audit Committee:
  - (a) variations to Standing Orders and Financial Regulations;
  - (b) the medium-term financial plans including:
    - (i) the Revenue Budget;
    - (ii) the Capital Programme;
    - (iii) the level of borrowing under the Local Government Act 2003 in accordance with the Prudential Code produced by the Chartered Institute of Public Finance and Accountancy; and
  - (c) a Precept and all decisions legally required to set a balanced budget each financial year;
  - (d) the Prudential Indicators in accordance with the Prudential Code;
  - (e) the Treasury Strategy;
  - (f) the Scheme of Members' Allowances;
  - (g) the Integrated Risk Management Plan and Action Plan;
  - (h) the Annual Report.
3. To determine the Code of Conduct for Members on recommendation from the Overview and Audit Committee.
4. To determine all other matters reserved by law or otherwise, whether delegated to a committee or not.
5. To determine the terms of appointment or dismissal of the Chief Fire Officer and Chief Executive, and deputy to the Chief Fire Officer and Chief Executive, or equivalent.
6. To approve the Authority's statutory pay policy statement.

## **AGENDA**

### **Item No:**

#### **1. Apologies**

#### **2. Minutes**

To approve, and sign as a correct record the Minutes of the meeting of the Fire Authority held on 17 October 2018 (Item 2) **(Pages 7 - 16)**

#### **3. Disclosure of Interests**

Members to declare any disclosable pecuniary interests they may have in any matter being considered which are not entered onto the Authority's Register, and officers to disclose any interests they may have in any contract to be considered.

#### **4. Chairman's Announcements**

To receive the Chairman's announcements (if any).

#### **5. Petitions**

To receive petitions under Standing Order SOA6.

#### **6. Questions**

To receive questions in accordance with Standing Order SOA7.

#### **7. Recommendations from Committees:**

##### **Overview and Audit Committee – 14 November 2018**

##### **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services – Preparation Update**

A copy of this report be submitted to the 12 December 2018 Fire Authority meeting for their information, updated to reflect the latest position at that time.

The Authority be recommended to agree that:

"The Overview and Audit Committee continue to receive progress reports on preparations for the HMICFRS inspection"

"A summary of the overall findings from each inspection tranche be received by the Authority when available"

"The HMICFRS' full inspection report relating to Buckinghamshire Fire and Rescue Service be received by the Authority following publication"

"Following publication of the HMICFRS inspection report, the Overview and Audit Committee monitor progress with plans to address any recommendation made by HMICFRS"

The report considered by the Overview and Audit Committee is attached at Item

7(a), including an additional updated Appendix 2 (Appendix 2b) and a letter from HMICFRS dated 27 November 2018 (Appendix 3) **(Pages 17 - 30)**

**8. Insurance Arrangements from 2019/20**

To consider item 8 **(Pages 31 - 48)**

**9. Annual Health, Safety and Wellbeing Report 2017/18**

To consider item 9 **(Pages 49 - 78)**

**10. Health and Safety Strategy 2019-2022**

To consider item 10 **(Pages 79 - 106)**

**11. 2020-2025 Public Safety Plan: "Listening & Engagement" Research**

To consider item 11 **(Pages 107 - 110)**

**12. Emergency Services Collaboration in the Thames Valley**

To consider item 12 **(Pages 111 - 152)**

**13. Apprentice Recruitment Campaign 2019**

To receive a presentation

**14. HS2 Forward Look and Considerations for BMKFA**

To receive a presentation

**15. Date of next meeting**

To note that the next meeting of the Fire Authority will be held on Wednesday 13 February 2019 at 11am.

If you have any enquiries about this agenda please contact: Katie Nellist (Democratic Services Officer) – Tel: (01296) 744633 email: [knellist@bucksfire.gov.uk](mailto:knellist@bucksfire.gov.uk)

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**MINUTES OF THE MEETING OF THE BUCKINGHAMSHIRE AND MILTON KEYNES  
FIRE AUTHORITY HELD ON WEDNESDAY 17 OCTOBER 2018 AT 11.00 AM**

**Present:** Councillors Carroll, Exon, Hopkins, Irwin, Lambert, McDonald (Vice-Chairman), Roberts, Teesdale and Watson

**Officers:** J Thelwell (Chief Fire Officer), M Osborne (Deputy Chief Fire Officer), G Britten (Director of Legal and Governance), L Swift (Director of People and Organisational Development), M Hemming (Director of Finance and Assets), N Boustred (Head of Service Delivery), J Parsons (Head of Service Development), D Norris (Area Commander), S Gowanlock (Corporate Planning Manager), P Mould (Group Commander Community and Business Safety), S Tuffley (Group Commander Policy and Resilience), A Stunell (Head of Human Resources) A McCallum (Executive Assistant to Chief Fire Officer), J Humphrey (Watch Commander) and K Nellist (Democratic Services Officer)

**Apologies:** Councillors Clare, Cranmer, Farrow, Geary, Glover, Marland, Reed and Wilson

(Councillor McDonald presiding)

**FA16 MINUTES**

RESOLVED –

That the Minutes of the meeting of the Fire Authority held on 13 June 2018, be approved and signed by the Chairman as a correct record.

**FA17 CHAIRMAN'S ANNOUNCEMENTS**

Chairman's Announcements had been circulated in advance.

The Chief Fire Officer presented two certificates, one to Area Commander Neil Boustred, who was retiring after thirty years' service with Buckinghamshire Fire and Rescue Service. The certificate was from the National Fire Chiefs Council for outstanding work over the years and Neil's contribution to fire alarms. The second was a Letter of Commendation from the Chief Fire Officer to the Deputy Chief Fire Officer awarded for exemplary service in relation to a serious incident on the M1 Motorway in which the actions of a drink driver resulted in the deaths of eight people on 26 August 2017.

**FA18 COMMITTEE MATERS****Revision of the Authority's Standing Orders**

The Director of Legal and Governance advised Members that the Authority's Standing Orders currently allow written questions and motions to be submitted to the Monitoring Officer by fax. With the move to multi-functional devices, there was no way of monitoring receipt of such communications, so it was therefore

recommended that it be made clear that service by this means was no longer accepted.

A Member asked if written communication by email was allowed and was advised that it was.

RESOLVED -

That the Authority's Standing Orders be amended so that the following text shown struck through at SOA7 (4) and SOA 8(1) be deleted:

~~"Members of the Authority, or its constituent councils, District, or Parish Councils may submit written questions prior to the Meeting to allow their full and proper consideration. Such questions shall be received by the Monitoring Officer to the Authority, *in writing or by fax*, at least two clear working days before the day of the Meeting of the Authority or the Committee".~~

~~"Except for Motions under Standing Order SOA 9 which may be moved without notice, every notice of motion shall be given *in writing or by fax*, signed by the Member or Members of the Fire Authority giving the notice, and delivered at least twelve clear days, excluding Sundays and Bank Holidays before the next meeting of the Authority, at the office of the Monitoring Officer to the Authority, by whom it shall be dated and entered in a book which shall be open to the inspection of every Member of the Authority during normal office hours".~~

**FA19**

### **THE AUTHORITY'S PREVENTION STRATEGY 2018-2023**

The Lead Member for Community Protection introduced the report.

Group Commander, Community and Business Safety advised Members that the purpose of the refreshed and updated Prevention Strategy was to provide a clear focus for the Service Delivery Directorate's priorities for the next five years. This had involved refreshing and updating the current Protection and Prevention Strategies and the development of a completely new Response Strategy. This Strategy had been aligned with the Protection Strategy 2018-2023 and Response Strategy 2018-2023, developing a suite of three Strategies that underpin Service Delivery.

The Prevention Strategy focuses on four key pillars, which encompass all of the prevention activities:

- Safer Homes;
- Fires;
- Road Safety;
- Fire as a Health and Wellbeing Asset.

The Group Commander, Community and Business Safety advised Members that the success of the Strategy would be measured through:



- how effective the service was at preventing fires and other emergencies;
- how well we use data and information to understand our current and future risks, taking account of national risks and trends;
- how well we use our resources, optimising the contribution to well-being of our people;
- how well we understand our community;
- how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future.

The Group Commander, Community and Business Safety advised Members that there had been a consistent reduction in accidental dwelling fires, road traffic collisions and those seriously injured or killed. The Central Prevention Team, Community Safety Coordinators and operational crews continued to work hard to identify and support those members of the community who were seen as most vulnerable. The Prevention Strategy would build on this good work and continue to promote and build the Authority's brand amongst its partners and communities and wherever possible move forward through a collaborative pathway.

The delivery and measurement of the success of the Prevention Strategy would be further enabled as the Premises Risk Management System developed, allowing greater use of quality data, targeting service delivery where it was identified as being needed the most.

A Member asked for further information regarding one of the achievements in the strategy 'financially supporting both Buckinghamshire and Milton Keynes Safeguarding Board for adults and children'. The Member asked that if the Authority financially supported this, should it not be more vociferous about it and perhaps explain further in the report. It was agreed that this would be looked into.

A Member felt that with regard to the Integrated Impact Assessments (IIAs) for each Strategy, they all had 'positive' indicators, but only the Response Strategy had stated this and was advised that further IIAs would be carried out as each Strategy was developed.

A Member asked if a meeting could be arranged with Wycombe District Council as there were a couple of initiatives being developed around children that might be beneficial for the fire service to be involved in as well. Officers stated they were happy to be involved.

A Member asked for clarification regarding the purchasing of shared data as part of the aim to target the most vulnerable groups within the community and was advised that the Authority was trying to find the best way collaboratively to share data. This

was done in two ways, working with local authorities and the NHS, and by buying commercially available data through operational alignment with its Thames Valley partners, who had all bought into an agreement which gives the Authority analytical data to predict where the most vulnerable were, not just from fire, but from other society risks.

A Member asked what support the fire service gave to Hazzard Alley in Milton Keynes and was advised that the Prevention Manager was working with them on various projects, a senior manager sat on the Board of Trustees and that the Authority had previously approved that financial support of £25k per year be given up until the end of financial year 2018/19.

A Member asked if it could be arranged for Members to visit Hazzard Alley and it was agreed this would be organised.

RESOLVED –

That the Prevention Strategy 2018-2023 be approved.

**FA20**

### **THE AUTHORITY'S PROTECTION STRATEGY 2018-2023**

The Group Commander Community and Business Safety advised Members that as previously stated, this Strategy had been aligned with the Prevention Strategy and Response Strategy developing a suite of three strategies that underpin Service Delivery.

The Protection Strategy focused on four key area, which encompass all of the Protection activities:

- Audits;
- Non-domestic property fires;
- Quality of service;
- Automatic fire alarms.

Success of the Strategy would be measured through:

- how effective we are at protecting non-domestic premises from fired and other emergencies
- how effective we are at enforcing non-compliance within non-domestic premises of the Regulatory Reform (Fire Safety) Order;
- how well we use data and information to understand our current and future risks, taking account of national risks and trends;
- how well we use our resources, optimising the contribution to business continuity of our people;
- how well we secure an affordable way of delivering the management of risk of fire, emergencies and other risks now and in the future;

The Group Commander Community and Business Safety advised Members that as an Enforcing Authority under the Regulatory Reform (Fire Safety) Order, the Authority had consistently met

its duties, delivered advice and taken enforcement action where and when appropriate. Currently it had three prohibition notices active and four prosecutions being investigated with case files being prepared. The Authority would continue to review how it delivered the most cost effective service to the public, taking into account possible changes in Fires Safety legislation and guidance following the Grenfell tragedy. Work continued collaboratively to develop a common way of working with its Thames Valley partners.

The Group Commander Community and Business Safety advised Members that supporting both of these Strategies was the new Premises Risk Management System (PRMS), which would integrate the Authority's various risk information systems to improve its ability to target those most vulnerable to the risk of fire and other emergencies. The system was currently being piloted and would be rolled out wider to go live in the near future. As this system developed, it would encapsulate non-domestic premises, allowing protection activities to be recorded in real time and take account of additional information through the system, improving our ability to report and analyse statistical information and trends.

A Member asked with regard to Automatic Fire Alarms and the service attending on 76 occasions, what period it covered? Officers to clarify in the Strategy.

A Member asked if the penultimate paragraph regarding Sprinklers on Page 12 could be reworded and this was agreed.

RESOLVED –

That the Protection Strategy 2018-2023 be approved, subject to the two amendments above being completed.

## **FA21**

### **THE AUTHORITY'S RESPONSE STRATEGY 2018-2023**

Group Commander Policy and Resilience advised Members that the Response Strategy completed the suite of strategies for Service Delivery for approval today. This Strategy focused on four key pillars:

- maintain a continual state of operational readiness;
- deliver a highly effective emergency response;
- demonstrate openness, transparency and be a learning organisation;
- deliver best value to the public

The Group Commander Policy and Resilience advised Members that the Strategy allowed the Authority to deal with the challenges identified in the Public Safety Plan now and into the future, and translate those strategic enablers into day-to-day activities, which would be measured and benchmarked. The aim was to rise to the identified challenges and make the best use of resources, deliver a first class emergency response, deliver a highly efficient, effective and resilient fire and rescue service and to be an outstanding fire and rescue service.

RESOLVED –

That the Response Strategy 2018-2023 be approved.

**FA22**

**EFFICIENCY PLAN PROGRESS REPORT**

The Director of Finance and Assets advised that this report had been brought before Members today to high-light the excellent work the Authority had done to achieve savings over the past four years. When the HMICFRS Inspection takes place next year the Inspectors would be looking at the efficiency of the Authority and this was really good evidence to support the work that had been done to achieve that efficiency.

The Director of Finance and Assets advised Members that despite achieving these savings, there had been a number of cost pressures the Authority had been facing, one of which was pay awards. The Authority had originally budgeted 1% but this year the pay award had been agreed at 2% which would put increased pressure on finances. The other issue which had become known over the last few weeks was around pensions. The original discounted rate was going to decrease from 3% to 2.8% above inflation but recently the Treasury reduced the rate even further to 2.4%. The initial report from the government's Actuary Department suggests that the employers' contribution for the firefighter's scheme would increase from 17.6% to 30.2%. The impact on the Authority would be an increase of annual contributions of £1.6M. The Treasury had said that for 2019/20 it would fund 90% of this amount; however, that would leave the Authority in a position of uncertainty the year after. Officers would continue to lobby government for increased precept flexibility to deal with this pressure, and for additional funding.

RESOLVED -

That the progress against the Efficiency Plan be noted.

**FA23**

**THE 2019-20 LOCAL GOVERNMENT FINANCE SETTLEMENT: TECHNICAL CONSULTATION PAPER**

The Director of Finance and Assets advised Members that this was the Authority's response to the 2019/20 Government Consultation. The response was very similar to last year's response and was written before the pensions issue had become known.

RESOLVED –

That the response to the consultation be noted.

**FA24**

**LOCAL AUTHORITY PLANNING CONSULTATIONS**

The Lead Member for Community Protection advised that Members had expressed an interest in what interactions officers of the Authority had with local authority planning services. This report provided an overview of the interaction this year, as all

local authorities had published strategies. Officers had also been engaging planning officials face to face to both explain the Authority's concerns and to understand the longer-term development plans to inform the drafting of the next Public Safety Plan. In particular, Members had expressed an interest in officers making representations around the need for key worker housing.

The Corporate Planning Manager introduced the report, drawing Members attention to the appended letters setting out the Authority's responses to the statutory six-week public consultations held by Milton Keynes Council and the Buckinghamshire District Councils in relation to the latest versions of their local plans. In addition to addressing specific local matters, the responses also contained representations relating to the general effect of planning decisions on community safety and the Authority's operations including:

- ensuring provision of adequate infrastructure and access to new housing developments for firefighting and rescue purposes;
- Measures to improve the safety of housing and facilities for vulnerable groups such as the elderly and disabled;
- Measures to improve the safety of key parts of the public estate such as schools;
- Management of flooding risks;
- Provision of affordable housing for emergency services workers.

The Corporate Planning Manager also advised Members that officers were engaged in an ongoing dialogue with the relevant local authorities regarding the potential implications for fire and rescue of major infrastructure projects such as HS2, Heathrow expansion, Cross Rail and the East-West rail and proposed Expressway linking Cambridge, Milton Keynes and Oxford. The outcome of these discussions would inform the development of the next Public Safety Plan covering the period 2020-2025.

Some potential requirements in relation to future fire and rescue service provision had also been provided to Buckinghamshire County Council to inform their dialogue with central government regarding the potential for a 'growth deal' covering the period to 2033.

In response to a Member question, the Head of Service Development confirmed that these included outline requirements for provision of new fire and rescue facilities, and indicative costs associated with these, to deal with potential risks arising from the impact of specific projects including HS2, the planned growth of Princes Risborough and the new East-West economic and transport corridor linking Cambridge, Milton Keynes and Oxford.

A Member asked what the Authority's position on sprinklers was and was advised that it very much depended on the type of building and the risks associated with it as to whether it was beneficial to have a sprinkler system. Nationally, the fire and rescue service had been campaigning very strongly for sprinklers. There had been tremendous success in Wales, where residential accommodation cannot be built unless there were sprinklers. Scotland was moving that way; unfortunately, England was a long way behind. The National Fire Chiefs Council was pushing as hard as it could, but government was a lot more resistant to introducing sprinklers.

A Member wanted clarification on fire crews moving cars if there was no access for a fire appliance and was advised that primarily the fire service does have access if residents take into consideration the needs of the fire and rescue service. If necessary and if there was a life risk, crews would take a particular risk to get their appliances nearer to the incident or they would use the hose from where they were. The service also operates reactively. Where residents contact the service to talk about parking issues in their area, crews would go out and actually have a look. If they see any issues, they can put up signs on lampposts and leaflets on some of the vehicles themselves, just to highlight that they do need to be getting access in case of emergency. As far as moving vehicles was concerned, it would be the very last resort.

A Member asked if the Authority had received responses to its letters and was advised that it had received acknowledgments to all only.

A Member asked if officers could approach Buckinghamshire County Council and Milton Keynes council concerning the Highways England Seminars regarding the East-West Expressway and was advised that they would.

RESOLVED –

That the report be noted.

## **FA25**

### **EQUALITY, DIVERSITY AND INCLUSION OBJECTIVES 2016-20: REVIEW OF YEAR TWO PROGRESS**

The Lead Member for People and Equality and Diversity introduced the report and advised Members that this was year two of the Authority's four-year programme on the Equality, Diversity and Inclusion Objectives.

The Head of Human Resources advised Members that this was an update on the Equality, Diversity and Inclusion Objectives, which were agreed in June 2016. As the Lead Member had stated, the Authority was two years into the four-year programme. When originally developed, years one and two were about putting the infrastructure in place, laying the foundations and making sure

the Authority could analyse and improve the data and ensuring it was aligning its equality and diversity focus with the people strategy priorities. Years three and four would be about embedding equality and diversity into the organisation, making sure to drive progress and also report trends. The report compared progress against the equality framework for fire and rescue services.

The Head of Human Resources advised Members that the report set out four of the Authority's equality and diversity objectives. Also, from the 30 March 2017, the Authority was required to publish equality data with regard to gender pay. The regulations that introduced this requirement were the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

RESOLVED –

That the contents of the report be noted.

**FA26**

**DATE OF NEXT MEETING**

The Authority noted that the next meeting of the Fire Authority was to be held on Wednesday 12 December 2018 at 11am.

THE CHAIRMAN CLOSED THE MEETING AT 12:10 PM

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# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Overview and Audit Committee
<b>DATE OF MEETING</b>	14 November 2018
<b>OFFICER</b>	Julian Parsons, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Roger Reed
<b>SUBJECT OF THE REPORT</b>	<b>Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services – Preparation Update</b>
<b>EXECUTIVE SUMMARY</b>	<p>On 14 February 2018, Officers presented to the Fire Authority their preparation plans for the launch of the new Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection process, alongside their response to the consultation relating to the inspection methodology. The purpose of this paper is to update the Committee on progress with the Service's preparations for, and engagement with, the inspection process.</p> <p>Tranche One inspections, comprising 14 FRS, are now complete with reports of their findings scheduled to be published by HMICFRS in early December 2018.</p> <p>The Tranche Two inspection process, comprising 16 FRS (including Oxfordshire and Royal Berkshire FRSs), is now well underway. The Tranche Two inspection timetable is shown at Appendix 1.</p> <p>Buckinghamshire FRS (BFRS) is to be inspected in Tranche Three. This is currently planned to commence in the Spring of 2019 though the precise timings of the individual FRS inspections are yet to be confirmed. However, BFRS has already engaged with the process via response to a number of performance information requests. To date these have been fulfilled on time and to the required specifications.</p> <p>Currently the Service's preparations are proceeding to plan. Overall progress with preparations at milestone level, together with key risks and associated mitigations, are shown in the project Highlight Report at Appendix 2</p>
<b>ACTION</b>	Noting.
<b>RECOMMENDATIONS</b>	<p>It is recommended that:</p> <ol style="list-style-type: none"> <li>1. the content of the progress report be noted; and</li> <li>2. a copy of this report be submitted to the 12 December 2018 Fire Authority meeting for their information, updated to reflect the latest position at</li> </ol>

	<p>that time.</p> <p>The Authority be recommended to agree that:</p> <ol style="list-style-type: none"> <li>3. the Overview and Audit Committee continue to receive progress reports on preparations for the HMICFRS inspection;</li> <li>4. a summary of the overall findings from each inspection tranche be received by the Authority when available;</li> <li>5. the HMICFRS' full inspection report relating to Buckinghamshire Fire and Rescue Service be received by the Authority following publication; and</li> <li>6. following publication of the HMICFRS inspection report, the Overview and Audit Committee monitor progress with plans to address any recommendations made by HMICFRS.</li> </ol>
<b>RISK MANAGEMENT</b>	<p>There are reputational corporate risks to the organisation should we be graded as inadequate. The Service has already taken steps to mitigate this through having extensive internal and external audits of a number of areas of the Service. Notably, our operations have been subject to external independent assurance. Our Health, Safety and Wellbeing function has been independently audited by the Royal Society for the Prevention of Accidents and received a Gold Award.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>FRS are not funded for burden and preparation resource implications of HMICFRS visit, nor is the Service charged. This round of inspections is funded by the Home Office. The Police are top sliced from their government grants to fund the HMICFRS inspections of constabulary. There has been no mention yet that this might be a future funding model for the inspection of FRS.</p>
<b>LEGAL IMPLICATIONS</b>	<p>The powers of inspection of FRS are established by the Policing and Crime Act 2017. There is no contractual relationship between BFRS or HMICFRS. There are no specific legal functions or liabilities anticipated at this time.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>Though this is something each Service has to plan and deliver individually, officers have been working on our approach in consultation with our Thames Valley FRS partners and 'peer' support from Thames Valley and Gloucestershire Police Forces.</p>
<b>HEALTH AND SAFETY</b>	<p>There are no Health, Safety or Wellbeing implications anticipated. This area is subject to inspectorate scrutiny.</p>
<b>EQUALITY AND</b>	<p>There are no Equality and Diversity implications expected as part of the preparation process. However,</p>

<b>DIVERSITY</b>	assessment of performance in this area is subject to inspectorate scrutiny.
<b>USE OF RESOURCES</b>	<p>A preparation plan was devised for the Service and presented to the Fire Authority on 14 February 2018. The preparations for HMICFRS is being led by the Head of Service Development.</p> <p><b>Communication with stakeholders;</b> A Stakeholder engagement exercise has been carried out and points of communication with Members and staff has been programmed into the preparation plan.</p> <p><b>The system of internal control;</b> Specific areas identified for service improvement have been identified through a number of workshops. These are being captured in relevant departmental plans and the Operational Assurance Plan. These will be reported on in the usual way and ultimately to the Executive Committee.</p> <p><b>The medium term financial strategy;</b> No implications for the strategy are identified at this time. There may be future implications depending on the long-term funding model for HMICFRS.</p> <p><b>The balance between spending and resources;</b> No new human resources have been identified as being required to prepare for inspection. The Corporate Planning Manager is overseeing preparation of evidence gathering with support from the Service's Business Continuity and Resilience Manager. The Viper system has been designed to capture evidence on an ongoing basis. This allows managers to provide evidence as part of their usual reporting process. Further scrutiny of the progress against the delivery of the corporate plan is provided by the Performance Management Board.</p> <p>The ethos of the Service will be to continue to deliver the Service's vision and strategic aims and gather the relevant evidence for the HMICFRS as business as usual rather than an extra burden.</p> <p>While we develop an understanding of the inspection process and monitor the experience and effect on other Services we will revisit the resourcing needs.</p> <p>We have identified that preparations for aspects of the new Public Safety Plan (PSP) due in 2020 need to be closely aligned with preparations for the HMICFRS. This is reflected in the plan.</p>
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p><b>Background</b></p> <p>Chapter four of the Policing and Crime Act 2017 established the legal framework for the inspection of English fire and rescue services. Wales and Scotland have their own mechanisms for assuring services. The Home Office subsequently awarded a contract to Her</p>

	<p>Majesty’s Inspectorate of Constabulary and consequently they changed their name to Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services.</p> <p>Our preparation plans together with our response to HMICFRS’ consultation on the inspection methodology was presented to, and considered at, the 14 February 2018 Fire Authority meeting (see pages 131 – 162):</p> <p><a href="https://bucksfire.gov.uk/files/9615/1782/8239/FIRE_AUTHORITY_AGENDA_AND_REPORTS_140218-min.pdf">https://bucksfire.gov.uk/files/9615/1782/8239/FIRE_AUTHORITY_AGENDA_AND_REPORTS_140218-min.pdf</a></p>
<p><b>APPENDICES</b></p>	<ol style="list-style-type: none"> <li>1. Tranche Two inspection timetable</li> <li>2. HMICFRS Project Highlight Report</li> </ol>
<p><b>TIME REQUIRED</b></p>	<p>15 Minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Stuart Gowanlock – Corporate Planning Manager</p> <p><a href="mailto:sgowanlock@bucksfire.gov.uk">sgowanlock@bucksfire.gov.uk</a></p>

## APPENDIX 1: FRS tranche 2 – key inspection activity dates

<b>FRS</b>	<b>Discovery</b>	<b>Strategic briefing (proposed)</b>	<b>Fieldwork</b>	<b>Hot debrief</b>
Oxfordshire (OXF)	w/c 24 Sept	Fri 19 Oct	w/c 29 Oct	w/c 5 Nov
Northumberland (NBF)	w/c 24 Sept	Mon 15 Oct	w/c 29 Oct	w/c 5 Nov
Humberside (HUF)	w/c 24 Sept	Wed 17 Oct	w/c 5 Nov	w/c 19 Nov
Shropshire (SHF)	w/c 1 Oct	Thu 25 Oct	w/c 12 Nov	w/c 19 Nov
Dorset and Wiltshire (DWF)	w/c 8 Oct	Thu 8 Nov	w/c 19 Nov	w/c 26 Nov
Northamptonshire (NPF)	w/c 15 Oct	Wed 7 Nov	w/c 19 Nov	w/c 26 Nov
West Sussex (WSF)	w/c 15 Oct	tbc – w/c 12/11	w/c 26 Nov	w/c 10 Dec
Leicestershire (LEF)	w/c 15 Oct	Thu 22 Nov	w/c 3 Dec	w/c 10 Dec
Merseyside (MEF)	w/c 22 Oct	Thu 22 Nov	w/c 3 Dec	w/c 10 Dec
Greater Manchester (GMF)	w/c 19 Nov	Mon 7 Jan	w/c 14 Jan (two weeks)	w/c 4 Feb
Kent (KEF)	w/c 26 Nov	Mon 7 Jan	w/c 14 Jan	w/c 21 Jan
West Midlands (WMF)	w/c 3 Dec	Thu 17 Jan	w/c 28 Jan (two weeks)	w/c 11 Feb
Royal Berkshire (BRF)	w/c 10 Dec	Wed 16 Jan	w/c 28 Jan	w/c 4 Feb
Tyne and Wear (TWF)	w/c 10 Dec	Wed 23 Jan	w/c 4 Feb	w/c 11 Feb
Norfolk (NKF)	w/c 10 Dec	Thu 24 Jan	w/c 4 Feb	w/c 11 Feb
Nottinghamshire (NTF)	w/c 7 Jan	Thu 31 Jan	w/c 11 Feb	w/c 18 Feb

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<b>Lead Member:</b> <b>Lead Officer:</b> <b>Project Manager:</b> <b>Business Sponsors:</b>	<b>Cllr Roger Reed</b> <b>AC Julian Parsons</b> <b>Stuart Gowanlock</b> <b>CFO Jason Thelwell</b>	<b>Project Objectives:</b>  Detailed at pages 2 – 3 of <a href="#">PID</a>	<b>Overall RAG</b>  
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<b>Finance</b>		<b>Plan</b>		<b>Risks &amp; Issues</b>		<b>Scope</b>		<b>Resources</b>	
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### Summary – Period dated: June – September 2018

- Key Activities**
- National
- Tranche 1 inspections now complete.
  - Tranche 1 response rate to staff survey appears low (c. 700 from 14 FRS).
- Thames Valley
- Thames Valley HMICFRS Group established. Meetings held on 11 May & 13 July.
  - OFRS Discovery week (24-28 September) complete.
- Local
- Detailed project plan and risk register approved at 21 June PMB.
  - All HMICFRS data requests fulfilled to specification and deadlines.
  - Initial audit and gap analysis of HMICFRS documentation requirements complete.
  - Draft Self Assessment document prepared and circulated internally for input and comment.
  - Hosted day long visit from Gloucestershire Police in-house HMICFRS liaison officers.

Change Request Log:		
<i>Enter the date and details of any change requests</i>	<i>Enter the reason for change</i>	<i>Indicate current status of change</i>
N/A - None requested		

### Priorities for Next Period: October – December 2018

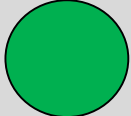
- National
- Tranche 2 inspections now underway (timetable attached at Appendix 1).
  - Next data request expected early October (submission deadline to be confirmed).
  - Development of Corporate Governance inspection methodology underway.
- Thames Valley
- RBFRS Discovery week scheduled for week commencing 10 December
  - OFRS inspection week scheduled for 29 October.
- Local
- Respond to next HMICFRS Data Request
  - Progress self-assessment (review with Leadership Group scheduled for 29 October Forum)
  - Conduct peer 'reality testing' of protection and people diagnostics with support from Gloucestershire Police (scheduled for 31 October / 1 November).

Key Milestones	Forecast/ Actual	RAG
Initial data submission	03:05:18 – 01:06:18	C
Second data submission	18:07:18 – 13:08:18	C
Initial Self Assessment	01:05:18 – 14:09:18	G
Third data Submission	October TBC	G
Communications Planning	14:06:18 – 22:06:18	C
Gap analysis and improvement planning	29:05:18 – 31:01:19	G

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
1	A	Loss of key project personnel e.g. SLO, Data SPOC.	Head of Service Development is acting as SMB lead and could cover SLO role if needed. Data Intelligence Manager is Data SPOC SM Business Continuity has covered this role during initial data submission so could do so again.	HMICFRS SLL has been replaced following resignation of original SLL.
3	G	Failure to engage and inform key stakeholder groups in relation to the HMICFRS requirements and / or the inspection process	Comprehensive <a href="#">communication plan</a> prepared to identify all stakeholder groups affected by the scope of the inspection process and their needs / requirements	
4	A	Competition for project resources from other projects or initiatives	Project performance to be scrutinised by PMB with the SMB Lead taking an active role to ensure that the project is accorded a sufficient priority to maintain required level of resourcing	
5	G	Major business continuity event disrupts ability or capacity of project and / or wider organisation to meet HMICFRS requirements.	Dependency on business continuity planning and management process.	

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<b>Lead Member:</b> <b>Lead Officer:</b> <b>Project Manager:</b> <b>Business Sponsors:</b>	<b>Cllr Roger Reed</b> <b>AC Julian Parsons</b> <b>Stuart Gowanlock</b> <b>CFO Jason Thelwell</b>	<b>Project Objectives:</b>  Detailed at pages 2 – 3 of <a href="#">PID</a>	<b>Overall RAG</b>  
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<b>Finance</b>		<b>Plan</b>		<b>Risks &amp; Issues</b>		<b>Scope</b>		<b>Resources</b>	
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### Summary – Period dated: June – November 2018

#### Key Activities

##### National

- Tranche 1 inspections now complete (publication of reports expected 14 December).
- Tranche 1 response rate to staff survey appears low (c. 700 from 14 FRS).

##### Thames Valley

- Thames Valley HMICFRS Group established. Meetings held on 11 May, 13 July & 13 Nov.
- OFRS Inspection complete – HMICFRS report expected May 2019.

##### Local

- Detailed project plan and risk register approved at 21 June PMB.
- All HMICFRS data requests fulfilled to specification and deadlines.
- Initial audit and gap analysis of HMICFRS documentation requirements complete.
- Draft Self Assessment document prepared and circulated internally for input and comment.
- Two day reality testing of Protection and People themes undertaken by Gloucestershire Police in-house HMICFRS team on 31 October / 1 November.

Key Milestones	Forecast/ Actual	RAG
Initial data submission	01:06:18	C
Second data submission	13:08:18	C
Third data Submission	January 2019	G
Finalise Self Assessment	31:01:2019	C
Prepare Strategic Briefing	1:02:19 – 31:03:19	G

#### Change Request Log:

<i>Enter the date and details of any change requests</i>	<i>Enter the reason for change</i>	<i>Indicate current status of change</i>
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N/A - None requested

#### Priorities for Next Period: December 2018 – March 2019

##### National

- Tranche 2 inspections now underway (timetable attached at Appendix 1).
- Next data request awaited (originally expected October – now expected January 2019).
- Development of Corporate Governance inspection methodology underway.
- Overall phasing of tranche 3 inspections now published but timing of individual FRS inspections to be confirmed.

##### Thames Valley

- RBFRS Discovery week scheduled for week commencing 10 December 2018.
- RBFRS fieldwork will be undertaken week commencing 28 January 2019.

##### Local

- Respond to next HMICFRS Data Request
- Finalise self-assessment (review with Leadership Group complete)
- Prepare Strategic Briefing
- Implement staff communications plan.

Risk/ Issue	RAG	Description	Mitigating Action	Next Action
1	A	Loss of key project personnel e.g. SLO, Data SPOC.	Head of Service Development is acting as SMB lead and could cover SLO role if needed. Data Intelligence Manager is Data SPOC SM Business Continuity has covered this role during initial data submission so could do so again.	HMICFRS SLL has been replaced following resignation of original SLL.
3	G	Failure to engage and inform key stakeholder groups in relation to the HMICFRS requirements and / or the inspection process	Comprehensive communication plan prepared to identify all stakeholder groups affected by the scope of the inspection process and their needs / requirements	
4	A	Competition for project resources from other projects or initiatives	Project performance to be scrutinised by PMB with the SMB Lead taking an active role to ensure that the project is accorded a sufficient priority to maintain required level of resourcing	
5	G	Major business continuity event disrupts ability or capacity of project and / or wider organisation to meet HMICFRS requirements.	Dependency on business continuity planning and management process.	

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**Zoë Billingham BA Hons (Oxon)**  
Her Majesty's Inspector of  
Constabulary  
Her Majesty's Inspector of Fire and  
Rescue Services

Chief fire officers  
Chairs of fire authorities  
Police, fire and crime commissioners  
Police and crime commissioners  
Lead fire authority members  
Locally elected mayors  
Other FRS interested parties

27 November 2018

Dear Colleague

## **FIRE AND RESCUE SERVICE INSPECTIONS UPDATE**

I am writing to keep you updated with the fire and rescue service (FRS) inspections.

### *Tranche one reports*

2. I'd like to thank all the tranche one services for completing the pre-publication checks of their draft reports and returning comments to us in a timely manner. We are now finalising the reports and preparing them for publication on 14 December 2018.

3. As advised previously, each chief fire officer will receive an embargoed copy of their finalised service report at least 24 hours prior to it being published. A copy of the report will also be sent to the chair of the respective fire and rescue authorities.

### *HMICFRS FRS web content*

4. We are continuing to develop our website with more FRS related content and have now completed individual landing pages for each service. We would like to invite you to review your content and advise us of any changes you would like to be made. You can access your service's page by selecting your service from the map on this page: [www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/](http://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/)

5. Please only include amendments that are corrections to factual inaccuracy, not new or additional text. Please also review the chief fire officer photo on this page and give us a new high-resolution photo if need be. Please send any comments and/or an updated CFO profile picture by 4 December 2018 to: [HMICInspectionsAdmin@hmicfrs.gov.uk](mailto:HMICInspectionsAdmin@hmicfrs.gov.uk).

### *FRS inspections event*

6. As we approach the mid-way point in the inspection programme, I thought it would be a good time to bring the chief fire officers and fire and rescue authority chairs together again to discuss progress and emerging themes. We will also share our developing thinking about the corporate governance inspection. This event will be held on **21 January 2019** in London. Invitations and further details will follow as soon as possible. I would be grateful if you could keep this date free to attend.

### *Data collection*

7. I am aware that you may be expecting a third data request to be made this month. I have decided to postpone this until January to allow my teams to finalise work with CIPFA to improve the way we request and gather FRS financial data. We will discuss this in detail with colleagues on the Technical Advisory and External Reference groups before we make a further data request to make sure this change will be of value to the sector as well as our inspections.

8. As before, the request will be made to all services. Further information will be provided nearer the time.

### *Tranche three fieldwork*

9. The dates of the tranche three inspections are set out in the table below. Please let us know of any weeks to avoid during this period for your service by emailing [InspectionsAdmin@HMICFRS.gov.uk](mailto:InspectionsAdmin@HMICFRS.gov.uk) We will then contact your service liaison officer (SLO) to discuss the most appropriate inspection dates for your service.

Tranche 3 Activity	Timing
Data request	January 2019
Document request	January
Self assessment deadline	April
In service Discovery activity	April – June
Strategic briefing	Two weeks before inspection
Fieldwork	May - July
Pre-publication checks	October
Publication	November/December

10. If you require any further information about the inspection programme then please do not hesitate to contact either me or Laura Gibb, the portfolio director via ([LauraAlice.Gibb@hmicfrs.gov.uk](mailto:LauraAlice.Gibb@hmicfrs.gov.uk)).

11. Thank you again for your continued support of our inspection programme.

Yours sincerely

A handwritten signature in cursive script that reads "Zoë Billingham". The signature is written in black ink on a light-colored, textured background.

**Zoë Billingham**  
HM Inspector of Constabulary  
HM Inspector of Fire and Rescue Services

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# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	12 December 2018
<b>OFFICER</b>	Mark Hemming, Director of Finance and Assets
<b>LEAD MEMBER</b>	Councillor Peter McDonald
<b>SUBJECT OF THE REPORT</b>	<b>Insurance Arrangements from 2019/20</b>
<b>EXECUTIVE SUMMARY</b>	<p>This paper presents to Members the proposal for the Authority to join the Fire and Rescue Indemnity Company (<b>FRIC</b>), a private company limited by guarantee formed by other Fire and Rescue Authorities (FRAs) to act as a pool for insurance purposes from 1 April 2019.</p> <p>The Authority purchases insurance cover in order to meet statutory requirements and to mitigate risk. This has been arranged in the past by tendering for the services via an EU compliant process. The current three year long term agreement expires on 31 March 2019 (with an option to extend for a further two years if required). Following an options appraisal it is proposed that the Authority adopt a collaborative approach by joining the FRIC.</p> <p>Under the pooling arrangements all the participating fire and rescue authorities would share financially with each other, on a proportionate basis, the cost of establishing a pool fund from which any loss incurred by an individual member of the insurance pool would be met.</p> <p>This arrangement was first established by nine fire and rescue authorities in 2015. Full details are set out in <b>Annex A</b>. The FRIC has issued a 'Prospective Member Guidance' which is attached as <b>Annex B</b>.</p>
<b>ACTION</b>	Decision.
<b>RECOMMENDATIONS</b>	<p>It is recommended that :</p> <ol style="list-style-type: none"> <li>1. the Authority's participation in the pooling arrangement and that the Authority becomes a member of the Company (providing a guarantee of £100) be approved;</li> <li>2. the Authority's participation in the pooling arrangement for its corporate property, liability, motor and other miscellaneous insurance requirements for a minimum period of three years through FRIC with</li> </ol>

	<p>effect from 1 April 2019 be approved;</p> <p>3. participation in a financial guarantee for supplementary premiums should claims against the pool exceed the funding available be approved;</p> <p>4. the Director of Finance and Assets be appointed as the Authority’s representative to:</p> <ul style="list-style-type: none"> <li>a) receive statutory and other notices and documents from the FRIC,</li> <li>b) communicate with and give instruction to the FRIC on the Authority’s behalf, and</li> <li>c) provide a receipt for payments which may be made by the FRIC to the Authority;</li> </ul> <p>5. the Director of Finance and Assets be appointed as the Authority’s voting representative at FRIC general meetings or otherwise and to exercise the Authority’s right to attend and be heard at any FRIC general meeting; and</p> <p>6. an exemption from Standing Order 8 of Standing Orders Relating to Contracts ( Competitive Tendering Process) be granted</p>
<p><b>RISK MANAGEMENT</b></p>	<p>There are a number of related benefits which should result from the Pool arrangement but, essentially, the arrangement should be significantly more cost-effective than “ordinary” insurance. The costs benefits result from the following: (a) the Pool will not be profit-making and so the cost of each FRA’s contributions should be lower than the cost of premia paid to external insurers to obtain the same cover, since there is no need to build in a profit element; (b) the costs of insurance on the open market have been high in recent years, because only a few insurers are interested in the “blue light” market and because there have been significant claims that have led to a rise in premiums; (c) the insurance for large single losses ought to be cheaper if it is bought collectively by multiple authorities than if it were bought separately by each FRA; (d) the Pool arrangement will provide an incentive to FRAs to make use of best practice to minimise their risks, because the fewer the claims, the less expensive the calls to contribute should be; and (e) the Hybrid Discretionary Mutual arrangement is considered to be capital efficient.</p> <p>There are, however, risks involved in entering into the Pool arrangement. The main risk is that if there were an unexpectedly large number of claims upon the funds in the Pool, it would be necessary for the participating authorities to top up the Pool by committing additional funds to it. The commercial risks of the arrangement will rest with the FRAs, rather than with private sector insurers.</p>



	<p>Provision for supplementary calls will, therefore, be included in the pooling arrangement. The FRIC anticipates that the risk of the costs of claims exceeding contributions will be greatest in the early years of the arrangement.</p> <p>A member may not withdraw from the FRIC except at the expiry of a protection period or with the written consent of the FRIC. A member which ceases to be a member for any reason shall be and remain liable to pay all contributions owing by it, save for contributions due in respect of an indemnity year which has been closed.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>The total insurance premium payable for 2018-19 was £356k, against a budget of £327k for the year.</p> <p>The indicative premium payable to the FRIC for 2019-20 is between £270k and £300k. The exact fee will be confirmed during the due diligence process.</p> <p>There is a one-off charge of £15k payable for on-boarding and a one-off fee of around £3k will be payable for the validation of risk management arrangements (depending on the level of support needed to document the arrangements).</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p><b>Vires</b></p> <p>The FRIC received Leading Counsel’s Opinion in April 2014 which has been shared with officers (a copy can be provided to members of the Authority on request). Leading Counsel confirmed that fire and rescue authorities can enter into the insurance pooling arrangements using the discretionary powers granted to them by the introduction of section 5A of the Fire and Rescue Services Act 2004 on 18 February 2012.</p> <p>Section 5A provides that the Authority may do:</p> <ul style="list-style-type: none"> <li>• anything it considers appropriate for the purposes of the carrying-out of any of its functions (its “functional purposes”),</li> <li>• anything it considers appropriate for purposes incidental to its functional purposes,</li> <li>• anything it considers appropriate for purposes indirectly incidental to its functional purposes through any number of removes,</li> <li>• anything it considers to be connected with—             <ul style="list-style-type: none"> <li>– (i) any of its functions, or</li> <li>– (ii) anything it may do under paragraph (a), (b) or (c), and</li> </ul> </li> <li>• for a commercial purpose anything which it may do under any of paragraphs (a) to (d) otherwise than for a commercial purpose.</li> </ul> <p>Therefore, the Authority has the vires to become a</p>

	<p>member of a company and to make payments to that company for the purposes of providing mutual insurance cover.</p> <p><b>Public Contracts Regulations 2015 (PCR)</b></p> <p>The FRIC received a further and separate Leading Counsel’s Opinion in May 2015 as to whether participating FRAs can obtain insurance services from a company limited by guarantee, without going out to tender under the procurement rules set out in the PCR (a copy can be provided to members of the Authority on request).</p> <p>Regulations 12(5) and (6) of the PCR provide an exemption for FRAs so that they can contract with the FRIC direct without undertaking a public procurement exercise if all of the following criteria are met:</p> <ol style="list-style-type: none"> <li>1 The decision-making bodies of the FRIC are composed of representatives of all participating FRAs;</li> <li>2 The participating FRAs are able to jointly exert decisive influence over the strategic objectives and significant decisions of the FRIC; and</li> <li>3 The FRIC does not pursue any interests which are contrary to those of the controlling FRAS.</li> </ol> <p>The Opinion provided guidance to the FRIC in order for it to structure its Articles of Association to comply with those criteria.</p> <p><b>Contract Standing Orders</b></p> <p>Contract Standing Order 4 permits the Authority to grant an exemption to enable a contract to be placed by direct negotiation with suppliers rather than in accordance with Standing Order 8 (Competitive Tendering Process) provided that this remains compatible with English and EU law.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>Eligibility to join the FRIC is restricted to fire and rescue authorities.</p> <p>Over the years, third party insurance has been very costly with very little competition in the fire sector. This alternative was researched and the FRIC was subsequently set up for the mutual management of risk, to provide discretionary cover and the purchase of external insurances. It is owned and controlled by the member fire and rescue authorities.</p> <p>In its first two years FRIC has delivered a surplus of £607k, equivalent to 8% of the contributions from each Member Authority. This is money that would otherwise have gone out of the public sector, instead it can be retained to support further improvements and drive better risk management and ultimately, deliver lower costs for FRIC’s members.</p> <p>The key to long-term savings in risk protection costs is</p>

	<p>the active management of risks and the development of best practice in this area. To support this, FRIC established and supports the Fire and Rescue Risk Group (<b>FARRG</b>). This Group is open to any authority to join who are looking to work collaboratively to improve its claims experience with no obligation to join FRIC but who are willing to share its knowledge and experiences, and prepared to work collaboratively to develop improved risk controls and reduce claims. This Group looks to develop mutually agreed policies and procedures, and provide funded access to joint training, risk management products and expertise.</p>
<b>HEALTH AND SAFETY</b>	<p>FRIC established and supports the FARRG, which looks to develop mutually agreed policies and procedures, and provide funded access to joint training, risk management products and expertise, all of which will have a positive impact on Health and Safety.</p>
<b>EQUALITY AND DIVERSITY</b>	<p>No direct impact.</p>
<b>USE OF RESOURCES</b>	<p>See Financial Implications.</p>
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p><b>Background</b></p> <p>Insurance Arrangements from 2015/16, Executive Committee, 18 March 2015:  <a href="https://bucksfire.gov.uk/files/6814/2564/4308/ITEM_12_Insurance_Renewal_2015-16_Exec.pdf">https://bucksfire.gov.uk/files/6814/2564/4308/ITEM_12_Insurance_Renewal_2015-16_Exec.pdf</a></p> <p>Insurance Arrangements Update, Executive Committee, 13 July 2016:  <a href="https://bucksfire.gov.uk/files/2714/6762/7021/ITEM_9_Insurance_Arrangements_Update_-Rev.pdf">https://bucksfire.gov.uk/files/2714/6762/7021/ITEM_9_Insurance_Arrangements_Update_-Rev.pdf</a></p> <p><a href="#">FRIC Ltd Company Rules November 2015</a></p> <p>FRIC Ltd Articles of Association 1 December 2017 (<a href="#">link to Articles submitted to Companies House</a>)</p> <p>Standing Orders Relating to Contracts, approved October 2017:  <a href="https://bucksfire.gov.uk/files/6015/0894/3533/Contract_Standing_Orders_-_October_2017.pdf">https://bucksfire.gov.uk/files/6015/0894/3533/Contract_Standing_Orders_-_October_2017.pdf</a></p>
<b>APPENDICES</b>	<p>Annex A – Insurance Arrangements from 2019/20  Annex B – ‘Prospective Member Guidance’ FRIC Ltd.</p>
<b>TIME REQUIRED</b>	<p>15 minutes</p>
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Mark Hemming  <a href="mailto:mhemming@bucksfire.gov.uk">mhemming@bucksfire.gov.uk</a>  01296 744687</p>

## Annex A – Insurance Arrangements from 2019/20

### 1. Introduction

- 1.1. The Authority has a statutory requirement to put in place certain insurances and also uses insurance to mitigate a range of risks. Historically the Authority has purchased its insurance cover from the open market.
- 1.2. Alternative models for insurance have been proposed in the past as the local government sector has sought to address limited competition in the insurance market and concerns about premium levels. There is now an established alternative model with a fire specific focus and this report recommends that the Authority adopts that model.
- 1.3. The Fire and Rescue Indemnity Company (**FRIC**) is an entity formed by other fire and rescue authorities, to act as a pool for insurance purposes. Under the pooling arrangements all the participating fire and rescue authorities would share financially with each other, on a proportionate basis, the cost of establishing a pool fund from which any loss incurred by an individual member of the insurance pool would be met. It is owned and controlled by the member Fire and Rescue Authorities, currently Bedfordshire, Royal Berkshire, Cambridgeshire, Cheshire, Devon and Somerset, Leicestershire, Kent, Hampshire and Essex all of which were the nine founding members. East Sussex resolved at its meeting on 6 September 2018 to apply to become a member commencing 1 April 2019, the first joining member since FRIC was incorporated. Losses above the pool's threshold are covered by insurance cover purchased by FRIC.
- 1.4. The Company was set up to provide an alternative to traditional insurance and give member fire and rescue authorities greater control over the cover provided and the management and settlement of claims.
- 1.5. FRIC has been trading since November 2015. The first two years published financial results are summarised below and demonstrate a sound level of performance in line with that originally modelled:

	<b>2015/16</b>	<b>2016/17</b>
Contributions	£3,774k	£3,803k
Surplus	£471k	£136k
Expense Ratio*	17.5%	19.2%
Combined Ratio**	87.5%	96.4%

\* The expense ratio in the insurance industry is a measure of profitability calculated by dividing the expenses associated with acquiring, underwriting and servicing premiums by the net premiums earned by the insurance company.

\*\* A measure of financial year underwriting profitability. It is the sum of the net claims, commissions and expenses divided by net earned premium. This excludes instalment and other operating income, and investment return. A combined operating ratio ("COR") of less than 100% indicates profitable underwriting.

## **2. Key Benefits**

- 2.1. Cover is provided via a mutual arrangement, the structure of this arrangement means contributions are paid in to a 'pot' based in the individual risks and historic claims profile. It also takes into account the need for a variety of member deductibles depending on risk appetite and financial strength of the authority.
- 2.2. Although the FRIC is owned by the authorities the pool is managed by Regis Mutual Management a private company based in London. Regis was selected through a competitive process and is experienced in providing a fully integrated and comprehensive services dedicated to developing mutuals in the public sector. Regis' in-house claims staff provide a claims handling service, assisting member authorities with any claims.
- 2.3. The hybrid discretionary mutual model means Insurance Premium Tax (**IPT**) is only due on the Protection Programme premiums that are paid to external insurers by FRIC on its and its members behalf. The IPT paid by the Authority as part of its premia for 2018/19 was £38k.
- 2.4. With its sector specific focus, over the life of FRIC it has developed a risk management assessment process. To support this FRIC established and supports the Fire and Rescue Risk Group (**FARRG**). As a result the process is more specifically suited to fire and rescue and the collaborative learning from FARRG's co-ordinated activity should over time help to reduce the frequency and severity of claims, not only saving FRIC cash but the Member's operational and management time associated with each incident and related reputational impact. This Authority has been a regularly participant in the FARRG for the past two years.
- 2.5. The nine Authorities have worked together over the past five years to develop a risk management assessment process and to share best practice, including the benchmarking of risk management arrangements against best practice and a commitment to work to meet this standard. In addition FRIC, through a contract with Regis Mutual Management, provide some risk management support.

## **3. Scope of Cover**

- 3.1. While FRIC provides all the key covers, officers have identified that engineering inspections and legal protection (against uninsured drivers) that the Authority currently has are not provided through FRIC. The current cost of these is estimated at circa £6k per annum.
- 3.2. The Authority will have the option to purchase the non-mutual elements either directly from the market, from a national framework or through FRIC's solution which is expected to be in place 1 November 2018.
- 3.3. There will be an evaluation of policy wording to ensure that the covers offered by FRIC are comparable to those currently in place. This will be carried out as part of the "on-boarding" process.
- 3.4. The discretionary element is a legal device to ensure that the arrangement is not treated as insurance and there have been a number of legal judgements confirming this view. It does mean that the Authority would have no absolute

guarantee that any particular claim would be paid, however such decisions would rest with the Directors of the pool who would have the power to agree to meet any claim made. In practice, there is a similar risk with an insured arrangement if the precise terms and conditions of the insurance contract are not met. Also in practice, the basis of the pooling arrangement is one of mutual trust, and if a claim was not met then there is a risk that the pool could collapse.

- 3.5. Directors of the company are appointed by the participating authorities; no single authority has the right to appoint a director. As with the mutual insurance company it is proposed that these are drawn from appropriate professionals within participating fire and rescue authorities' supplemented by one or two experienced insurance industry figures. The day to day management of the pool is undertaken by a professional management company, Regis Mutual Management Limited, which is required to meet all the necessary professional requirements of the Financial Conduct Authority.

#### **4. Financial Assessment**

- 4.1. The Authority's current agreement for the provision of insurance comes to an end on 31 March 2019. It was let through a competitive process and cover is provided by Zurich Municipal. The total cost of insurance premiums for 2018/19 is £355,700 including Insurance Premium Tax (IPT) at 12%. This is an increase of 10% on the previous year (including a 2% increase in IPT).
- 4.2. Details of the Authority's claims history and various measures and metrics commonly employed within the insurance industry were provided to FRIC and they were able to provide indicative prices. This allowed officers to conduct an initial evaluation. The indicative price provided by FRIC is between £270k and £300k, compared to the premium paid in 2018/19 of £356k. The anticipated saving is therefore between £50k and £80k per annum (once additional covers not provided by the FRIC are taken into account – see paragraph 3.1).
- 4.3. There is a one-off on-boarding fee of £15k payable as part of the process of joining FRIC to cover the legal and other expenses and a one-off fee of around £3k will be payable for the validation of risk management arrangements (depending on the level of support needed to document the arrangements).
- 4.4. The Authority's current level of deductibles is £5,000, which is the same as the minimum level set by FRIC.
- 4.5. An example of the sector specific risk management available through FRIC is the offer of a reduced motor premium subject to vehicle fleet being fitted with video recording devices. FRIC have quoted a £300 per year saving for each fire appliance, which equates to a saving of circa £10k every year.
- 4.6. The pooling arrangements require the Authority to provide for the possibility of an in-year supplementary payment of 5.5% of the annual payment. Based on the indicative pricing from FRIC, an in-year payment of between £14,850 and £16,500 could be required which equates to a maximum of £49,500 over the initial period of membership. On this basis it is recommended that the Authority leaves the risk assessed proportion of the General Fund relating to insurance at its existing balance of £50,000.

4.7. Officers have provided a much more detailed return to FRIC in preparation for the on-boarding process and await firmer prices from FRIC.

**5. Legal Implications** *(The text in paragraphs 5.1 to 5.7 has been provided by the FRIC)*

5.1. The Pooling arrangement recommended here takes the legal form of a Hybrid Discretionary Mutual. In arriving at this model, various options were considered. These options included a buying group, a fully authorised insurance mutual, a fully discretionary mutual and a hybrid discretionary mutual. They are all forms of pooling. However, to take risk a pool needs a formal structure and one that does not infringe regulatory requirements.

5.2. The Hybrid Discretionary Mutual route was chosen since this allows pooling of risk, combines the benefits of a discretionary mutual in terms of structural precedent, flexibility and provides authorised, rated insurance for the larger losses. As well as producing financial benefits in terms of annual cost, it is also capital efficient.

5.3. Discretionary mutuals have been in existence for over 150 years. The legal basis for them was well established in the seminal case *Medical Defence Union vs Department of Trade (1979)* where the court ruled that such structures did not fall foul of the Insurance Acts since the members only had the right to have their claim considered.

5.4. The Financial Conduct Authority has published guidelines as to what constitutes insurance and has followed the principles laid down in the *Medical Defence Union* case. As a result it is clear from both the case law and the Regulatory regime that such mutual do not constitute regulatory activity.

5.5. The Mutual (through the managers) will however be purchasing insurances (group excess of loss contracts) on behalf of the members and as such will be carrying out Intermediary activities which are regulated. There are two options for the mutual under the FSMA 2000 S19 and FSMA (Regulated Activities) Order 2001. Either the mutual can be regulated under its own name or it may become an appointed representative of another authorised person. The option taken was the Discretionary Mutual model. FRIC was created as a company limited by guarantee and trades as an Appointed Representative of an authorised Principal (its Manager in this case). There is no capital requirement. Start-up costs were funded by founding Members and thereafter the business aims to be self-sustaining, funded by Member Contributions as determined by the Board.

5.6. The Hybrid structure is based on the discretionary mutual retaining a portion of each risk, subject to a predetermined finite figure (an aggregate limit) and then the mutual arranging an insurance policy to sit above the Mutual's retention with all members named as an insured on that policy (a group excess of loss policy). In this way the members can all say that they are 'insured' under the group policy but with a high excess which is covered by their discretionary mutual. This has the added advantages that a letter of credit from the mutual in favour of a fronting insurer only needs to cover the mutual's retention and not the whole risk and there is still a substantial saving in that the contributions remaining in the mutual do not attract Insurance Premium Tax of 12%.

- 5.7. The structure of the pool consists of a company limited by guarantee with members and not shareholders. Each member has one vote at an AGM and the membership will elect a Board from amongst their number. Returns of surpluses, if any, will be made pro rata to each member's proportion of contributions. The Board is non-executive and it contracts with a professional mutual management company to outsource the day to day operation of the mutual. The Board will make all the policy decisions and the managers' job is to carry out those decisions and bring all the necessary insurance and management skills into the equation to make sure the mutual runs well.

## **6. Risk Assessment**

- 6.1. The risk of FRIC failing is deemed extremely unlikely. FRIC is now well established and has a mature operating arrangement. There is some history of issues with mutual insurance arrangements however changes in legislation and appropriate operating arrangements have resulted in a number of examples being or planned to be put in place. In this event because FRIC buys Excess of Loss and Aggregate insurance the liability of FRIC for adverse claims costs are capped in any one year. Should FRIC fail the Authority's exposure is limited to £100.
- 6.2. FRIC produces quarterly management accounts, monitors movement in previous years and members are kept fully apprised through the Board. In trading to date since November 2015, there is nothing to suggest a cash call will be required, indeed the opposite is currently true evidenced by the current surplus. There is an EU compliant Framework Agreement that can be used by the Authority to obtain cover beyond this.
- 6.3. FRIC, through its current arrangements, provide cover to its existing members. In the initial work there is no indication that these covers are in any way inferior to those currently enjoyed by the Authority.
- 6.4. As a mutual FRIC cannot guarantee that claims will be paid which could expose the Authority. FRIC representatives explain that trust is a key element in the mutual arrangement and there is no record of a claim being refused. With appropriate capitalisation in place, an exceptional option for an in-year supplementary payment and a high profile, sector specific, risk management arrangement, a set of circumstances where a claim would be refused appears unlikely, unless the Authority had failed to take action recommended by FRIC to improve its claims performance.
- 6.5. The traditional approach would be to enter into a contract for typically between three to five years and the cost of the insurance would be set for the first year with a long term agreement to limit increases to broad measures of price inflation unless circumstances changed significantly. With FRIC there is no long term agreement and a new "price" is set each year. There is a risk that costs would increase significantly above that allowed for in the budget setting process. The risk of this is very low as no members have left FRIC, none have raised cost increases as an issue and ultimately the indicative costs are offering a large saving.



## **7. Conclusion**

- 7.1. The Authority has relied on the traditional approach to procuring and providing insurance cover, the financial mitigation to risk and the statutory obligation to protect its employees and the public.
- 7.2. FRIC is an innovative yet mature alternative to the provision of insurances cover that specifically supports the fire authority sector. Joining FRIC allows the Authority to work collaboratively with other fire and rescue authorities, both in insurance and business risk management.
- 7.3. Although the quotes are indicative, when compared to current premiums, the savings are significant.
- 7.4. The on-boarding documents have been completed and submitted to FRIC and a more certain price is expected. FRIC representatives have said that the whole process will be completed comfortably for 1 April 2019.

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## Annex B

# FIRE & RESCUE INDEMNITY COMPANY LIMITED

## PROSPECTIVE MEMBER GUIDANCE

### Background

Membership of Fire & Rescue Indemnity Company Limited (FRIC) is for UK Fire and Rescue Authorities that want to work together to reduce the frequency and cost of risk related incidents through improved risk management. FRIC is a “mutual” company limited by guarantee that opened for business with nine founding member authorities on 1 November 2015. Each FRIC Member contributes to a fund which is used to pay for claims, supporting insurance and the Mutual’s business overheads. The Mutual aims to optimise each Member’s risk transfer programme and reduce costs. FRIC Members also have a strong commitment to working together to improve their risk management arrangements and reduce incidents and the overall cost of claims. We welcome applications for membership from any UK Fire and Rescue Authority that shares our values.

### What are our values?

We support Fire and Rescue Authorities who want to:

- Reduce the direct and indirect cost of losses
- Work collaboratively to improve risk management arrangements to reduce the risk of incidents and claims
- Improve claims investigation and handling to reduce the cost of claims
- Share data to focus risk management activity
- Contribute to documenting and benchmarking risk management arrangements and aspire to meet best practice
- Share the costs of claims with other Authorities

### What is a mutual? How does FRIC work?

A mutual is a legal mechanism which allows its members to share risk and reduce associated costs. A hybrid discretionary mutual model is in place for FRIC with an initial layer of risk retained by the Mutual and insurance purchased in the Members’ names for losses above the retention, plus vehicle and Employers’ Liability insurance as required by law. The use of such a discretionary route is well established and is specifically acknowledged in the Financial Conduct Authority handbook. The amounts of each claim that falls on the mutual, after allowing for the individual member’s retention are summarised in the table below.

Fleet Retention <sup>1</sup> per Claim	£500k	+ Cross Class Aggregate Insurance <sup>2</sup> for retained losses between £2m and £3.6m + Excess Layer insurance <sup>3</sup>
Liability Retention <sup>1</sup> per Claim	£200k	
Property Retention <sup>1</sup> per Claim	£100k	

<sup>1</sup> The amount of an agreed claim payable out of FRIC’s funds.

<sup>2</sup> An aggregate insurance policy with an attachment point applying across the sum of claims within the Retention for two or more classes of cover.

<sup>3</sup> An insurance policy in the name of the Members covering losses in excess of the Retention as shown in the attached Summary of Protection Limits.

The amounts above the FRIC retention are covered by conventional insurance with each Authority named on the insurance agreement. The establishment of a company to manage a fund to pay claims on a discretionary basis is a legally recognised alternative to conventional insurance.

It is a structure used by groups who share common risks such as UK Universities and City of London Livery Companies. When an organisation cannot carry the cost of a large deductible on its own, cost saving benefits can be achieved through a discretionary mutual. The current structure of FRIC was determined following actuarial analysis of seven years' claims data in the summer of 2015.

FRIC is not an insurance company and its products are not contracts of insurance: each Member has the right to have a claim considered, rather than the right to have a claim paid. The FRIC Board has absolute discretion when it comes to agreeing claims, but Members should expect valid claims to be settled in line with the terms of their Protection.

The Directors have been appointed from appropriate personnel of participating Members. In addition the Articles make provision for independent directors and as at January 2018 one independent director has been appointed. The Directors have a duty to run the Mutual for the benefit of the Membership as a whole. All Members have a say in how the Mutual is run and a number of key issues are retained for approval by member authorities rather than the Board of Directors.

The current FRIC Directors are:

Chairman - Mike Clayton – Independent Director – until December 2017 Finance Director & Treasurer of Essex Fire Authority  
[mike.clayton@fric.org.uk](mailto:mike.clayton@fric.org.uk)

Connor Byrne – Head of Finance & Procurement – Royal Berkshire  
[Connor.byrne@fric.org.uk](mailto:Connor.byrne@fric.org.uk)

Gavin Chambers – Head of Finance and Treasurer - Bedfordshire  
[gavin.chambers@fric.org.uk](mailto:gavin.chambers@fric.org.uk)

Richard Feltham - Corporate Governance and Risk Manager - Kent  
[richard.feltham@fric.org.uk](mailto:richard.feltham@fric.org.uk)

Lee Howell – Chief Fire Officer – Devon and Somerset  
[Lee.howell@fric.org.uk](mailto:Lee.howell@fric.org.uk)

Geoff Howesgo – Director of Professional Services – Hampshire  
[Geoff.howesgo@fric.org.uk](mailto:Geoff.howesgo@fric.org.uk)

Sue Nugent - Insurance and Risk Manager - Devon and Somerset  
[sue.nugent@fric.org.uk](mailto:sue.nugent@fric.org.uk)

Regis Mutual Management Limited, a firm of experienced mutual managers authorised and regulated by the Financial Conduct Authority, manages FRIC's business activities. The Mutual is an appointed representative of Regis in respect of any regulated activities.

### **What are the steps to Membership?**

The Mutual began trading on 1 November 2015 when the current insurance contracts for the FRIC Member Authorities expired. Authorities are eligible to apply for membership at any time, and will receive protection provided by the Mutual from the date they join. To join FRIC, interested Authorities will need to:

1. Gain Authority approval;
2. Pay a one-off, non-refundable on-boarding fee of £15,000;
3. Commit to a minimum of three years' membership;
4. Document their risk management arrangements and risk profile in the standard format adopted by FRIC;
5. Have their risk management arrangements and claims history independently validated by FRIC's risk management advisors (a charge is likely to be payable for this service); and
6. Commit to seeking continuous improvements in their risk management arrangements and adopt common forms and analysis codes.

The initial fee of £15,000 is to cover the costs of Regis in undertaking the data capture and actuarial analysis of claims information. A fee of around £3,000 will be payable for the validation of risk management arrangements, depending on the level of support needed to document the arrangements. The decision as to whether or not to admit an Authority as a Member of the Mutual will be taken by the Directors of FRIC in accordance with the Mutual's Articles of Association and Rules. The Articles and Rules also govern the arrangements and notice period for Members that no longer wish to participate. These can be found at <http://www.fric.org.uk/about/>

These steps are considered in more detail in the sections below.

### **Gain Authority Approval**

In order for Authorities to assess the financial implications of joining the Mutual, FRIC will disclose the contributions of current Members together with the relevant level of self-insurance or deductible. The benefit of Membership of FRIC is not however purely a matter of price. FRIC is not prepared to attempt to set the contribution for a new Authority as part of a wider market costing exercise, but we believe there should be significant savings over the medium term if claims costs are effectively managed. We believe therefore that participation in FRIC is only one part of our shared vision for improving risk management and reducing the overall cost of claims.

The use of FRIC as a substitute for conventional insurance procurement is not subject to the Public Contract Regulations. Each Authority is a participating Member of FRIC, only UK Fire and Rescue Authorities can be Members and Members can exercise the necessary degree of control, so the exemption provided for in the Regulations applies (this was formerly the "Teckal" exemption).

The business case for the Mutual is based on a study, commissioned by the founding FRIC Members, and undertaken by Regis in May 2013. The data within the study was re-validated in the summer of 2015. Copies of the study will be made available to interested Authorities. Based on this study a template Authority paper to seek the necessary approvals to apply to join FRIC has been drafted and used by the existing Members and can be shared with prospective Members if required. This sets out in greater detail how the mutual arrangement works and what financial protections are in place.

The legal advice in the paper was provided by Guy Goodman from Leicestershire FRA. A further legal opinion from John Cavanagh QC has also been obtained and can be made available to potential Members subject to signing a confidentiality agreement. FRIC will support Authorities fully throughout the application process in order to ensure as smooth a transition as possible.

Once an Authority has made the decision to join FRIC, their application is put to the FRIC Board for approval.

### **Fee**

There will be an initial, non-refundable fee of £15,000, payable to FRIC when the application is made, to cover the costs of processing the application.

## **Document Their Risk Management Arrangements**

The Mutual has adopted a standard format to document the risk management arrangements in place across the full range of risks and has agreed a best practice standard to which all Members aspire. In addition, the risk profile of each Member is recorded in a common format. Copies of these can be shared with prospective Members. We will also support Authorities in this process, which is now a practice recommended by the Health and Safety Executive.

## **Benchmark Risk Management arrangements**

FRIC uses Paragon Risk Engineering to support aspects of the journey to improve risk management. As part of the application process, we require Authorities to agree to an independent benchmarking of their risk management arrangements and claims records by specialists from Paragon and Regis. This is not a "pass" or "fail" exercise but is designed to maximise awareness of any gaps between "best practice" and the arrangements in place in each Authority. Access to these documents for existing Members will be provided to interested Authorities. As part of the ethos of mutual trust and shared learning, these reports are shared with all Members in order to assist in directing risk management support and the development of risk improvement projects.

## **Continuous Improvement in Risk Management**

One major building block for Members is the commitment to improving risk management arrangements in order to reduce the number of incidents and cost of claims. Authorities wishing to join FRIC will be required to commit to this approach. They will be expected to commit to improving their own risk management and helping to make overall improvements across the FRIC Membership through the sharing of best practice, help and advice to other Members.

Members also meet as a separate risk management group to progress risk improvement projects and share experiences and successes. We also welcome applications from Authorities who want to join in the risk management work without necessarily becoming a FRIC Member.

## **WHO DO I CONTACT FOR FURTHER INFORMATION?**

Chairman - Mike Clayton  
[mike.clayton@fric.org.uk](mailto:mike.clayton@fric.org.uk)

Dan Williams – Mutual Manager – Regis Mutual Management Limited  
07734 461447  
[daniel.williams@rmml.com](mailto:daniel.williams@rmml.com)

or email

[info@fric.org.uk](mailto:info@fric.org.uk)

## FRIC – Summary of Protection Limits Effective 01/11/15



Class of Protection	Basis of Protection	Member Limit	
Motor Fleet	Comprehensive	Vehicle Third Party Injury Third Party Property Damage	Market Value £Unlimited £25m* ((including ring fenced £5m legal defence) <i>*£5m for Hazardous Goods</i>
Employers Liability	Legal Liability	£50m per event	
Public / Products Liability	Legal Liability	£50m per event and in all for Products and Pollution	
Officials Indemnity	Legal Liability	£5m Aggregate plus 1 Reinstatement	
Professional Indemnity	Legal Liability	£5m Aggregate	
Property	All Risks, premises based, excluding Terrorism	As declared in schedule of properties supplied by Member	£50m combined Property and Business Interruption Member event limit
Business Interruption		As declared in the FRIC Member Renewal Questionnaire	
Computer	All Risks including Breakdown and full Theft, excluding Terrorism	As declared in FRIC Member Renewal Questionnaire	
Money	Loss of Money	FRIC Standard Limits, up to £10,000	
Works In Progress	All Risks excluding Terrorism	£5m per location / event	
All Risks	All Risks, worldwide excluding Terrorism	As declared in the FRIC Member Renewal Questionnaire	
Fidelity Guarantee	Employee Fraud	£5m Aggregate	

Other specialist policies such as marine or travel are purchased jointly for FRIC members.

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# Buckinghamshire & Milton Keynes Fire Authority



<b>MEETING</b>	Combined Fire Authority
<b>DATE OF MEETING</b>	12 December 2018
<b>OFFICER</b>	Julian Parsons, Head of Service Development.
<b>LEAD MEMBER</b>	Councillor Netta Glover
<b>SUBJECT OF THE REPORT</b>	<b>Annual Health, Safety and Well-being Report 2017/18</b>
<b>EXECUTIVE SUMMARY</b>	<p>Buckinghamshire Fire and Rescue Service Health, Safety and Well-being performance report – 1 April 2017 to 31 March 2018 including:</p> <ul style="list-style-type: none"> <li>• BFRS Health and Safety achievements</li> <li>• Statistical overview</li> <li>• CCTV update</li> <li>• Employee Well-being</li> <li>• Working with others</li> <li>• RoSPA Achievement Award</li> </ul>
<b>ACTION</b>	For noting.
<b>RECOMMENDATIONS</b>	That the performance of the Service in terms of Health, Safety and Well-being be noted.
<b>RISK MANAGEMENT</b>	<p>This report details the progress made by the Service for the period 2017/18 in relation to its health, safety and well-being performance.</p> <p>There are no implications for the Risk Registers.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>If risk is not managed effectively the potential for workplace injury and ill health and non-compliance with legislation increases significantly. It is, therefore, essential that a robust and effective health and safety management system is in place to mitigate the risk as low as is reasonably practicable and reduce financial implications associated with claims or fines for the Authority. There is also the potential for reputational damage.</p> <p>The number and severity of Health &amp; Safety incidents also has a direct impact on insurance premium expenditure. At present the Authority has a good record in this regard.</p>
<b>LEGAL IMPLICATIONS</b>	The safety management system is well embedded throughout the Service. Its performance is subject to

	regular monitoring and review in order to ensure the health, safety and well-being of the Authority's employees, contractors, visitors and the communities it serves, as well as ensuring compliance with legislation. If this scrutiny is not carried out there is the potential for a breach of health and safety legislation.
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>Collaboration with the National Health Service Blood Transfusion Service (NHSBT) is progressing well following a successful trial session at Aylesbury fire station. Sessions are now being regularly held at Aylesbury and the NHSBT are seeking to use other appropriate Authority sites.</p> <p>Collaboration work continues with the other Thames Valley Fire and Rescue Services wherever possible. Work between the three Thames Valley FRS's is underway to reduce the impacts of contaminated Personal Protective Equipment (PPE) through the issue of individual kit bags and the introduction of a 'clean cab, clean car and clean kit room' process.</p>
<b>HEALTH AND SAFETY</b>	Through the health and safety management system which consists of policies and procedures and the practical application of the same, compliance with health and safety legislation is demonstrated and evidenced. Regular audit and review of the system, both internal and external, is carried out to ensure it remains fit for purpose and satisfies the legislative and organisational requirements.
<b>EQUALITY AND DIVERSITY</b>	There are no equality and diversity or privacy implications. An Integrated Impact Assessment has been carried out.
<b>USE OF RESOURCES</b>	There are no use of resources implications.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p>This is the annual health, safety and well-being report detailing performance and progress against objectives set for the year 2017-18. A link to the previous year's report is provided below.</p> <p>Some of the statistical information contained in the report is detailed in the six monthly reports presented to the Performance Management Board.</p> <p><a href="#">Annual Health, Safety and Well-being report 2016-17</a></p>
<b>APPENDICES</b>	Appendix A: Health, Safety and Well-being Report 2017-18
<b>TIME REQUIRED</b>	15 minutes.
<b>REPORT ORIGINATOR AND CONTACT</b>	Alison Chart <a href="mailto:achart@bucksfire.gov.uk">achart@bucksfire.gov.uk</a>

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Health, Safety and Well-being



# Annual Report

2017-18



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# Forewords

*"As lead Fire Authority Member for Health, Safety and Well-being, I have been consistently impressed with the ongoing dedication and commitment displayed by all staff to health, safety and well-being across the Service. This commitment is reflected in the excellent performance results and achievements highlighted in this report. Well done to all!"*

Councillor Netta Glover  
Lead Member for Health, Safety and Well-being  
Buckinghamshire and Milton Keynes Fire Authority

*"Despite the continuing pressures we find ourselves under, I am constantly amazed by what people are achieving each and every day. Health, safety and well-being is the golden thread that runs through everything we do and your continuing commitment and dedication to ensuring that this is reflected in all you do both in the workplace and in the communities is commendable".*

Jason Thelwell  
Chief Fire Officer and Chief Executive of  
Buckinghamshire and Milton Keynes Fire  
Authority

# Executive Summary

**Our performance:** The H&S department have worked hard to promote safer working practices throughout the Service over the past year. This has had a positive effect, resulting in a decrease in the number of safety events occurring in 2017/18 in four of the six performance areas. The eight RIDDOR reportable safety events that occurred resulted in sickness absence of 107 working days which is a considerable reduction on the 2016/17 figure of 183.

**Behavioural Safety Culture Survey:** As an outcome of the Behavioural Safety Culture survey launched last summer, a working group has been formed, made up of a cross section of staff from all areas of the Service. The group is working on the outcomes of survey.

**Working with others:** The Service was approached by the NHS Blood Transfusion (NHSBT) Service with a request to hold blood-donation sessions on Authority premises. The initial trial was a complete success and it was agreed that these sessions should continue.

Work is under way between the three Thames Valley Fire & Rescue Services to mitigate the risks to operational crews from contaminants such as chemicals, combustion products and bodily fluids.

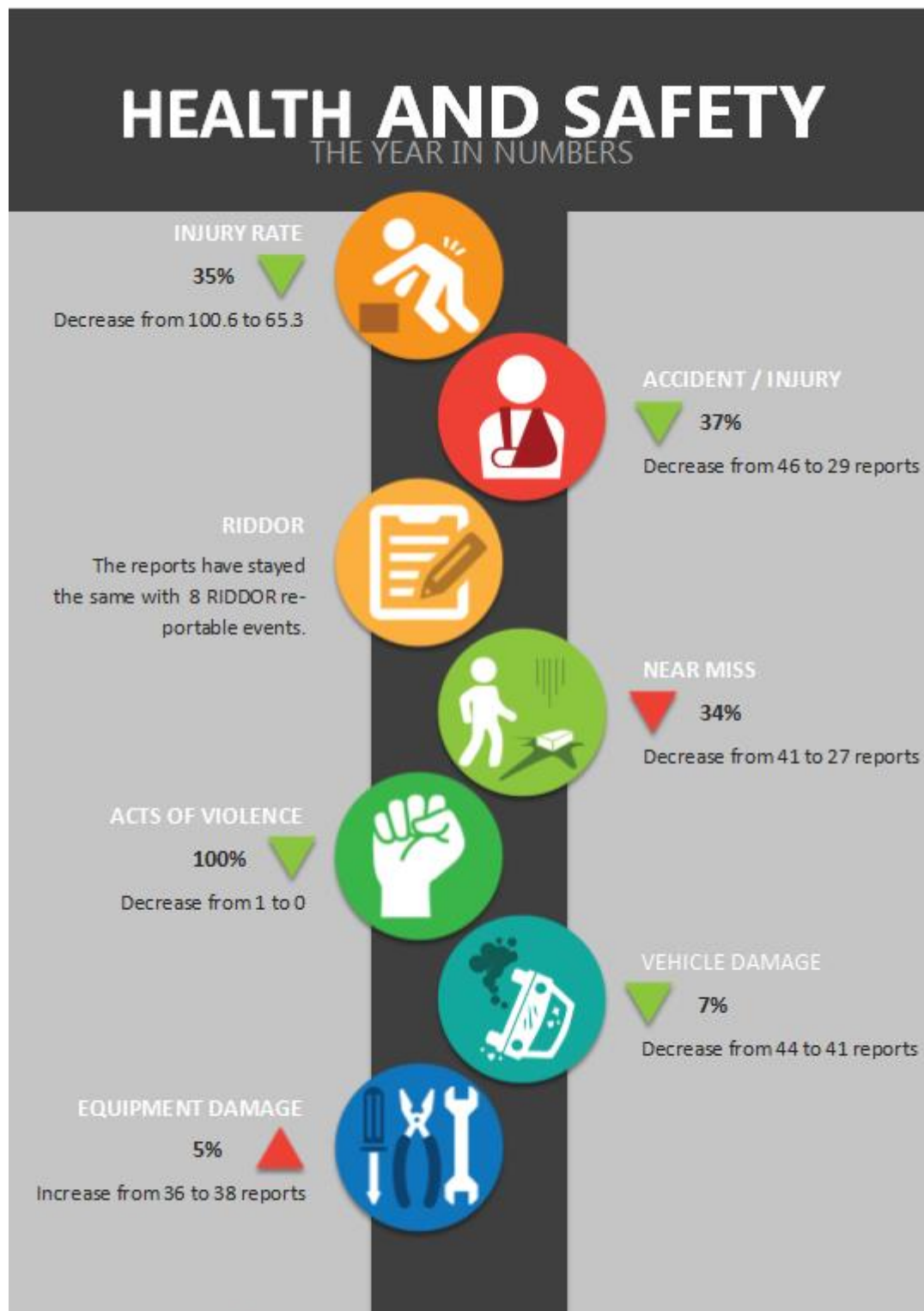
**Employee Well-being:** A Well-being Task and Finish Group, led by the Health and Safety Manager, has been established to improve the physical and mental well-being of staff, raise awareness of and remove the stigma, associated with mental health illness.

**Management Information System – VIPER:** Health and Safety performance statistics are now available for all staff to view on a monthly basis at each Authority site via the management information system.

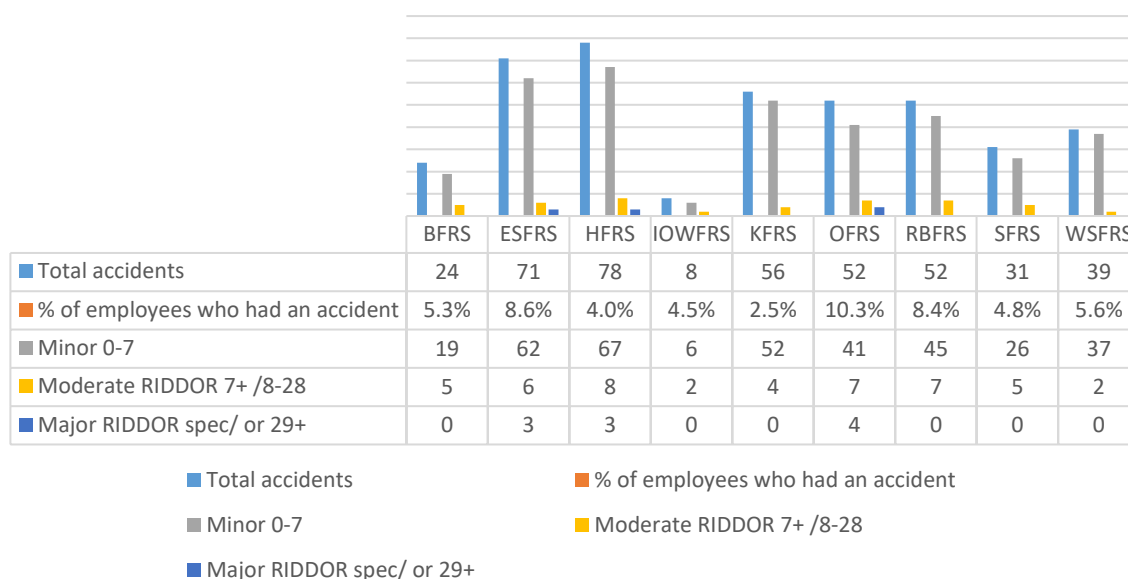
**Fire Appliance CCTV** – CCTV has been live on fire appliances since 2016. The decreasing number of vehicle safety events indicate that CCTV is having a positive impact. Analysis identifies the reasons for the decrease: drivers are aware that CCTV is present and recording their actions; third parties who may be inclined to initiate spurious claims against the authority for damage to their vehicle, are discouraged by the presence of CCTV. Accident investigators routinely view CCTV footage as part of their investigation.



# Our Performance at a Glance



## South East Region Safety Event Statistics



The bench-marking between fire and rescue services is important to effective health and safety performance. The South East region fire and rescue services (SEFRS) share safety event statistics on an annual basis.

The graph above highlights that, for 2017/18, of the nine SEFRS that submitted their statistics, BFRS was second in the table for the least number of safety events with 24. Top of the table was the Isle of Wight with eight. The percentage of BFRS employees who had an accident was 5.3%, which is midway in the table.

Of the 24 safety events 19 were of a minor nature, five were moderate and there were no major safety events. This is an excellent result and demonstrates how well the Service performs against its peers.

## Performance Overview

The graph in 'Our performance at a glance' on page 5 highlights that there has been an improved performance in four of the six performance areas, which is excellent news.

The H&S department have worked hard to promote safer working practices throughout the Service; this has been achieved through the introduction of a new monthly communication called 'Keeping Safe', which provides the following:

- A more varied overview of safety events;
- Feedback on the outcomes of 'near miss' and hazard reporting;
- Useful tips on using the electronic reporting system to ensure the process is followed correctly;

- Encouragement to all staff on the importance of engaging with the department.

**Personal injury:** The calculation to establish the injury rate is the number of events reported; divided by the number of employees; multiplied by 1000. The injury rate has decreased from 100.6 per 1000 employees in 2016/17 to 65.3 per 1000 employees in 2017/18, which in numerical terms means a decrease from 46 reported events in 2016/17 to 29 in 2017/18; an excellent result.

To determine the severity of the safety event, a multiplication calculation is carried out. This sum is determined by the 'likelihood' of the safety event occurring multiplied by the 'severity' of the injury sustained. The resulting figure is known as the risk factor score:

- 1 to 5 is deemed a minor event
- 6-15 is moderate
- 16-25 major

Of the 29 personal injury safety events, 20 have been recorded as minor in nature and nine as moderate.

The details of the moderate personal injury safety events are detailed below:

- Musculoskeletal – 2
- Head injury - 1
- Knee strain – 2
- Fracture of the ankle - 1
- Exposure to chemical release at an incident - 1
- Leptospirosis whilst undertaking swift water rescue training - 2

Overall, the Accident/Injury rate has decreased to 35%. Comparing the figures year –on- year, it appears that the increase seen in 2016/17 was an anomaly as in previous years, 2014/15 and 2015/16; the figures were 31% and 27% respectively.

There is a requirement to report certain categories of injury or near misses to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). These categories are:

- Serious workplace accidents
- Occupational diseases
- Specified dangerous occurrences

This year the number of RIDDOR reportable events has remained the same as for 2016/17. On analysis, these equate to:

- One specified injury
- One dangerous occurrence (near miss)
- Six 'over 7 day' sickness absence.

The specified injury was a fractured ankle, which occurred when an individual stepped on a charging cable, which had not been retracted.

An individual, who was wearing breathing apparatus at an incident, complained of smelling and tasting smoke whilst under air; this is deemed a 'dangerous occurrence under RIDDOR Regulations. A full investigation was carried out which identified that a hair had become caught in the orinasal part of the facemask.

Collectively the eight reported RIDDOR events in 2017/18 resulted in sickness absence of 107 working days which is a considerable reduction on the 2016/17 figure of 183. This is very pleasing and is reflected in the overall sickness figures detailed below in the Employee Well-being section.

There has been an increase in the number of equipment damage safety events - from 36 in 2016/17 to 38 2017/18. 29 of these were of a minor nature and nine were moderate. The details of the moderate events are as follows:

- Third party damage to a station external low level wall
- New equipment - damage caused through unfamiliarity - 4 events
- Breathing Apparatus back plate damaged during fire ground fitness training
- Smoke coming from defective heater at Buckingham fire station
- Damage to bay doors at Bletchley fire station
- Scania - pump failure whilst pumping in open water.

A number of new pieces of equipment have been introduced into the Service this year, which has created some issues with unfamiliarity during training and other small 'teething problems' when actually placed into service. This may have been a factor in the increase in the number of equipment damage safety events.

There has been a reduction in the number of vehicle safety events from 44 in 2016/17 to 41 in 2017/18. Of the 41 events, 35 were of a minor nature and six were moderate. Details of the moderate safety events are detailed below:

- Appliance handbrake not applied resulting in the appliance hitting the bay doors
- New appliance -unfamiliarity causing damage
- Gearbox fault
- Damage to turntable ladder cage when retracting the ladder at an incident
- Scania appliance - brakes smoking
- Road Traffic Collision in fire appliance whilst driver training

Yet again it is very pleasing to note that the number of 'acts of violence' against employees for 2017/18 is zero. This is not the case in some FRS's such as London and Tyne and Wear who are experiencing a rise in acts of violence against their firefighters.

Prison sentences for those who attack emergency services workers has been increased from six months to a year under the Assaults on Emergency Workers (Offences) Bill which was given Royal Assent on 13 September 2018.

Disappointingly, there has been a 34% reduction in the number of near miss reports this year. 41 reports were made in 2016/17 and only 27 in 2017/18. To reverse this trend, the introduction of paper based near miss report forms has been implemented to encourage reporting. Additionally, the ability to report anonymously will be introduced in a further bid to increase reporting.

The performance statistical data received from the Home Office for 2017/18 is displayed as league tables of Services with similar numbers of employees in order to provide a more accurate comparison of performance between BFRS and its peers. This performance relates solely to operational personnel.

There has been a significant decrease in the **total number of persons injured** from 37 in 2016/17 to 24 in 2017/18, of which 15 were of a minor nature and nine were moderate. Additionally, there has been a decrease in the number of employees from 506 to 489 which together highlights that less injuries are occurring which is excellent news.

The total number of **injuries at fires** has reduced from five in 2016/17 to three in 2017/18 resulting in BFRS maintaining their position at the top of the league table. This is pleasing performance by operational personnel.

The total number of **injuries at special service calls** has remained the same at five, for both years resulting in BFRS moving from fourth position in the league table to third. This is an interesting result, which, despite analysis, cannot be explained.

A significant reduction in the total number of **injuries during routine activities** has been achieved this year. There were 11 in 2016/17 and one in 2017/18 which has resulted in BFRS moving from fourth position to the top of the league table; a fantastic achievement.

**Injuries over 7 day absence** figures have also reduced from seven in 2016/17 to five in 2017/18 moving BFRS from sixth position to fifth in the league table.

There has been a reduction in the total number of **injuries during training events** from 16 in 2016/17 to 15 in 2017/18, which has resulted in BFRS retaining fifth position in the league table.

BFRS has maintained the top position in the league table for the least **number of major injuries** for the fourth year running, however this year a major injury did occur. The injury was a fracture to the ankle.

The **Annual Incidence Rate** is calculated by taking the number of reportable injuries that occurred in the financial year and dividing it by the average number employed during that same year X 100,000. This gives the number of injuries

per 100,000 workers and provides a more accurate picture of the overall health and safety performance of operational personnel. The incidence rate has seen a significant reduction from 7312 in 2016/17 to 4908 in 2017/18, which is a vast improvement. Another great achievement.

The Health and Safety Manager reports to the Performance and Strategic Management Boards on health and safety performance every six months, which includes statistical data on the number and type of safety events occurring at operational incidents, training and routine activities. The reports also capture the number and types of safety events affecting Support staff.

## Behavioural Safety Culture Survey

As an outcome of the Behavioural Safety Culture Survey launched last summer, a working group has been formed, made up of a cross section of staff from all areas of the Service.

The purpose of this group is to consider the areas where it was felt that improvements are required, highlighted by those who responded; develop an action plan and implement the recommendations that came out of the survey wherever possible. Currently the group meets every six weeks or so.

Work has commenced; the group is looking at the possibility of introducing Health and Safety Champions on all sites; this would be achieved through volunteers as, to be effective, they must have a genuine interest in health, safety and well-being. Costs of safety events are to be shared with the relevant Station Commander who can then cascade this information amongst their staff. This will highlight the costs to the Authority and help to focus people's minds.

## Employee Well-being

Overall sickness absence was 10.4% lower in 2017/18 than in 2016/17 highlighting an 18.9% decrease in sickness absence for Operational employees and an increase of 34.2% in sickness absence for Support employees. Due to declining staff numbers of operational employees, all sickness absence is measured on a 'days per person' basis.

Across the operational staff group musculoskeletal remained the top reason for absence in 2017/18 with heart/blood pressure related illnesses as the second top sickness reason and anxiety/stress/depression as the third. This is a change from the previous two years where the top three reasons were:

- Musculoskeletal
- Anxiety/stress/depression
- Hospital/post-operative

Musculoskeletal was also the top sickness reason for Support Staff in 2017/18 with Hospital/post-operative and minor illness second and third respectively. This is also a change from the previous two years where the top three reasons were:

2015

- Minor illness
- Anxiety/stress/depression
- Musculoskeletal

2016

- Anxiety/stress/depression
- Sickness/gastric
- Minor illness

CIPD's 2018 Health and Well-being at Work Survey reports that average absence levels are at 6.6 days. Public sector employees had 8.5 days of absence over the previous year, showing no change from the findings in the 2016 survey. Absence rates remain considerably higher in the public sector than in private sector services (5.6 days per employee), manufacturing and production (6.2 days per employee) or the non-profit sector (7.3 days per employee).

BFRS lost 7.54 days, which is lower than the public sector but higher than the private sector averages.

In contrast to the BFRS results for 2017/18, the survey reports increased absence due to mental ill health. This is more prevalent in the public sector, and stress ranks top among public sector organisations' top three reasons for absence, as is the case for all sectors.

In 2016, there were 61 Support staff absentees. Five had long-term sickness absence totalling 118 days. 60 had short-term sickness absence, during the period, which means that four had both long and short-term sickness absence in 2016/17.

In 2017, however, there were 75 absentees, nine of whom had long-term sickness absence during the year. 71 had short-term sickness absence, which means that four employees had both long and short-term sickness absence during the period.

Cold/Flu and chest/respiratory related illnesses resulting in mainly short-term sickness absence increased in 2017/18 (affecting 43 employees) when compared to 2016/17 (26 employees).

Although there was the same number of absentees with Musculoskeletal injuries in 2016/17 and 2017/18, there was only one long term case in 2016/17

compared to four in 2017/18. The total days lost to sickness for Musculoskeletal injuries was more than four times higher in 2017/18 than in 2016/17.

Finally, there were three absentees suffering from stress in both 2016/17 and 2017/18. 2017/18 saw two long-term cases compared to one in 2016/17.

The H&S manager recently set up a Well-being Task and Finish Group, consisting of a cross-section of people from different departments across the organisation including Employee Relations, Health and Safety, operational personnel, representative bodies and mental health champions to consider measures to improve the awareness of, and remove the stigma, associated with mental health illness throughout the Service.

Part of the remit of the group is to identify ways to improve the existing support networks available, and introduce new ones to assist those affected by mental health issues.

The group carried out an organisational self-assessment against the College of Policing Blue Light Well-being Framework in February 2018 and as a result, it was agreed that the mandate of the group should be widened to consider well-being as a whole and not limited to mental health issues.

As a result of this self-assessment, a well-being strategy has been created which sits under the embedded People Strategy and forms the foundation for the work of the group.

In addition, an action plan has been created from the information gleaned from the self-assessment and this will form the basis of the programme to deliver improved well-being awareness and processes for members of the organisation.

## Multifunctional H&S Information System

This system has now been live in the Service for eighteen months and one of the greatest challenges for staff has been remembering how to use the system. Fortunately safety events are not often a regular occurrence so staff have needed assistance with using the system. To improve their experience and increase their confidence in using the system, the H&S team have provided face to face and telephone assistance and have devised a series of 'step by step' flow charts for each process - these measures have been well received.

The department have worked hard in increasing user confidence and are continually working with the supplier to improve the usability of the system through requesting system changes, many of which have been actioned and are now in place. Those that have not been implemented are being monitored with the expectation that they will appear in the next system updates.

The Operational Assurance Team is also now using the system for the recording of learning from local, regional and national incidents and the H&S department



have been instrumental in assisting them with the setting up of their area within the portal.

In the spirit of collaboration and to align processes between the three Thames Valley FRS's, Oxfordshire and Royal Berkshire are looking to come on board and use our system as additional licence holders. This will reduce their purchase and implementation costs and significantly reduce our annual expenditure as all costs will be shared three ways. Another benefit is that we will all be reporting and investigating in the same way, therefore improving the ability to accurately benchmark against one another.

## Health and Safety (H&S) Training

The Training Strategy Group approved funding for 50% of the Health and Safety training requirements for this financial year. Of those requirements, the following training courses took place:

### **External Providers**

An **Institute of Occupational Safety and Health (IOSH) Managing Safely** course took place in January 2018, which met the requirements of the organisation for the year. Again, the delegates consisted of both operational and support staff who recently have been promoted to Supervisory Manager level.

A **Fire Warden** course was provided for those personnel who expressed an interest in becoming a Fire Warden to replenish the pool following several personnel moving areas or leaving the Service.

**Evacuation Chair** training was procured to enable the evacuation chairs in situ on the first floors of Service Headquarters and Unit 8 to be used in the event of an emergency. This training was undertaken by a group of the Fire Wardens who would be instrumental in the evacuation process should it be required.

The health and safety team have trained and qualified as **Manual Handling** instructors. These new skills will be used to provide practical manual handling training to Support staff. The course provider also runs fire service specific practical manual handling training to operational personnel; this is being explored as a potential option for Buckinghamshire Fire and Rescue Service (BFRS).

**Noise Assessment** – The H&S Manager undertook noise assessment training and as a result, a programme of noise assessments is being introduced across relevant areas of the Service including Workshops and Service Delivery. The team are working with Procurement and Research and Development to introduce noise assessments before a new piece of equipment or an appliance is brought into service.

Finally, two **IOSH Safety for Senior Executives** courses took place in February and March of this year. This course was attended by both senior management and Fire Authority Members and was very well received. The IOSH Safety for Executives and Directors (SED) is designed to provide CEOs, Directors and other Senior Managers operating at policy and strategic levels with a thorough understanding of their health and safety responsibilities, and the moral, legal and financial benefits of proactive safety, health and risk management.

The course content is designed around the HSE/Institute of Directors (IoD) guidance "Leading Health and Safety - Leadership actions for directors and board members" and will provide delegates with the knowledge and skills to integrate health and safety strategy into their business and management systems and procedures.

It is hoped that more funding will be available in the next financial year to procure the training that had to be deferred.



# Management of Risk

**Fire appliance CCTV** – CCTV has been live on fire appliances since 2016. In order to identify what impact the installation of CCTV has had on numbers the Health and Safety Department has carefully monitored performance in terms of vehicle damage safety events. The outcome highlights the following:

- January – March 2017                      14 safety events
- April – June 2017                            14 safety events
- July - September 2017                      13 safety events
- October – December 2017                10 safety events
- January – March 2018                      5 safety events

The decreasing number of vehicle safety events indicate that CCTV is having a positive impact. The reasons for this are three fold:

- Drivers are aware that CCTV is present and recording their actions which helps to focus their minds.
- Third parties who may be inclined to initiate spurious claims against the authority for damage to their vehicle, allegedly caused by fire appliances, are discouraged by the presence of CCTV.
- Accident investigators always view CCTV footage as part of their investigation, which assists them in identifying the true immediate and underlying causes allowing them to make more informed and effective recommendations to prevent a recurrence.

**Pool and lease vehicles CCTV** - In March of 2018 a decision was taken to install front and rear facing CCTV in the Authority owned pool cars and vans. Funding for this was provided by an underspend from the fire appliance CCTV project so has not had any additional budgetary impact.

The installation programme is well underway and is set to be completed by the end of this financial year. Volunteers from the Officer group are currently being sought to have CCTV installed in their vehicles as a trial. Several members of the Strategic Leadership Team have had CCTV installed in their vehicles including the Chief Fire Officer. This demonstrates their commitment to managing risk when driving for work.

It is hoped that CCTV will ultimately be installed in all lease vehicles too. An update on this project will be reported in the next annual Health, Safety and Well-being report.

**New Fire Appliances** – Risk management in terms of road risk has been significantly improved by the implementation of the red fleet replacement programme. This Authority has, funded the procurement of some of the best fire appliances in the country with the replacement programme being approved up to 2021.

These appliances are Volvo FL280s and have been procured collaboratively by all three Thames Valley fire and rescue services. Feedback from operational crews is, on the whole, very positive. The reassurance that the appliances provided are of the highest calibre offering the ultimate in safety is priceless.

**Lone Working Personal Safety Devices** – Community Co-ordinators, Protection Officers, on call Workshops and ICT department Technicians and the Facilities team are often required to work alone. This can put them at risk of verbal or physical attack or of becoming injured in the workplace and being unable to alert anyone of their plight.

In order to mitigate the risk and following a suitable risk assessment programme, the H&S department secured funding for personal safety devices for those individuals.

The alarms provided all have a GPS signal and are linked to an alarm receiving company. In the case of activation the alarm, receiving company will identify where the individual is located and notify the Police. Additionally, those used by the Workshops, Facilities and IT Technicians also have a 'man down' capability; if the device moves from being vertical to horizontal the alarm receiving company is notified and will make contact with the individual, their nominated point of contact or the Police.

**Health and Safety performance statistics – Viper** - As a means of promulgating to all staff health and safety performance statistics, the department have worked closely with the Data Information Team to create a health and safety section within Viper, the management information system. These statistics are displayed on screens in every authority station and site and are updated monthly ensuring that staff are fully aware of how they are performing in terms of safety events, near misses and hazard reports.

An example of the information displayed is provided below:

H&S Contents | H&S Display Screen | Category | Severity

## Health & Safety Statistics

Buckinghamshire and Milton Keynes Fire and Rescue Authority are committed to securing, as far as is reasonably practicable, the Health and Welfare of employees and other persons likely to be affected by its activities. Effective management of Health and Safety is fundamental contributor to the Authority's performance:

- It will reduce injuries and ill health
- Protect the environment
- Reduce unnecessary losses and liabilities and
- Contribute positively to a safe working environment

Below are links to some dashboards and useful sites that help us understand how Health and Safety is affecting Bucks Fire

	Nov 2017
Overdue H&S Investigations - Minor	<b>53</b>
Overdue H&S Investigations - Moderate	<b>21</b>

**Health and Safety Statistics**  
A general look at Health & Safety Stats across BFRS.

**H&S Category**  
A quick look at BFRS H&S stats broken down by Category. Actual Near Miss Hazard

**H&S Severity**  
A quick look at BFRS H&S stats broken down by Severity. Major Moderate Minor

**The Team**

- Ali Chart**  
Health & Safety Manager
- Amanda Bamford**  
Health & Safety Technician
- Adele Baines**  
Health & Safety Apprentice

**Useful Sites**

- E-Safety Portal**
- HSE Website**
- H&S Info Intranet**
- H&S Bulletin Intranet**

# Working With Others

## Internally

**National Personal Protective Equipment (PPE) project** – The department has been heavily involved in this project which culminated in the 'go live' of BFRS crews wearing the nationally procured structural firefighting kit. This kit is subject to a 'total care' maintenance package, which ensures that if kit is contaminated or damaged at incidents, it will be replaced within a two-hour timeframe by the provider Bristol Uniforms. This removes much of the risk for BFRS in terms of the provision of PPE.

The department involvement was primarily based around the consultation on the national PPE risk assessment and the creation of a localised version to compliment it.

**CCTV Pool and Lease cars** – The department worked closely with the Fleet Manager and Research and Development Manager in the design of the specification requirements for the CCTV system in Authority vehicles.

## Externally

**National Health Service Blood Transfusion Service (NHSBT)** – The Service was approached by the NHSBT service with a request to hold blood donation sessions on Authority premises. It was agreed that this would be trialled at Aylesbury fire station and if successful, would be rolled out across other appropriate sites.

The H&S department worked closely with Aylesbury's Station Commander and representatives from the NHSBT to create a robust risk assessment to

control hazards arising from this activity, taking into account that the site remains an operational fire station and there would be significant number of additional persons on site.

The initial trial was a complete success and following a debrief between all parties and a review of the risk assessment it was agreed that this should continue and the suitability of other Authority sites be explored. Two further stations have been identified as being suitable - Beaconsfield and Great Holm; approval by the NHSBT Co-ordinator is all that remains before the go ahead can be given.

**Thames Valley Fire and Rescue Services** – Work continues, wherever possible, to collaborate with the other Thames Valley FRSs. Oxfordshire are coming on board with the electronic safety event reporting and investigation system by the end of the year. Royal Berkshire have yet to confirm that they are signing up to it.

Work is under way between the three Services to mitigate the risks to operational crews from contaminants such as chemicals, combustion products and bodily fluids. BFRS have purchased kit bags for every operational member of staff and are implementing processes to ensure a 'clean cab', 'clean car' and 'clean kit room'.

Both the H&S department, the Fire Brigades Union and the Fire Officers Association have created a poster detailing how crews can eliminate the risks of contamination following attendance at incidents. This poster is on display in various locations on stations serving as a reminder to crews.

**South East Region** - The Health and Safety Manager has been elected Chair of the South East region Health, Safety and Well-being Committee, initially on a one-year tenure. Because of this, she also has a seat on the NFCC national Health, Safety and Well-being Committee, which provides a platform for greater influence over, and knowledge of, national issues.

## Performance Indicators

### **Budgets**

This year saw the additional cost of purchasing noise equipment at the cost of £4K to enable noise assessments on equipment and vehicles to be carried out. This resulted in a slight overspend at the close of the financial year.

### **New strategy for 2019/2022**

Please see below the health and safety objectives set in line with the Authority's Public Safety Plan for this year:

1. Provide health and safety advice and support, including fire safety arrangements, to ensure compliance with legislation throughout the Blue Light Hub build and fitting out;
2. Develop health and safety collaboration with Thames Valley FRS's and Thames Valley Police;
3. Explore options for health and safety collaboration with other FRS's where possible;
4. Implement health, safety and well-being engagement sessions and carry out the Behavioural Safety Culture survey;
5. Develop a new Health and Safety strategy.

Objectives 1, 2 and 3 are ongoing and will run until either complete or all available options are exhausted.

Objective 4 – the engagement sessions are on-going. The results from the Behavioural Safety Culture survey have been extrapolated into an action plan. A working group has been established to implement those actions.

Objective 5 – the Health and Safety strategy has been written and is being presented at December's Fire Authority meeting.



# Appendix 1

## National peer group performance comparison tables 2016/17 and 2017/18

The H&S department are required to report on BFRS end of year accident statistical returns to the Home Office on 31 May 2018 for the period 1 April 2017 to 31 March 2018.

### **Summary:**

The Health and Safety Department provided returns for:

**HS1-** Injuries during operational incidents, encompassing both Whole-time and On-Call employees and sub-divided into injuries at fires, at road traffic collisions and at other Special Service calls.

**HS2-** Injuries during training and routine activities also encompassing Whole-time and On-Call employees and sub-divided into injuries during operational training, fitness training and routine activities.

**VE1-** Vehicle accidents displayed as a comparison against our peer group.

### **Findings:**

**HS1** – there has been a significant decrease in the number of personnel injured at operational incidents from thirty seven to twenty four for this reporting period, which is pleasing. Of these injuries, fifteen were of a minor nature and nine were moderate.

**Outcome:** In the national peer group league tables, BFRS has moved from fourth position in 2016/17 to second in 2017/18.

**HS2-** Injuries at training events have seen a decrease from sixteen in 2016/17 to fifteen and injuries during routine activities has also seen a significant decrease from eleven in 2016/17 to one in 2017/18. An excellent result.

**Outcome:** BFRS's position in the peer group table for injuries at training events remains the same this year as last at 5<sup>th</sup> place. For injuries during routine activities, BFRS has moved from fourth place to top of the table; another excellent result.



Below are the national league tables which provide a visual view of the overall safety performance of BFRS in the operational arena. A detailed explanation of performance can be found in the Performance Overview section of the report on page six.

<b>Total Number of Persons Injured</b>	<b>2016-17</b>	<b>2017-18</b>
Northamptonshire	47	18
<b>Buckinghamshire</b>	<b>37</b>	<b>24</b>
Warwickshire	34	28
Bedfordshire	32	39
West Sussex	33	39
Berkshire	42	52
Oxfordshire	42	52
Suffolk	55	54
Norfolk	83	58
Hereford and Worcester	56	71
East Sussex	63	71
Cambridgeshire	115	74

<b>Total Number of Injuries at fires</b>	<b>2016-17</b>	<b>2017-18</b>
<b>Buckinghamshire</b>	<b>5</b>	<b>3</b>
Oxfordshire	9	6
Northamptonshire	12	6
Berkshire	10	7
Norfolk	22	9
West Sussex	7	10
Hereford and Worcester	14	10
Suffolk	8	11
Bedfordshire	9	11
Warwickshire	5	13
Cambridgeshire	33	20
East Sussex	10	26

<b>Total Number of Injuries during Routine Activities</b>	<b>2016-17</b>	<b>2017-18</b>
<b>Buckinghamshire</b>	<b>11</b>	<b>1</b>
Warwickshire	16	5
Bedfordshire	6	8
Northamptonshire	13	8
West Sussex	7	9
Norfolk	16	10
Suffolk	11	12
East Sussex	20	12
Oxfordshire	6	13
Hereford and Worcester	7	13
Berkshire	9	14
Cambridgeshire	21	22

<b>Total Number of Over 7 Days Injuries</b>	<b>2016-17</b>	<b>2017-18</b>
Bedfordshire	3	1
West Sussex	1	2
Suffolk	9	2
Cambridgeshire	5	3
Warwickshire	3	4
<b>Buckinghamshire</b>	<b>7</b>	<b>5</b>
Northamptonshire	9	6
East Sussex	9	6
Norfolk	4	7
Berkshire	5	7
Oxfordshire	6	7
Hereford and Worcester	7	8

<b>Total Number of Major Injuries</b>	<b>2016-17</b>	<b>2017-18</b>
Berkshire	0	0
Hereford and Worcester	0	0
Northamptonshire	0	0
Suffolk	0	0
Warwickshire	0	0
West Sussex	0	0
Norfolk	1	0
Cambridgeshire	7	0
Bedfordshire	0	1
<b>Buckinghamshire</b>	<b>0</b>	<b>1</b>
East Sussex	7	3
Oxfordshire	0	4

<b>Total Number of Injuries during Training</b>	<b>2016-17</b>	<b>2017-18</b>
Northamptonshire	14	4
Warwickshire	8	7
Bedfordshire	11	11
West Sussex	13	14
<b>Buckinghamshire</b>	<b>16</b>	<b>15</b>
East Sussex	23	19
Cambridgeshire	39	21
Berkshire	14	22
Oxfordshire	23	22
Suffolk	32	26
Norfolk	37	29
Hereford and Worcester	31	41

<b>Total Number of injuries at Special Services</b>	<b>2016-17</b>	<b>2017-18</b>
Warwickshire	5	3
Northamptonshire	8	3
<b>Buckinghamshire</b>	<b>5</b>	<b>5</b>
Suffolk	4	5
Hereford and Worcester	4	7
Bedfordshire	6	9
Berkshire	9	9
West Sussex	6	10
Norfolk	8	10
Oxfordshire	4	11
Cambridgeshire	22	11
East Sussex	10	14

<b>Annual Incidence Rates</b>			
<b>Fire &amp; Rescue Service</b>	<b>Total number of employees</b>	<b>Total number of safety events</b>	<b>Incident rate</b>
Northamptonshire	516	18	3488
<b>Buckinghamshire</b>	<b>489</b>	<b>24</b>	<b>4908</b>
West Sussex	686	39	5685
Warwickshire	486	28	5761
Bedfordshire	590	39	6610
Norfolk	845	58	6864
Suffolk	679	54	7953
Berkshire	644	52	8074
Oxfordshire	642	52	8100
East Sussex	795	71	8930
Hereford and Worcester	723	71	9820
Cambridgeshire	658	74	11246



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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Combined Fire Authority
<b>DATE OF MEETING</b>	12 December 2018
<b>OFFICER</b>	Julian Parsons, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Netta Glover
<b>SUBJECT OF THE REPORT</b>	<b>Health and Safety Strategy 2019-2022</b>
<b>EXECUTIVE SUMMARY</b>	<p>This strategy sets out the strategic health and safety objectives for the next three years that seek to improve health and safety across the Service. It sits alongside the Well-being Strategy, dovetails into the People Strategy, and aligns with Buckinghamshire and Milton Keynes Fire Authority's Public Safety Plan.</p> <p><b>Mission statement</b></p> <ul style="list-style-type: none"> <li>To promote proportionate, appropriate and effective risk management.</li> </ul> <p><b>Five strategic objectives</b></p> <ul style="list-style-type: none"> <li><b>Working together:</b> Promoting broader ownership and cohesion of health and safety across the board.</li> <li><b>Drive continuous improvement in health, safety and well-being:</b> Anticipate and solve new health and safety challenges.</li> <li><b>Build an even better health and safety culture:</b> Raise awareness of and promote the benefits of an improved culture.</li> <li><b>Effectively manage risk:</b> Simplify, wherever possible risk management to ensure safe people and processes.</li> <li><b>Engaging together:</b> Seek to continuously improve communications on health, safety and well-being matters.</li> </ul> <p>The implementation of this strategy will result in a greater and wider ownership and resolution of health and safety issues; improved productivity through a strong health and safety culture whilst employees and the communities we serve will be healthier and safer.</p> <p><b>Making it happen</b> Whilst BFRS has an excellent health and safety record there is no room for complacency, it is essential we strive for continuous improvement in both culture and performance. The focus of this strategy is to provide direction to all</p>

	<p>employees and relevant stakeholders on how we intend to improve health and safety, including the culture, throughout the Authority to enable all to make a greater collective contribution.</p> <p>The Health and Safety department will support those efforts by capturing and promoting both learning and success and in developing measures to track progress towards the delivery of the five strategic themes.</p>
<b>ACTION</b>	For noting.
<b>RECOMMENDATIONS</b>	That the Health and Safety Strategy 2019–2022 be approved.
<b>RISK MANAGEMENT</b>	<p>The Authority recognises that sensible and proportionate risk management is integral to delivering its Public Safety Plan to the communities it serves and protecting its most valuable asset – its people.</p> <p>The implementation of this strategy will result in a greater and wider ownership of health and safety and ensure a simple and proportionate approach to risk management is embedded throughout.</p> <p>There are no implications for the Risk Register.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>The Authority has an excellent health and safety record and this strategy will serve to improve this further. However, if the management of risk is not controlled effectively, on an ongoing basis, serious injury or breaches of legislation can occur. This can have significant financial implications for the Authority by way of civil claims or fines initiated through the criminal justice system or through the enforcing body – the Health and Safety Executive (HSE) via their Sentencing Guidelines process. There is also the potential for reputational damage.</p>
<b>LEGAL IMPLICATIONS</b>	<p>The Safety Management System, that ensures the health, safety and well-being of the Authority’s employees, contractors, visitors and the communities it serves, is well embedded throughout the Service. It also exists to ensure compliance with legislation thus protecting the Authority from litigation and enforcement action. Its performance is subject to regular audit and review to ensure it remains fit for purpose. If this scrutiny does not take place there is the potential for a breach of health and safety legislation.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	<p>Collaboration work continues wherever the opportunity arises. The strategy highlights that collaboration, partnership working - internally with other departments and externally with other agencies, and engagement with employees is a key element of the</p>



	strategic theme 'Working Together'.
<b>HEALTH AND SAFETY</b>	The purpose of this strategy is to further improve both health and safety performance and the culture. Embedding the strategy throughout the Service is key to the achievement of the strategic themes. Achievement of the same will ensure there is both ongoing improvement in health and safety performance and continued compliance with health and safety legislation. There are no identified health and safety issues at this time.
<b>EQUALITY AND DIVERSITY</b>	There have been no equality and diversity implications identified so far. An integrated impact assessment has been carried out.
<b>USE OF RESOURCES</b>	There are no use of resources implications.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<b>Background</b> This strategy is a complete refresh of the Institute of Directors Health and Safety Checklist and strategy written in 2013 – available on request. The rate of change experienced by the Service over the past few years has resulted in the requirement for a complete overhaul of the strategy to ensure it meets the challenges of a dynamic environment and can deliver the strategic themes contained within.
<b>APPENDICES</b>	Health and Safety Strategy – Appendix A External and Appendix B Internal documents
<b>TIME REQUIRED</b>	15 minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	Ali Chart <a href="mailto:achart@bucksfire.gov.uk">achart@bucksfire.gov.uk</a> 07880787590

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# Health & Safety Strategy

Working together to keep  
Buckinghamshire & Milton Keynes  
Fire & Rescue Authority healthy  
and safe  
2019-2022



## Foreword

The effects of people being injured or falling ill because of work related activities can be far reaching. Not least of all, the pain and suffering the individual and their families go through but the disruption, additional costs and the potential for reputational damage for the Authority. This is not what we want to happen. It is, therefore, essential that a robust and effective health and safety management system is in place to reduce workplace ill health and improve productivity and growth.

It is recognised that preventing harm to employees and those affected by our activities is integral for the success, growth and continued excellent reputation of the Authority. The challenge is how we ensure that this is known, understood and becomes embedded in everyone's thinking and in all of our actions.

The Authority and Senior Management are committed to ensuring the health, safety and well-being of all employees and the communities we serve. By working together, we can build on the achievements made in safety; we can seize the opportunity to improve health and well-being, which will result in keeping employees and the communities safe, and well; improve productivity and keep business costs down.

This health and safety strategy sets out the strategic objectives for the next three years that seek to improve health, safety and well-being in the workplace and build upon our current successful track record.

Jason Thelwell  
Chief Fire Officer and Chief Executive of  
Buckinghamshire and Milton Keynes Fire  
Authority

## Purpose and scope

The purpose of this strategy is to set out the strategic objectives for the next three years that seek to improve health and safety. It sits alongside the Well-being Strategy, dovetails into the People Strategy, and aligns with Buckinghamshire and Milton Keynes Fire Authority's Public Safety Plan.

What we are doing is working! This is evidenced through our excellent health and safety performance statistics, the achievement of the RoSPA Gold Award and the case studies provided below. What this strategy will achieve is the further enhancement of the work we are doing and the success we have had.

## Introduction

The UK Fire Service is going through a period of rapid unprecedented change. Service users expectations are increasing and the ongoing financial pressures to deliver more with less are placing additional pressure on Fire and Rescue Services nationwide. Buckinghamshire and Milton Keynes Fire Authority remains committed to delivering its priorities, which are:

- Prevent incidents that cause harm from happening.
- Protect homes, public buildings and businesses from the effects of fire.
- To provide a timely and proportionate response to incidents by allocating our assets and resources in relation to risk and demand.
- To offer best value for money to our residents and businesses, ensure that the Service is compliant with legislative requirements, and recognised 'good' practice standards, which can be evidenced at all, times.

Looking to the future the Health and Safety Department (H&S) foresee:

- Continuing financial pressures affecting resourcing and the procurement of new vehicles, equipment and training.
- An increase in turnover of staff resulting in an 'experience' gap.
- The requirement for staff to 'do more with less' on an ongoing basis, potentially compromising their safety and affecting their well-being.

Despite these pressures, Buckinghamshire and Milton Keynes Fire Authority has a health and safety record to be proud of. Key contributors to this is the effective, proportionate management of risk, the training of staff and a positive behavioural safety culture. Everyone has a role to play in improving health and safety in the workplace including all those who undertake or influence workplace activities and attitudes.

## Our Vision

Our vision is to make Buckinghamshire and Milton Keynes the safest areas in England in which to live work and travel.

Health and safety is the golden thread linking all Service activities that serves to ensure employees conduct those activities in a safe and systematic way, protecting themselves and those affected by their activities, thus helping to achieve our vision.

## Mission statement

To promote proportionate, appropriate and effective risk management.

## The five strategic themes

- **Working together:** Promoting broader ownership and cohesion of health and safety across the board.
- **Drive continuous improvement in health, safety and well-being:** Anticipate and solve new health and safety challenges.
- **Build an even better health and safety culture:** Raise awareness of and promote the benefits of an improved culture.
- **Effectively manage risk:** Simplify, wherever possible, risk management to ensure safe people and processes.
- **Engaging together:** Seek to continuously improve communications on health, safety and well-being matters.

## Key points

- There needs to be broader ownership of health and safety.
- There needs to be greater cohesion between the H&S department, internal departments and external partners, agencies and organisations.
- It is important to drive continuous improvement in health, safety and well-being.
- We need to work together to build upon our positive health and safety culture.
- Wider recognition is needed of the benefits that come from a simplistic and proportionate approach to risk.
- Effective communications are key to successful engagement.

The implementation of this strategy will result in a greater and wider ownership and resolution of health and safety issues; improved productivity through a strong health and safety culture whilst employees and the communities we serve will be healthier and safer.

- **Working together**

Health and safety is not the responsibility of a particular individual(s) or part of an organisation but an integral part of everyone's role. This means engaging all

employees with this ethos as they have a vital role in managing risk and preventing harm to individuals and the Authority.

Working together with employees, Human Resources and Occupational Health to reduce the impacts of work related injury/ill health; increasing awareness of and removing the stigma of mental health illness and improving the support networks available to improve employee well-being both physically and psychologically.

Engaging with employees and working with the Research and Development department on the design, specification and implementation of new services, vehicles and equipment is key.

Working with Facilities on the selection, performance and supervision of contractors to ensure compliance with relevant legislation i.e. Construction and Design Management Regulations 2015. Assisting and advising where necessary when major projects are factored into the Capital Plan.

### **Case study: Well-being Task & Finish Group**

The creation and implementation of the Well-being Task and Finish group, made up of fire fighters, representative bodies, the Welfare Officer, Occupational health, the Mental Health Blue Light Champion and the Health and Safety Manager, was set up to review and assess the Service's current position in terms of employee physical and psychological well-being.

The group's terms of reference was to carry out a self –assessment against the College of Policing Blue Light Well-being Framework. Having conducted gap analysis against the framework the group went on to devise an action plan to move the Service forward from the areas considered to be 'Under developed' or 'In development' to becoming 'Fully developed'.

They have acquired funding for Blue Light trauma awareness, Mental Health First Aid and Mental Health Champions training to provide a network of support across the Service in a bid to reduce sickness absence associated with mental health illness. This training programme will be complete by the end of this financial year.

This work is an excellent example of how we are working together to improve health, safety and well-being

- Drive continuous improvement in health, safety & well-being

As a South East region, we have adopted the Health, and Safety Executive's (HSE) safety management system - HSG65 Plan, Do, Check, Act. Implementing and embedding this system across the Service provides assurance that we meet

legislative requirements. It is relatively simple to implement, is less bureaucratic and less expensive than some other safety management systems.

Active monitoring – near misses and hazard reports are investigated with recommended actions being implemented wherever possible in order to prevent a safety event occurring.

Reactive monitoring – safety events are also investigated, again with outcomes being implemented and shared with the relevant stakeholders in order to prevent a recurrence. Regional and national learning from safety events and incidents is shared and a gap analysis is carried out and appropriate steps taken to close the gap. An audit trail of this process is held within the Operational Assurance management information system.

Health and safety training relevant to role is provided to staff ranging from the IOSH Safety for Executives, NEBOSH General Certificate, Accident Investigation training, IOSH Managing Safely, COSHH Assessors and First Aid at Work. This is not a definitive list. All employees complete E-learning packages on health and safety legislative subjects such as manual handling as a mandatory requirement.

The Authority has invested heavily in new fire appliances with electronic pumping systems and electronic stability programmes for safer driving when responding in an emergency. New e-draulic equipment has been procured to reduce the risk of high-pressure injection and manual handling injuries. Both of which are driving new and safer systems of work.

An audit programme of both health and safety policies and procedures and the implementation of the same is subscribed to. Peer audits using the RoSPA QSA Audit are carried out on a regular basis with the last in 2015 highlighting a huge improvement in performance from 65% in 2009 to 88% in 2015.

### **Case study: The RoSPA Health and Safety Awards**

As a means of evidencing, the continuous improvement in health and safety performance the H&S department applied to be assessed for the RoSPA Health and Safety awards and submitted the required evidence.

The outcome of this assessment resulted in the achievement of the RoSPA Gold Award. A truly fantastic outcome.

- **Build an even better health and safety culture**

Key to excellent health and safety performance is a positive health and safety culture. It can be difficult to determine the attitude to and the perception of the health and safety culture within the Service based on anecdotal evidence alone.



To overcome this difficulty it is necessary to establish a benchmark of the positivity of the culture and work to improve upon it moving forwards.

Factors that will improve the health and safety culture include engagement with staff; an increase in active monitoring; a learning environment, which works on a 'no blame' ethos and the accessibility of the health and safety department who act as 'enablers' and empowers individuals.

### **Case study: Behavioural Safety Culture survey**

To determine the attitude to and the perception of the health and safety culture and to seek the views of employees on this matter, the H&S department purchased and conducted the HSE's Behavioural Safety Culture survey.

127 responses were received which equated to 27% of the workforce. Initial feedback to employees highlighted the most favourable and unfavourable responses.

- **Effectively manage risk**

The Authority recognises that sensible and proportionate risk management is integral to delivering its Public Safety Plan to the communities it serves and protecting its most valuable asset – its people.

Positive outcomes of sensible and proportional risk management can include reduced sickness absence, a reduction in costs and an enhanced reputation- all key components in a successful business model.

The H&S department have an important role to play; sharing examples of good practice, providing relevant advice and information and setting the standards required to ensure efficient, effective and excellent health and safety performance, communicated to all, will build trust and ensure there is a common understanding of and commitment to proportionate health and safety.

### **Case study: CCTV on fire appliances**

Vehicle accidents for the fire service nationally is an issue with BFRS being no exception. Employees and representative bodies were canvassed via a short survey, for their suggestions as to how we could work together to reduce the number of slow speed manoeuvring accidents. This action ensured that employees were engaged with the process and would 'buy into' the suggestions they made.

The outcome of the survey highlighted that the installation of CCTV was the preferred option. As a result of this funding was approved for 360 degree CCTV cameras to be fitted on all fire appliances as retro fit and on new appliances as part of the build.

Since the completion of the installation programme in 2016 we have seen a considerable reduction in the number of low speed manoeuvring accidents for a variety of reasons: drivers are aware that CCTV is present and recording their actions which helps to focus their minds. Third parties who may be inclined to initiate spurious claims against the authority for damage to their vehicle, allegedly caused by fire appliances, are discouraged by the presence of CCTV. Accident investigators always view CCTV footage as part of their investigation, which assists them in identifying the true immediate and underlying causes allowing them to make more informed and effective recommendations to prevent a recurrence.

An excellent example of effective risk management.

### ■ Engaging together

Essential to excellent health and safety performance is the engagement and effective communications with employees, representative bodies, stakeholders and partner agencies.

Successful engagement builds effective working relationships and promotes 'buy in' from employees when negotiating on new procedures, services, vehicles and equipment.

Forums in place facilitating employee and representative bodies engagement are the Joint Consultation Forum; the Health, Safety and Well-being Committee and the senior management health and safety engagement sessions, a programme of which run on an annual basis.

In addition, a suite of health and safety communication documents ranging from safety critical notices to the 'Keeping Safe' brief are issued as required. A review of these documents is carried out via the health and safety engagement sessions.

### **Case study: Management information system**

The Service utilises a management information system to disseminate statistics on a broad range of key performance indicators. These statistics are displayed on each Authority site.

Working with the Data Intelligence Team, a health and safety section was created providing details of health and safety performance in terms of safety event type and cause and overdue safety event investigations per Authority site. This information provides reminders to employees that actions need to be completed and directs the H&S department to follow up on outstanding actions. It also identifies areas for development allowing the H&S department to set SMART objectives to achieve improvement.

Feedback received from the health and safety engagement sessions identified that the Safety Event Awareness sheets as a communications media was not fit for purpose. The H&S department created a new form of communication – the 'Keeping Safe' brief that provides employees with outcomes from safety events; the number of outstanding investigations and handy hints on using the electronic safety event reporting and investigation system. This has been well received.

## Making it happen

Whilst BFRS has an excellent health and safety record there is no room for complacency. We will strive for continuous improvement in both culture and performance.

The fundamentals for effective health and safety remain:

- Strong, visible leadership;
- Visible commitment to health and safety across all levels;
- Collaboration and partnership working, engaging with employees and other stakeholders;
- Managers across all levels and employees having the competence to identify and control the risks created by their activities;

The strategy provides direction to all employees and relevant stakeholders on how we will improve health and safety, including the culture, throughout the Authority to enable all to make a greater collective contribution.

The H&S department will support those efforts by capturing and promoting both learning and success and in developing measures to track progress towards the delivery of the five strategic themes.

## How we are going to do it

These measures are not limited to, but will include the following:

### **Working together**

- Encourage and recognise improvements, foster positive working relationships to deliver improved outcomes and minimise bureaucracy and contention.
- Work with employees to make the workplace healthier and safer by advising on and promoting high standards of risk control.
- Continue to collaborate and align with our Thames Valley partners and other agencies wherever the opportunity arises.

## **Drive continuous improvement in health, safety and well-being**

- Support better outcomes, innovation and the safe and effective use of new technologies.
- Set realistic and achievable targets for a reduction in safety events and an increase in active monitoring and for safety event investigations to be completed within the allocated timeframe.
- A meaningful health and safety objective to form part of the appraisal process for all employees.

## **Build an even better health and safety culture**

- Progress the work of the Working Group on the completion of the action plan from the Behavioural Safety Culture survey and on promoting the benefits of a positive culture.
- Conduct a further Behavioural Safety Culture survey in 2020 to measure improvement on the original benchmark.
- Continue with the programme of senior management health and safety engagement sessions and publish outcomes of 'you said, we listened, we did'.

## **Effectively manage risk**

- Develop services and processes that contribute to improved management and control of risks.
- Continue to drive improvement through the promotion of active monitoring, building a 'learning' culture and simplifying processes where appropriate.
- Continue to audit, monitor and review the safety management system, supporting policies and procedures and the implementation of the same.
- Apply for another national health and safety award in 2021.

## **Engaging together**

- Review and strive to improve methods of communication appropriate to its intended audience, in order to engage the workforce and achieve 'buy in' to inform and improve health and safety performance.
- Introduce a health, safety and well-being recognition scheme for all Authority stations/sites to participate in. The highest achieving station/site to be nominated for a Service Award for Excellence.
- Continue to develop effective working relationships and negotiations with the Representative Bodies and the Representative of the Employees.



## 1. Changes since the last version

**Please note that as Service Documents are frequently updated, if you print a document, its accuracy cannot be guaranteed. Always check the intranet for the latest version.**

## 2. Index *(delete if not required)*

1. [Document changes](#) *(mandatory)*
2. [Index](#) *(mandatory if main document is more than 2 sides of A4)*
3. [Purpose and scope](#) *(mandatory)*
4. [Roles and responsibilities](#) *(mandatory)*
5. [Document Content](#) *(mandatory)*
6. [Glossary of terms](#) *(mandatory if using unfamiliar terms)*
7. [Consultation/publication/communication](#) *(mandatory)*
8. [Integrated Impact Assessment \(IIA\)](#) *(mandatory)*

## 3. Purpose and scope

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### **Mission statement**

To promote proportionate, appropriate and effective risk management.

### **Roles and responsibilities**

Chief Fire Officer and Elected Members - Have ultimate responsibility for health and safety and well-being within the Authority.

Deputy Chief Fire Officer – Chair of Health, Safety and Well-being Committee and promotion of health, safety and well-being throughout the organisation.

Strategic Management Board – committed to securing, as far as is reasonably practicable, the health, safety and well-being of employees and other persons likely to be affected by the activities of the Authority, demonstrating that commitment through strong and visible leadership.

Head of Service Delivery – responsible for the implementation of health and safety policies and practices including the monitoring of performance.

Head of Service Development – – Departmental responsibility for health and safety function and the implementation of improvements across the service.



Health and Safety Manager – Responsible for the management of the health and safety function.

Health and Safety Technician – Responsible for the day to day delivery of the health and safety function.

Managers - Responsible for the health, safety and well-being of all their employees, contractors and visitors and for the stations/sites they manage.

Employees - Responsible for their own safety and the safety of others affected by their activities.

## The five strategic themes

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Successful engagement builds effective working relationships and promotes 'buy in' from employees when negotiating on new procedures, services, vehicles and equipment.

Forums in place facilitating employee and representative bodies engagement are the Joint Consultation Forum; the Health, Safety and Well-being Committee and the senior management health and safety engagement sessions, a programme of which run on an annual basis.

In addition, a suite of health and safety communication documents ranging from safety critical notices to the 'Keeping Safe' brief are issued as required. A review of these documents is carried out via the health and safety engagement sessions.

#### **Case study: Management information system**

The Service utilises a management information system to disseminate statistics on a broad range of key performance indicators. These statistics are displayed on each Authority site.



Working with the Data Intelligence Team, a health and safety section was created providing details of health and safety performance in terms of safety event type and cause and overdue safety event investigations per Authority site. This information provides reminders to employees that actions need to be completed and directs the H&S department to follow up on outstanding actions. It also identifies areas for development allowing the H&S department to set SMART objectives to achieve improvement.

Feedback received from the health and safety engagement sessions identified that the Safety Event Awareness sheets as a communications media was not fit for purpose. The H&S department created a new form of communication – the 'Keeping Safe' brief that provides employees with outcomes from safety events; the number of outstanding investigations and handy hints on using the electronic safety event reporting and investigation system. This has been well received.

## Making it happen

Whilst BFRS has an excellent health and safety record there is no room for complacency. We will strive for continuous improvement in both culture and performance.

The fundamentals for effective health and safety remain:

- Strong, visible leadership.
- Visible commitment to health and safety across all levels.
- Collaboration and partnership working, engaging with employees and other stakeholders.
- Managers across all levels and employees having the competence to identify and control the risks created by their activities.

The strategy provides direction to all employees and relevant stakeholders on how we will improve health and safety, including the culture, throughout the Authority to enable all to make a greater collective contribution.

The H&S department will support those efforts by capturing and promoting both learning and success and in developing measures to track progress towards the delivery of the five strategic themes.



## How we are going to do it

These measures are not limited to, but will include the following:

### **Working together**

- Encourage and recognise improvements, foster positive working relationships to deliver improved outcomes and minimise bureaucracy and contention.
- Work with employees to make the workplace healthier and safer by advising on and promoting high standards of risk control.
- Continue to collaborate and align with our Thames Valley partners and other agencies wherever the opportunity arises.

### **Drive continuous improvement in health, safety and well-being**

- Support better outcomes, innovation and the safe and effective use of new technologies.
- Set realistic and achievable targets for a reduction in safety events and an increase in active monitoring and for safety event investigations to be completed within the allocated timeframe.
- A meaningful health and safety objective to form part of the appraisal process for all employees.

### **Build an even better health and safety culture**

- Progress the work of the Working Group on the completion of the action plan from the Behavioural Safety Culture survey and on promoting the benefits of a positive culture.
- Conduct a further Behavioural Safety Culture survey in 2020 to measure improvement on the original benchmark.
- Continue with the programme of senior management health and safety engagement sessions and publish outcomes of 'you said, we listened, we did'.

### **Effectively manage risk**

- Develop services and processes that contribute to improved management and control of risks.
- Continue to drive improvement through the promotion of active monitoring, building a 'learning' culture and simplifying processes where appropriate.



- Continue to audit, monitor and review the safety management system, supporting policies and procedures and the implementation of the same.
- Apply for another national health and safety award in 2021.

**Engaging together**

- Review and strive to improve methods of communication appropriate to its intended audience, in order to engage the workforce and achieve 'buy in' to inform and improve health and safety performance.
- Introduce a health, safety and well-being recognition scheme for all Authority stations/sites to participate in. The highest achieving station/site to be nominated for a Service Award for Excellence.
- Continue to develop effective working relationships and negotiations with the Representative Bodies and the Representative of the Employees.

**4. Glossary of terms** *(delete if not required)*

<b>Term</b>	<b>Definition</b>
<b>RoSPA</b>	Royal Society for the Prevention of Accidents
<b>CCTV</b>	Closed Circuit Television

**5. Consultation/publication/communication**

Consultation has taken place with Fire Authority Members, the Senior Management team and the Representative bodies.

The strategy will be published on the internal and external website following approval by the Fire Authority. ✓

**6. Integrated Impact Assessment (IIA)**

**A) The impact table**

Are there any possible impacts which need further investigation? To complete the table tick ✓ the likely impact.

<b>Impact Table</b>
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Impact on people (protected groups and "others")	External Individuals			Authority Employees		
	Positive	Negative	None	Positive	Negative	None
<b>People</b>						
Gender			✓			✓
Race			✓			✓
Age			✓			✓
Religion/Belief			✓			✓
Sexual Orientation			✓			✓
Gender Reassignment			✓			✓
Pregnancy / Maternity			✓			✓
Marriage/Civil Partnership			✓			✓
Disability			✓			✓
<b>Place</b>						
Strengthen Community Cohesion	✓			✓		
Tackling Poverty / Promoting Social Inclusion	✓			✓		
<b>Privacy</b>			✓			✓
<b>Health</b>	✓			✓		
<b>Environment</b>	✓			✓		

If you have a tick in any negative box you need to consider why and include this in your risk assessment.

**B) Privacy impact assessment screening questions**

These questions are intended to help Authority staff involved with new projects and / or processes (or significantly changed processes) decide whether an



Impact Assessment is necessary. Answering 'yes' to any of these questions is an indication that an Impact Assessment would be a beneficial exercise.

<b>Privacy Screening Questions</b>		
<b>Question</b>	<b>Yes/ No?</b>	<b>Comment</b>
Will the project involve the collection of new information about individuals?	No	
Will the project compel individuals to provide information about themselves that they have not had to previously?	No	
Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?	No	
Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	No	
Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	No	
Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?	No	
Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records or other information that people would consider to be particularly private.	No	
Will the project require you to contact individuals in ways which they may find intrusive?	No	

<b>People Screening Questions</b>
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Question:	Yes/No:	Comment
Will the project you are undertaking affect any of the following factors explicitly? <ul style="list-style-type: none"> <li>- Race</li> <li>- Disability</li> <li>- Gender</li> <li>- Religion/Belief</li> <li>- Sexuality</li> <li>- Age</li> <li>- Gender Reassignment</li> <li>- Pregnancy / Maternity</li> <li>- Marriage / Civil Partnerships</li> </ul>	No	
Could the progression of your project have a negative effect on a particular person/group of persons within the organisation or externally?	No	
Does the progression of your project affect the status of any person/s within the organisation or externally?	No	
Will any person/s within the organisation or externally be negatively impacted, with respect to their personal status, by the completion of your project?	No	
Is there any new technology within your project that will negatively impact the wellbeing of a person/s within the organisation or externally.	No	
Is there any aspect of a person/s status that will negatively impact your project?	No	
Is there any risk that your project could fail to comply with all relative people laws, e.g. the Equalities Act 2010?	No	
If your project requires you to employ new members of staff, is there likely to be any people based prejudice within the recruitment process?	No	

**Did you answer yes to any of the screening questions?**

- If so, it is recommended that you carry out a full Impact Assessment.



- If you answered YES to questions in both sections, it is recommended that you carry out a full IIA – see Service Document Template for more information.



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	12 December 2018
<b>OFFICER</b>	Julian Parsons, Head of Service Development
<b>LEAD MEMBER</b>	Councillor Jean Teesdale – Lead Member Community Protection
<b>SUBJECT OF THE REPORT</b>	<b>2020 – 2025 Public Safety Plan: “Listening &amp; Engagement” Research</b>
<b>EXECUTIVE SUMMARY</b>	<p>Officers are currently engaged in the development of the Authority’s next Public Safety Plan (PSP). This is being constructed using integrated risk management planning principles as required by the Fire and Rescue National Framework. The new plan will succeed the current 2015-20 PSP and take effect from April 2020.</p> <p>The National Framework requires that, amongst other things, the IRMP <i>“reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners”</i>.</p> <p>This requirement is being met via a two stage consultation process, parts of which have already been implemented, embracing the general public, Authority staff and other stakeholders:</p> <ol style="list-style-type: none"> <li>1. An initial ‘listening and engagement’ phase with the public which will explore: <ul style="list-style-type: none"> <li>• perceptions of, attitudes towards and tolerance for risk;</li> <li>• perceptions of the Authority and the services it offers and any expectations in relation to these;</li> <li>• awareness of the issues and challenges facing the Authority and general feelings about potential ways of responding to these;</li> <li>• what really matters to the public and other stakeholders as we seek to effect changes in order to respond to the challenges faced by the Authority.</li> </ul> </li> <li>2. A formal consultation on specific proposals arising out of the 2020-2025 PSP development process which will be undertaken Summer 2019.</li> </ol>

	<p>Opinion Research Services (ORS) have been commissioned to undertake the public facing elements of the consultation process for both phases. Phase 1 consisted of five ‘Citizen Engagement’ focus groups. These were held in the following locations during the period 20 November – 5 December to capture both urban and rural perspectives: Milton Keynes, Buckingham, Aylesbury, Chesham, High Wycombe.</p> <p>A report on the outcomes of this initial research will be submitted to the February 2019 Fire Authority meeting.</p> <p>Also, there is scope to re-recruit the same participants again in phase 2, when specific proposals will be consulted on, which means that they will be able to consider them from a more informed perspective than would be possible with fresh groups of people drawn from the wider public.</p>
<b>ACTION</b>	For noting.
<b>RECOMMENDATIONS</b>	That the report be noted.
<b>RISK MANAGEMENT</b>	<p>A detailed risk assessment was carried out with ORS at the project planning stage and a risk log established within the Project Initiation Document (PID) &amp; appropriate measures identified to control the identified risks.</p> <p>The key corporate risks arising out of the research process include:</p> <ul style="list-style-type: none"> <li>• That the range of views expressed are not typical of the public as a whole;</li> <li>• That the research is poorly executed and fails to meet the specified requirements.</li> </ul> <p>Both of these risks could impair the decision making process in relation to the development of the PSP were they to crystalise.</p> <p>The first risk is controlled via the participant recruitment process which is designed to ensure that a representative sample of the public is selected by using quotas for age, gender, social group, ethnicity and geographic factors. The second, via ORS’ training and research methods which are fully accredited to relevant British, ISO and IQCS standards. ORS are also a Market Research Society (MRS) Company Partner and are fully compliant with the MRS Code of Conduct.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>The cost of Phase One of the research is £13,550 which will be paid during the 2018/19 financial year.</p> <p>The cost of the second phase of the research which will take place in the next financial year (2019/20) is £16,150 (as well as a further five focus groups this</p>

	includes provision of an online consultation channel to facilitate a wider response from members of the public, Authority staff and other external stakeholders). These costs will be met from existing revenue budget resources.
<b>LEGAL IMPLICATIONS</b>	<p>The approach complies with National Framework requirements by ensuring that consultation is undertaken at appropriate points in the IRMP/PSP development process.</p> <p>The outcomes of the consultation are not binding on the Authority. However, it is required to have regard to them in reaching decisions associated with the integrated risk management planning process where relevant.</p>
<b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b>	The National Framework requires every fire and rescue authority to produce its own IRMP/PSP. However, officers share thinking on approaches to IRMP/PSP development and consultation practices with other fire and rescue services, in particular our Thames Valley partners.
<b>HEALTH AND SAFETY</b>	No direct implications arising from this initial consultation work.
<b>EQUALITY AND DIVERSITY</b>	The participant selection process is designed to ensure that a representative sample of the public is consulted as detailed in the risk management section above.
<b>USE OF RESOURCES</b>	The consultation work is being resourced from within existing budgets and staff capacity. The outcomes of the consultation work will be used to help inform decision making in relation to future Authority resource allocation.
<b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b>	<p>Fire and Rescue National Framework for England (2018):  <a href="https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2">https://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england--2</a></p> <p>2015-2020 PSP:  <a href="https://bucksfire.gov.uk/files/8114/2116/4524/2015-20_PSP_Updated_after_17_Dec_CFA.pdf">https://bucksfire.gov.uk/files/8114/2116/4524/2015-20_PSP_Updated_after_17_Dec_CFA.pdf</a></p>
<b>APPENDICES</b>	None
<b>TIME REQUIRED</b>	10 Minutes
<b>REPORT ORIGINATOR AND CONTACT</b>	<p>Stuart Gowanlock, Corporate Planning Manager  <a href="mailto:sgowanlock@bucksfire.gov.uk">sgowanlock@bucksfire.gov.uk</a>  01296 744435</p>

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# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Fire Authority
<b>DATE OF MEETING</b>	12 December 2018
<b>OFFICER</b>	Lynne Swift, Director People and Organisational Development
<b>LEAD MEMBER</b>	Councillor Roger Reed
<b>SUBJECT OF THE REPORT</b>	<b>Emergency Services Collaboration in the Thames Valley</b>
<b>EXECUTIVE SUMMARY</b>	<p>The purpose of this report is to update Buckinghamshire and Milton Keynes Fire Authority (BMKFA) on collaborative working within the Thames Valley, and to note the 'Emergency Services Collaboration in the Thames Valley' report as set out in Annex A.</p> <p>The report was commissioned by the Emergency Services Thames Valley Collaboration Executive Board (ESTVCEB) to demonstrate to the public and other key stakeholders the commitment to collaboration across the constituent emergency services of the Thames Valley.</p> <p>This report was initially presented to the Thames Valley Emergency Services Collaboration Steering Group (TVESCSG) at its meeting on 19 March 2018. The Steering Group's consideration included the terms of reference and membership of the TVESCSG (section 6 of Annex A), as part of the governance structures that enable and facilitate the collaboration programme.</p> <p>Following feedback from TVESCSG members, the Steering Group terms of reference were subsequently reviewed at the TVESCSG meeting held on 24 September 2018. The revised report, with the corrected terms of reference, is now attached as Annex A.</p> <p>The report outlines the statutory duties within the Policing and Crime Act 2017 and details the initiatives that have been actioned to date, including case studies. The initiatives are benchmarked against the National Overview Report 2016, produced by the Emergency Services Collaboration Working Group.</p> <p>The main areas of focus of the report are the plans to improve collaboration in the future, and the current Phase One projects which include objectives and deliverables, success criteria, assurance, monitoring and review processes.</p> <p>Each constituent member of the ESTVCSG is presenting this report, for information, through their relevant</p>

	governance channels.
<b>ACTION</b>	For noting.
<b>RECOMMENDATIONS</b>	It is recommended that the Emergency Services Collaboration in the Thames Valley Report (Annex A and Appendix 1) and the terms of reference of the three respective governance bodies be noted.
<b>RISK MANAGEMENT</b>	<p>Maintaining resilience and focus on day to day service delivery is enhanced by ensuring that collaborative projects proactively evaluate and optimise resource utilisation.</p> <p>The Thames Valley Emergency Services collaboration programme was reviewed in Summer 2017, and this included evaluating priorities against capacity to deliver.</p> <p>Each project set out in Annex A has its own risk register, subject to standard risk management and escalation procedures. For BMKFA, this will include following its Integrated Impact Assessment procedures for individual projects.</p> <p>Programme Management arrangements are in place for Fire–Fire collaboration with a dedicated, joint-funded Project Office resource employed by Royal Berkshire Fire and Rescue Service (RBFRS). Duties include coordination of risk registers.</p> <p>External factors such as local government and potential governance model reviews within the Thames Valley may impact on senior capacity to maintain the required pace of collaborative progress. This potential risk will be monitored on an ongoing basis, and mitigating actions taken as required.</p>
<b>FINANCIAL IMPLICATIONS</b>	<p>The financial benefits of collaboration will naturally vary depending upon the type of service or procurement arrangements. Major collaboration projects are subject to normal officer and member approval protocols.</p> <p>The recent collaborative work on appliances and associated equipment between the Thames Valley Fire Authorities produced savings on collective budgets of well over £700k over the four years in which they will be procured. This in itself has generated a move toward standardising the equipment on those vehicles, which will be a significant aid toward using standard operating procedures.</p> <p>National and regional collaborations that require funding are either covered within existing budgets or, for Fire–Fire, by established National Fire Chiefs Council (NFCC) funding mechanisms.</p>
<b>LEGAL IMPLICATIONS</b>	None arising from the recommendations.
<b>CONSISTENCY WITH</b>	The <a href="#">Policing and Crime Act 2017</a> requires the Authority to



<p><b>THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>keep opportunities for collaboration with the police and ambulance services under review. The 'Emergency Services Collaboration in the Thames Valley Report' sets out how the Authority can evidence compliance with that duty.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>Collaborative working options to deliver health, safety and welfare aspects of the Thames Valley collaboration programme are considered within each project.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>Considerations of equality and diversity issues are built into the individual collaboration projects. For example, the Thames Valley Fire and Rescue Services collaborative recruitment and apprenticeships programme set out processes which seek to increase the diversity of the workforce.</p>
<p><b>USE OF RESOURCES</b></p>	<p><b>Strategic context</b></p> <p>The Authority's approach to collaborative working aligns well with the Policing and Crime Act 2017, and is well defined to support the strategic aims set out within the Corporate Plan 2015 to 2020.</p> <p><b>Communication with stakeholders;</b></p> <p>A joint communications programme is being developed to coincide with constituent members of the Emergency Services Thames Valley Collaboration Group endorsing this report.</p> <p><b>The system of internal control;</b></p> <p>Section six of the Annex A report sets out terms of governance arrangements. Regular updates will be provided to the Emergency Services Thames Valley Collaboration Steering Group and full Authority.</p> <p><b>The management of the asset base;</b></p> <p>Collaborative opportunities will be actively sought that allow for efficient use of property and equipment assets between Authorities. This may be shared use, shared procurement, or shared back office and systems in respect of asset management.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>Report to the Fire Authority held 18 October 2017; The Policing and Crime Act 2017 and the Authority:  <a href="http://bucksfire.gov.uk/files/8415/0755/2971/ITEM_8_The_Policing_and_Crime_Act_2017_and_the_Authority_Cover_ReportAppendices-min.pdf">http://bucksfire.gov.uk/files/8415/0755/2971/ITEM_8_The_Policing_and_Crime_Act_2017_and_the_Authority_Cover_ReportAppendices-min.pdf</a></p> <p>Report to the Fire Authority held 18 October 2017; Fire Reform – Collaborative Working Update:  <a href="http://bucksfire.gov.uk/files/5915/0719/9464/ITEM_9_181_02017_Fire_Reform_Collaborative_Working_update_JPMAppendices.pdf">http://bucksfire.gov.uk/files/5915/0719/9464/ITEM_9_181_02017_Fire_Reform_Collaborative_Working_update_JPMAppendices.pdf</a></p>

	<p>Corporate Plan 2015 to 2020  <a href="http://bucksfire.gov.uk/files/6315/2508/4373/2015-20_Corporate_Plan_Refresh_-_July_2017.pdf">http://bucksfire.gov.uk/files/6315/2508/4373/2015-20_Corporate_Plan_Refresh_-_July_2017.pdf</a></p> <p>Report to the Fire Authority held 14 December 2016; Fire Reform – Collaboration Working Update:  <a href="http://bucksfire.gov.uk/files/9214/8068/6630/ITEM_13_FIRE_REFORM_-_COLLABORATIVE_WORKING_cover_report_14122016_CFA_Annexes.pdf">http://bucksfire.gov.uk/files/9214/8068/6630/ITEM_13_FIRE_REFORM_-_COLLABORATIVE_WORKING_cover_report_14122016_CFA_Annexes.pdf</a></p> <p>Emergency Services Collaboration Working Group: National Overview 2016  <a href="https://aace.org.uk/wp-content/uploads/2016/11/National-overview-v13-WEB.pdf">https://aace.org.uk/wp-content/uploads/2016/11/National-overview-v13-WEB.pdf</a></p> <p>Report to the Executive Committee held 29 July 2015; Property Sharing and Co-Location of Police and Fire and Rescue Services in the Thames Valley  <a href="http://bucksfire.gov.uk/files/5614/3740/2436/ITEM_12_Memorandum_of_Understanding_with_PCC_occ_rbfa_2_with_appendix.pdf">http://bucksfire.gov.uk/files/5614/3740/2436/ITEM_12_Memorandum_of_Understanding_with_PCC_occ_rbfa_2_with_appendix.pdf</a></p> <p>Report to the Fire Authority held 10 June 2015; Memorandum of Understanding (MOU) with Royal Berkshire and Oxfordshire Fire and Rescue Services.  <a href="http://bucksfire.gov.uk/files/7314/5563/7856/ITEM_15_Memorandum_of_Understanding_with_Royal_Berkshire_and_Oxfordshire_Fire_and_Rescue_Services.compressed.pdf">http://bucksfire.gov.uk/files/7314/5563/7856/ITEM_15_Memorandum_of_Understanding_with_Royal_Berkshire_and_Oxfordshire_Fire_and_Rescue_Services.compressed.pdf</a></p>
<p><b>APPENDICES</b></p>	<p>Annex A: Emergency Services Collaboration in the Thames Valley – November 2018</p>
<p><b>TIME REQUIRED</b></p>	<p>15 minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Lynne Swift, Director People and Organisational Development  <a href="mailto:lswift@bucksfire.gov.uk">lswift@bucksfire.gov.uk</a>                      01296744769</p>





# EMERGENCY SERVICES COLLABORATION IN THE THAMES VALLEY

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# 1. FOREWORD

## By the Thames Valley Collaboration Steering Group

We are very pleased to be jointly introducing this important document. Collectively we provide the political and non-executive leadership of the Ambulance, Fire and Rescue and Police services across the Thames Valley. The blue light services of the Thames Valley have a proud tradition of collaboration and the Steering Group is committed to supporting and driving collaborative initiatives across the emergency services.

From the day-to-day interaction of our front-line staff at emergency incidents, to the sharing of premises and procurement opportunities, we regularly work in partnership for the good of our communities. In the following pages, you will find evidence of the extensive collaboration already underway and details of the Collaborative Programme we have established to create further efficiencies and enhance public safety going forward.

In 2017, the Policing and Crime Act placed a statutory duty on fire and rescue authorities, police forces, and ambulance trusts to:

- Keep collaboration opportunities under review;
- Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and
- Give effect to a proposed collaboration, where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and that it does not have an adverse effect on public safety.

To reflect their wider role, ambulance trusts are required to consider the impact of the proposed collaboration on their wider functions and the NHS, when determining if it would be in the interests of their efficiency or effectiveness.

The programme of work we have established under the banner of the 'Thames Valley Collaboration Programme' will evidence how the political leadership are ensuring compliance with our statutory duty under the Act. It will also allow us to demonstrate how we are maximising opportunities to drive efficiency and effectiveness, in the interest of public safety.

We hope you find the content of this document interesting and informative, and we are keen to hear your views about it. Please let us know what you think, or ask us any questions by contacting [collaboration@RBFPS.co.uk](mailto:collaboration@RBFPS.co.uk).



## 2. WHY SHOULD WE COLLABORATE?

We will see in the next section that the idea of collaboration is not new for the emergency services; indeed, the Thames Valley fire and rescue services committed to collaborating in a Memorandum of Understanding (MOU) in 2015. Thames Valley Fire Control Service, a joint fire service control room serving the people of Buckinghamshire, Oxfordshire and Royal Berkshire is a great example of what can be done when like-minded organisations work together to improve public value<sup>1</sup>. Likewise, the JESIP<sup>2</sup> protocols, a programme of work to improve emergency service interoperability, are now an established part of the operational environment for emergency services. All of the emergency services in the Thames Valley collaborate with other services on their borders and there are many examples nationally of what has been achieved by collaboration<sup>3</sup>.

The collaboration landscape changed significantly for emergency services in England with the introduction of the Policing and Crime Act in 2017. This legislation imposes a duty on emergency services to consider entering into collaborative arrangements with other partners where to do so, is in the interests of efficiency or effectiveness for those involved. This legislation follows on from earlier legislation- the Fire & Rescue Services Act 2004 (FRSA) that for the first time created a duty for fire and rescue services to deliver prevention services, as well as to respond to emergency incidents.

Under the Policing and Crime Act 2017, the Police and Crime Commissioner was given an enabling power to undertake the preparation of a business case to consider the benefits of changes in the governance arrangements of the services involved.

Section 13 of the FRSA requires Fire & Rescue Authorities (FRAs) to enter into mutual assistance schemes with other FRAs, and sections 15 and 16 enable FRAs to enter into agreements with other such authorities, or other persons for that other authority, or person to discharge certain statutory functions. Amendments made to the FRSA by the Localism Act 2011 gave a broader discretion to consider collaboration if it was thought likely to be able to contribute to the Authority being able to discharge its functions.

Sections 22A to 23I of the Police Act 1996 make provision for collaboration agreements entered into by two or more police services. Ambulance services can collaborate between themselves, under section 47 of and paragraph 14 of Schedule 4, to the National Health Service Act 2006.

Section 2(1) of the Policing and Crime Act imposes on each of the three emergency services, a new duty to keep collaboration opportunities under review where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration. Section 2(2) requires that where an emergency service identifies an opportunity to collaborate, it has a duty to notify the other relevant emergency services of the proposed collaboration. Section 2(3) then imposes a duty to consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.

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1. Moore, Mark and Sanjeev Khagram. 2004. 'On Creating Public Value: What Business Might Learn from Government about Strategic management'

2. Joint Emergency Services Interoperability Programme

3. Emergency Services Collaboration Working Group Overview 2016

Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to a duty to enter into a collaboration agreement.

Section 2 does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise, have an adverse effect on its efficiency or effectiveness. Specifically, an ambulance trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions. However, if services enter into a collaboration agreement, each of the services involved in the collaboration can make payments for the purposes of the agreement.

A specific body was set up by the National Fire Chiefs Council (NFCC) and the National Police Chiefs Council (NPCC), to look at opportunities for collaboration and provide structure and guidance for those involved. The group have generated national guidance in the form of a national programme of work, as well as various statements of intent/best practice between partners etc., but it has always been the intention that the specific collaboration work will be undertaken by individual services, working together locally to suit the particular requirements of the public that they serve. This document will provide you with an overview of the situation in Thames Valley.

The existing willingness to work together, combined with a new legislative approach will provide structure and a renewed emphasis for emergency service partners to develop, improve and maintain their collaborative working arrangements with new and existing partners.

### **3. WHAT HAVE WE BEEN DOING?**

Working together is not new for the emergency services in Thames Valley. The emergency services respond to many thousands of incidents every year, and a significant number of these involve working in partnership sometimes in very difficult and often dangerous situations. There are a number of areas where emergency service partners have been working to improve public value in the Thames Valley.

We will continue to look for opportunities to work with our colleagues from the other emergency services, and do so in a way that ensures we provide the best possible service for all the people in the Thames Valley.

In 2016, the Home Office provided guidance on the areas for emergency service collaboration to enable meaningful comparison across services and help give emphasis at the national level to work that is ongoing in local services to improve outcomes for citizens.



## CASE STUDY 1. THAMES VALLEY FIRE CONTROL SERVICE

**Thames Valley Fire Control Service (TVFCS) is a single shared control room responsible for the receipt of emergency calls and mobilisation of fire and rescue assets across the Thames Valley.**

The call handling centre serves a combined population of two-million people and is fitted with the most up-to-date technology. This includes a new mobilising system, which enables control operators to identify the exact geographic location of an incident more quickly and, at the same time, pinpoint the precise position of each available fire appliance and officer.

Every fire appliance across the three services has been fitted or upgraded with the latest mobile data terminals, which display incidents on a mapping system, enabling fire crews to see their location and that of the incident in real time. Mobile data terminals also provide the crews with risk-critical information, such as individual building design and details about any special hazards or unusual processes or manufacturing at a particular location.

The cost was in the region of £5.4 million to build and was funded by the three services with combined grants from central government.

The service utilises a single employee model with a single mobilising system, which has delivered significant cost efficiencies to all three authorities. Increased resilience, efficiency and improved performance will result in collective savings of over £1 million a year for the next 15 years. Overall, the combined services are projected to achieve total savings of £15,871,672 by the end of 2024-25.



The table below shows a number of areas where this work has been ongoing, aligned to the categories outlined in the national guidance. It is clear to see that a lot of work is already underway and the emergency services of the Thames Valley are well experienced in joint working across a range of areas. However, we wish to do more and to ensure that we work together in a structured manner, to future-proof our work and maintain a sound method of providing public accountability, as well as, providing excellent services to the public.

CASE STUDY AREAS NATIONAL OVERVIEW REPORT 2016	INITIATIVE	FIRE & RESCUE SERVICES	THAMES VALLEY POLICE	NATIONAL HEALTH SERVICE (INC.SCAS)	OTHER PARTNER
First Response and Cardiac Arrest.	Co-Responding.				
	Public Access Defibrillators.				
Demand Management and Rationalisation.	Effecting entry.				
	Use of drone/missing persons.				
Shared Estates and Assets.	Shared property – fire stations.				
	Shared property – service headquarters.				
	Joint procurement of pumping appliances.				
	Joint workshops and vehicle maintenance.				
	Joint procurement of high reach appliances.				
	One Public Estate.				
Strategic Alliances and Partnerships.	Director leads on collaboration.				
	Arson Reduction Partnership.				
	Fire investigation.				
	National Incident Liaison Officer/SE Counter Terrorist Unit.				
	Operational alignment.				
	Shared Monitoring Officer post.				
	Shared Procurement post.				

CASE STUDY AREAS NATIONAL OVERVIEW REPORT 2016	INITIATIVE	FIRE & RESCUE SERVICES	THAMES VALLEY POLICE	NATIONAL HEALTH SERVICE (INC.SCAS)	OTHER PARTNER
Joint Control Room.	Thames Valley Fire Control Service (TVFCS).				
Information Sharing.	TVFCS data sharing agreement.				
	Risk mapping and modelling.				
	Data sharing agreement – Safer data.				
	TVP arson threat data.				
Wider Collaboration.	Joint Emergency Services Interoperability Programme.				
	Compartment fire training.				
	Fire & Emergency Support Service Unit.				
	Driving Instructors/examiners.				
	Specialist teams – Gas tight suit training.				

Thames Valley Police also produced a report which benchmarked the current and planned areas of priority work against the national report. The paper provides an update on the collaboration initiatives, initially identified in the spring 2017 report. The initiatives are grouped under the categories identified in the Thames Valley Area Blue Light Discussion Document, plus an additional fifth category that was subsequently identified:

- Demand Analysis/Management.
- Enabling Services.
- Specialist Capabilities.
- Workforce Opportunities.
- Operational Alignment.

These headings differ from, but can be aligned to, the areas identified in the Emergency Services Collaboration Working Group National Overview (2016):

IDENTIFIED AREAS FOR CONSIDERATION	NATIONAL WORKING GROUP AREAS
Demand Analysis/Management.	Demand Management and Rationalisation. Information Sharing.
Specialist Capabilities.	Wider Collaboration.
Workforce Opportunities.	Wider Collaboration.
Enabling Services.	Shared Estates and Assets.
Operational Alignment.	First response and co-responding. Joint Control Rooms. Strategic Alliances and Partnerships.

Each initiative has been assessed to identify its status as follows:

**Established:** The initiative has become day-to-day business. It has clear structures and processes, which give confidence that it is embedded in the ongoing work of all of the emergency services involved. Work is well developed and opportunities are being exploited, while further work is being actively considered.

**Partially Established:** Elements of the initiative have become day-to-day business, or the whole initiative has been delivered, but only within a limited geographic area. There are no established plans for further development.

**Initial Work Only:** The initiative is at the scoping or pilot stage.

AREA FOR CONSIDERATION	INITIATIVE	EMERGENCY SERVICES CURRENTLY INVOLVED			STATUS
Demand Analysis/ Management.	Data Sharing.	Police	Fire	Ambulance	Partially Established.
	Combined Safe and Well Visits.				Initial Work Only.
	Fire Setter Schemes.				Established.
Specialist Capabilities.	Fire Investigation and Arson Reduction.				Established.
	Use of Drone Technology.				Initial Work Only.
Workforce.	Volunteers.				Initial Work Only.
Enabling Services.	Estates.				Established.
	Procurement.				Established.
	Shared Learning and Development.				Initial Work Only.
Operational Alignment.	Effecting entry to premises on behalf of SCAS.				Established.
	Missing persons.				Partially Established.
	Co-Responding.				To be confirmed.

## CASE STUDY 2: THE MILTON KEYNES EMERGENCY SERVICES HUB

Buckinghamshire and Milton Keynes Fire Authority is working with South Central Ambulance Trust and Thames Valley Police to co-locate into a new purpose built 'Hub' that will see all three services operate from one site, based at West Ashland in Milton Keynes.

The proposed state-of-the-art building will allow the three services to exit five existing sites in the Milton Keynes area, which will free-up those sites for alternative use and provide substantial savings to taxpayers from reduced running costs. Planning permission has been granted and a construction contract award is due by early 2018. The new site should be ready for occupation by around October 2019.

Plans are in hand to ensure the new building can also be used by local community groups and there is already a high level of interest from other public sector bodies who would like to relocate to the second floor of the new building.



## 4. HOW WE PLAN TO IMPROVE COLLABORATION IN THE FUTURE

### A. OUR PROGRAMME

The Thames Valley Emergency Services will seek opportunities to work together, wherever possible. In order to make the most of these opportunities, the emergency services across the Thames Valley will take a structured approach. Following a series of clear and simple steps, the emphasis will be placed on different areas as we progress:

- Strategic Alignment;
- Strategic Alliance; and
- Review of Governance.

There will be a decision gateway at various points of the programme in line with the expectations set out in the OGC Gateway protocols for major programmes<sup>4</sup>. We expect that phase one of the programme will be complete by April 2020. This will allow for alignment of new Integrated Risk Management Plans and dovetails with the Comprehensive Spending Review due in 2019.

#### **Strategic Alignment**

This early phase of our work will concentrate on maintaining and improving the good work that is already underway and will look for opportunities to develop it further, where possible. This early stage will see the introduction of a programme board with clear responsibilities to facilitate a transparent, accountable collaboration programme. Later in this document, we will discuss the basic framework for evaluation of our work. This will be linked to the pillars of the national fire reform programme.

To ensure an appropriate level of engagement from the various work streams, each project will be overseen by a strategic manager from one of the services involved. Associated resource requirements and detailed project planning will ensure that the programme timetable is built upon clear expectations and a suitable level of accountability.

#### **Strategic Alliance**

Work to commence phase two of the programme is likely to start before phase one is complete. During this phase of our programme, we will seek to create strategic alliances between the partner organisations and seek opportunities to bring together the management teams to allow them to work closely together, wherever possible.

Initially, the three fire and rescue services will explore the possibility of introducing single management posts, working across the three services, with clear functional responsibilities for those involved. A key element early in this second phase will be succession planning for the three fire and rescue services, aligning and examining future plans and requirements, and jointly developing their workforce plans. The intention will be to seek opportunities to improve efficiency and effectiveness through effective alignment, and/or combination of roles, wherever possible.

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<sup>4</sup> Office of Government Commerce Gateway protocols

During this phase, we will also develop a joint approach to managing risk. The three fire & rescue services will examine opportunities to further align their Integrated Risk Management Plans<sup>5</sup> (IRMP) and one of the projects will specifically work towards a single agreed methodology for the measurement, mapping and modelling of risk across the Thames Valley area. The three fire and rescue services will also work with the other emergency services with a view to incorporating elements of the policing plan and, where possible, NHS service delivery plans to share data and help us build a rich picture of risk across the Thames Valley and a co-ordinated approach to dealing with it. We will also seek opportunities to work together in areas where demand for our services is high, and where working together will ease pressure on one or more of the services.

### **Review of the Governance Model**

The Policing and Crime Act 2017 makes provision for a change in the governance model for fire & rescue services, where it is demonstrated to be of benefit to local communities. The third stage of our programme will be to examine the governance arrangements for the police service and the fire and rescue services in the Thames Valley to determine which governance structure will be best suited to provide most benefit to the public.

It will be important to examine all of the possibilities in this area, and to consider innovative solutions to deliver efficient and effective services across the emergency services with the collective efforts of each service focused on positive outcomes for the public.

This will clearly be an important decision influenced by a number of strategic factors, and one that will require extensive consultation with all stakeholders. The work we do in phase one and two of the programme will help to inform and shape that discussion. It is expected that we will undertake extensive consultation with a view to making a decision in this area during 2021/22.

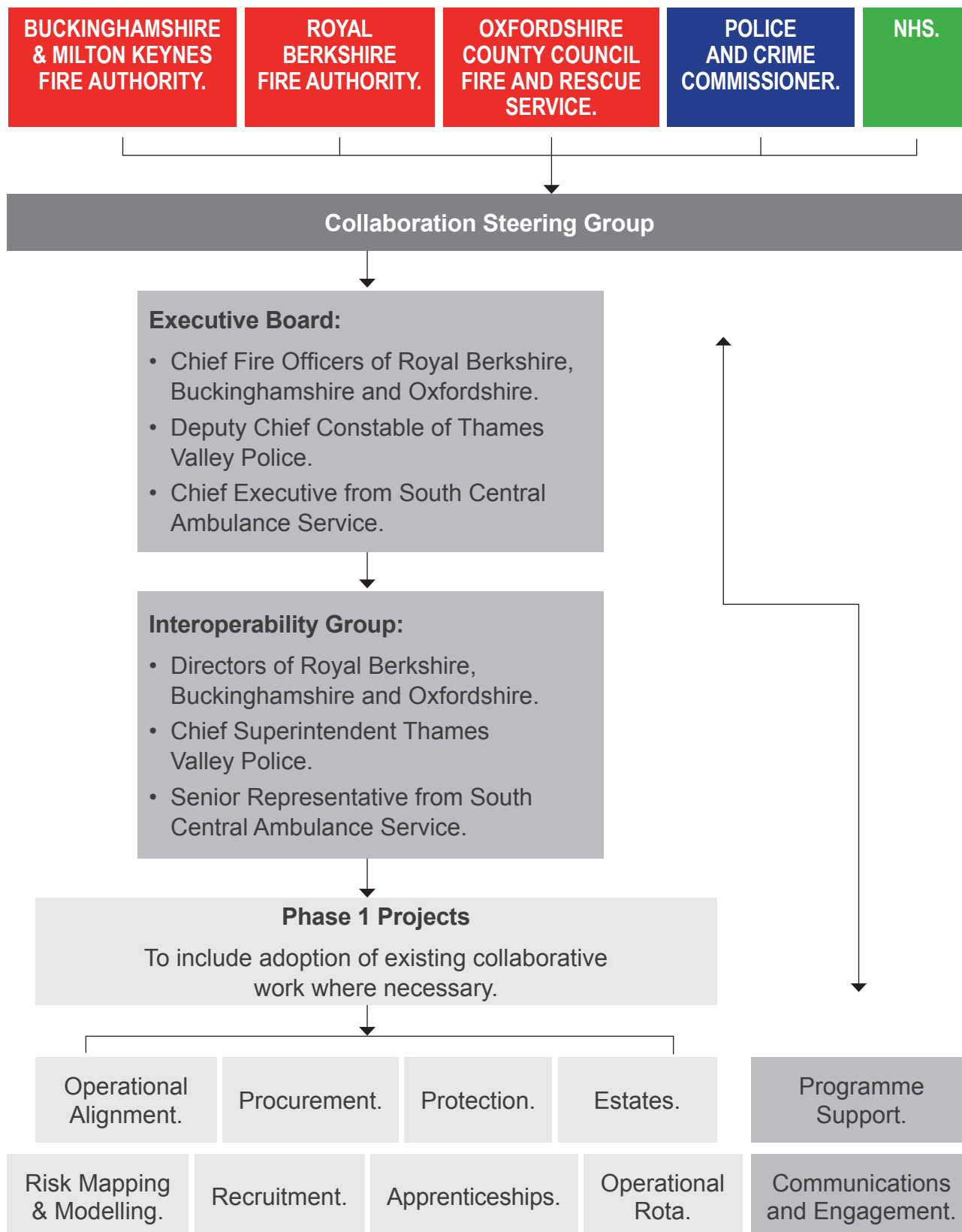
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<sup>5</sup> National Framework Document 2012



## B. OUR PROGRAMME BOARD

The diagram below shows the structure and interdependencies of the Emergency Services Collaboration Programme in the Thames Valley. The terms of reference for each group are attached as appendices to the report.



The programme structure is designed to complement the national work undertaken by the Emergency Services Collaboration Working Group. The national work is looking to support projects by giving the programme support and by identifying and sharing good practice. The Steering Group role will be undertaken by the political and non-executive leadership of the Ambulance, Fire and Rescue and Police services across the Thames Valley. It will give clear political leadership and offer scrutiny and oversight of the decisions made by the Collaboration Executive Board.

The Collaboration Executive Board will consist of the Chief Fire Officers from the Thames Valley fire and rescue services, the Deputy Chief Constable from Thames Valley Police and the Chief Executive from South Central Ambulance Service. The Board will meet regularly and will be responsible for holding the Interoperability Group to account against the programme plan.

The Interoperability Group will effectively deliver the projects that make-up the programme. Each project will have a strategic manager as the Senior Responsible Owner (SRO). This person will be appointed by the Interoperability Group, based upon their skills and abilities and will be responsible for providing the drive and energy required to enable the project to deliver against targets, while reporting back progress to the Board to ensure the necessary resources are in place and delivery dates are on target.

Consistent and professional programme support will be provided to the Steering Group, the Executive Board and the Interoperability Group by dedicated programme support.

Each of the fire and rescue services in Thames Valley has already undertaken a programme of training for a number of personnel in collaboration and have created a cadre of qualified Thames Valley collaboration practitioners. This group are well placed to champion collaboration activity throughout their services and in the wider emergency services environment, and there are plans to increase the number of trained staff.

Where it is necessary to do so, existing and ongoing work, such as that outlined in section three, will be incorporated into the programme board structure for governance purposes. New initiatives and project work will be commissioned through a business case, with defined, clear benefits to the Executive Board for sign off and approval. However, the Executive Board have been clear that smaller scale or locally driven initiatives that create closer working, standardisation and closer alignment between organisations to add value by creating more efficient and effective ways of working should continue to happen, be considered as business as usual and not be slowed because of unnecessary bureaucracy.

### **C. EVALUATION AND CRITERIA FOR MEASURING SUCCESS**

For each of our projects in phase one and beyond, the evaluation process and the benefits to be realised will be introduced as part of the Project Initiation Document. The use of standardised templates across each organisation will ensure a common approach, enabling progress against which planned milestones/deadlines can be tracked.

Making the best of our resources and improving value-for-money is extremely important to us, however, much of what we achieve will be measured in terms of improvements in the efficiency and effectiveness of the services we deliver to the public.

## Fire Reform

The fire and rescue service in England is undergoing a programme of reform led by the Government. The purpose of the reform agenda is to maximise the availability of resources, enhance resilience and to deliver improved services to the public.

There are three pillars to the fire reform programme:

- A. Efficiency and Collaboration;
- B. Accountability and Transparency; and
- C. Workforce Reform.

In order for the programme to be effective in driving positive change, we will ensure that everything we do is aimed at furthering one or more of these objectives. Early indications are that these areas will also be the areas looked at by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Service.

The other emergency services are also going through significant organisational reform. The Police are following the Independent Review of Police Officer and Staff Remuneration and Conditions in 2011, and the Ambulance Service are going through the Ambulance Response Programme. The aim of the NHS England, Ambulance Response Programme (ARP) is to review ambulance response performance standards and explore strategies that can reduce operational inefficiencies and improve the quality of care for patients, their relatives and carers.

We must ensure that the projects realise their benefits, however, the type of evaluation we undertake will vary depending upon the type of project. For some projects, a quantitative evaluation is appropriate and for others a qualitative approach is required. Often it will be a mix of the two.

Our evaluation processes will be aimed at the outcomes, outputs or impacts of our work. This means that the emphasis will be placed on measuring the effects of our work, rather than how well we run our projects. Each project will have a detailed PID with a detailed project plan, which will contain the project deliverables, benefits and an evaluation plan, which will outline the evaluation methods to be employed. The evaluation methods will vary, but are based around a set of shared principles, which will be consistent across all of our projects. Evidence collection methods and performance indicators will vary depending upon the type of project, but may include <sup>6</sup>:

- Document analysis.
- Surveys/questionnaires.
- Interviews.
- Focus groups.

Our progress will be monitored on an ongoing basis, and the results fed back to the Programme Board via a monthly highlight report.

## D. PROJECTS TO BE DELIVERED IN PHASE ONE

The following is a summary of the projects that will be delivered in phase one of the programme, where the emphasis will be upon Strategic Alignment of the services. It is important to emphasise that this is not a definitive list, the Executive Board may decide to add or amend projects as the work develops.

### Operational Alignment

DESCRIPTION	THE AIM OF THIS PROJECT IS TO ALIGN OPERATIONAL POLICIES, PROCEDURES, AND PRACTICES ACROSS THE EMERGENCY SERVICES IN THAMES VALLEY.		
Objectives.	<ul style="list-style-type: none"> <li>Establish and publish a timetable for the review, development and introduction of a full suite of integrated operational doctrine.</li> <li>Working in conjunction with partner agencies to review, develop and publish revised doctrine, including our approach to dealing with incidents classified under the JESIP protocols.</li> <li>Undertake appropriate and proportional consultation in relation to the reviewed processes.</li> <li>Working in conjunction with partner agencies to implement revised doctrine by 31 March 2020.</li> </ul>		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	By 31 March 2020, this project will deliver a suite of consistent, standardised operational policies with associated procedures and training packages.	Implemented suite of policies and procedures.	A
	Harmonised safe systems of work will lead to reduced risk to firefighters.	Reduction in firefighter sickness absence as a result of injuries sustained at operational incidents.	A
	Delivery of this project will ensure a consistent and professional approach to operational intervention across the region, and in doing so, will improve the effectiveness of the service provided to the public.	Improved operational performance against existing performance indicators. Improved/sustained satisfactory performance indicated by independent customer survey.	A, B
	Implementing this project will ensure that the services involved have a shared approach to operations; this will facilitate combined procurement and joint training.	Savings realised through combined procurement on all operational equipment by 1 April 2020. Joint operational continuation training programme.	A, B
Senior Responsible Owner.	Assistant Chief Fire Officer Rob MacDougall.		

## Risk Modelling

DESCRIPTION	<p><b>THE AIM OF THIS PROJECT IS TO DESIGN AND IMPLEMENT AN INTEGRATED METHOD FOR MODELLING AND MAPPING RISK ACROSS THE THAMES VALLEY AREA</b></p>		
Objectives.	<ul style="list-style-type: none"> <li>• To devise and introduce a single risk mapping and modelling methodology across the three fire and rescue services in the Thames Valley by 31 March 2020. This methodology will include:               <ul style="list-style-type: none"> <li>- An integrated risk model.</li> <li>- A flexible approach to enable services to take account of local risk and demographics.</li> <li>- Appropriate human resource requirements.</li> </ul> </li> </ul>		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By 31 March 2020, the fire and rescue services in the Thames Valley will have in place an agreed system for the measurement and management of risk. This will allow for the more efficient deployment of operational resources, and the possibility of improved productivity brought about by reduced duplication of efforts.</p> <p>A combined approach to the measurement and management of risk will allow for a more consistent approach to Integrated Risk Management Planning (IRMP) across the Thames Valley.</p>	<p>Revised mobilisation action procedures allowing for increased sharing/co-operation across all three services.</p> <p>All services will produce a revised and synchronised IRMP by 2020.</p>	<p>A, B, C</p> <p>A, B</p>
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies.		

## CASE STUDY 3: JOINT PROCUREMENT OF STANDARDISED FIRE APPLIANCES AND EQUIPMENT

Following a joint procurement process, Thames Valley Fire & Rescue Services will now be buying the same type B appliance. Over a period of four years, 37 Volvo appliances, all built to a standard specification will be delivered. During this period, savings are estimated to be around £720,000.

Oxford County Council FRS and Royal Berkshire FRS have each taken delivery of four new Volvo appliances delivered in 2017-18 and Buckinghamshire & Milton Keynes FRS have taken delivery of three of the eight pumps due to them during 2017/18. Further deliveries are due to all three Authorities in 2018/19.

The first of the new appliances have been placed at stations that most frequently cross-borders to improve deployment efficiency. This programme is an excellent example of how joint working can improve service delivery and reduce service costs.

### **Standardised Inventory**

The three fire and rescue services have reached agreement regarding a standardised inventory to be carried on the Thames Valley standard fire appliance. This will maximise the benefit of the standard appliance, as well as, support the introduction of common operating procedures across the region. This combined approach has also led to a simplified and joint procurement process for some equipment that in itself has generated significant savings. The success of the appliance collaboration is also driving forward joint work on procuring equipment and several initiatives are in hand between the three authorities to make the most of our united purchasing power, with the added advantage of standardising equipment across the Thames Valley fire and rescue services.



## Rota Alignment

DESCRIPTION	<p>THE AIM OF THIS PROJECT IS TO CREATE A SINGLE OPERATIONAL ROTA FOR STRATEGIC FIRE OFFICERS OPERATING AT GOLD COMMAND LEVEL AT MULTI-AGENCY EMERGENCY INCIDENTS ACROSS THE THAMES VALLEY FIRE &amp; RESCUE SERVICES.</p>		
Objectives.	<ul style="list-style-type: none"> <li>• By 31 March 2020, to establish and implement a process for recording and managing the availability of strategic officers across the Thames Valley fire and rescue services.</li> <li>• To provide a means to monitor the availability, and control the deployment of strategic officers from the Thames Valley Fire Control Service (TVFCS).</li> <li>• To develop and implement a single rota across Thames Valley that meets all regulatory, response and workforce planning requirements, and is compliant with the employment terms and conditions of those involved.</li> </ul>		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By introducing a single rota at strategic/gold command level across the Thames Valley, fire and rescue services will achieve a higher level of resilience amongst officers at this level. This will allow the services more flexibility to address major or protracted incidents, and provide the capacity to address shortfalls in operational cover that have not been foreseen.</p>	<p>A single rota for strategic/ gold command officers in Thames Valley fire and rescue services implemented by 31 March 2020 and monitored/managed through TVFCS.</p> <p>Improved levels of supervision at major/ protracted incidents.</p>	A, B, C
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies.		

## Apprenticeships

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP AND DELIVER A JOINT THAMES VALLEY RECRUIT COURSE IN 2018/19, WITH NEW ENTRANTS EMPLOYED ON BUCKINGHAMSHIRE APPRENTICESHIP MODEL. THIS PROJECT WILL PROVIDE A STRONG BASIS FOR FUTURE COLLABORATION AND ALIGNMENT BETWEEN SERVICES <sup>7</sup> .		
Objectives.	<ul style="list-style-type: none"> <li>• Determine requirements and options for apprenticeships to contribute to the delivery of the three Thames Valley FRS' workforce resourcing plans based on risk, demand, retirement and turnover profiling, with the initial programme taking place in 2018/19.</li> <li>• Ensure that the approach to Thames Valley apprenticeship recruitment builds in appropriate mechanisms to optimise draw down of the annual apprenticeships levy.</li> <li>• Determine and execute a plan, which aims to meets the requirements of the government reform agenda<sup>8</sup> 2017 to 2020.</li> </ul>		
	DESCRIPTION	DELIVERABLES/ METRICS	FRP PILLAR
Benefits.	A combined approach to apprenticeships will contribute to a refreshed workforce for the Thames Valley fire and rescue services. This in turn, will improve the level of diversity of our employees across the services, and allow flexible appointment options at the end of the apprenticeship programme.	Improved diversity statistics.	C
	A single approach to apprenticeships will deliver economies of scale, and deliver consistent and efficient use of resources, leading to financial savings. It will also allow optimised benefits to be derived from the apprenticeships levy.	Improved overall cost per trainee.	A
	This approach will support the workforce planning process and lead to improvements in skills of the workforce, while ensuring adequate resilience to deal with local risk, resourcing demands and allow for more flexible working practices.	Skills/capability Index.	C
Senior Responsible Owner.	Lynne Swift OBE (HR Director)		

<sup>7</sup> In the later stages of this work stream, consideration will be given to developing inter-agency apprenticeships to meet appropriate support roles.

<sup>8</sup> <https://www.gov.uk/government/speeches/fire-ministers-speech-to-reform>



## Protection

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP AND INTRODUCE A SINGLE FIRE PROTECTION <sup>9</sup> FUNCTION ACROSS THE THREE FIRE & RESCUE SERVICES IN THAMES VALLEY, WORKING WITH AN AGREED OPERATING MODEL.		
Objectives.	<p>By 31 March 2020:</p> <ul style="list-style-type: none"> <li>• To identify and understand fire protection risks and demand across the Thames Valley and forecast how this is likely to change in the short, medium and long-term.</li> <li>• Assess the current arrangements for managing the risk and demand and develop a Thames Valley Target Operating Model for Fire Protection.</li> <li>• Develop an options appraisal to deliver the Thames Valley Target Operating Model for Fire Protection.</li> <li>• Identify the preferred option and deliver this to include any necessary provision, required to meet emerging regulatory developments and to explore potential for further synergies in the future.</li> </ul>		
	DESCRIPTION	DELIVERABLES/ METRICS	FRP PILLAR
Benefits.	<p>The review of building standards following the Grenfell Tower fire is likely to necessitate changes in the way fire and rescue services operate and meet. By adopting this unified approach, we will make more effective use of data that each service holds and use this evidence to identify premises that require an audit.</p> <p>A collaborative approach will create increased flexibility amongst our team and enable us to facilitate more audits and more high-risk audits for premises as well as creating a pool of expertise for complex fire engineering projects.</p>	<p>Target operating model and methodology identified and agreed.</p> <p>Agreed risk-based programme of audits.</p> <p>Increased numbers of audits including high-risk audits.</p> <p>Increased resilience for out-of-hours inspections.</p>	<p>A, C</p> <p>A</p> <p>A</p> <p>A</p>
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies		

<sup>9</sup> Fire Protection in a fire & rescue service context refers to the service provided to the public and the business community, to prevent loss of life and damage to property by the introduction of safe design, appointment, management and construction of premises. The service includes audit and enforcement of regulatory requirements to meet the Regulatory Reform (Fire Safety) Order 2005.

## Recruitment

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP A SINGLE RECRUITMENT PROCESS FOR WHOLETIME AND ON-CALL (RETAINED) FIREFIGHTERS ACROSS THE THAMES VALLEY.		
Objectives.	<ul style="list-style-type: none"> <li>By 31 March 2020, to deliver and implement a consistent and embedded single approach to recruitment for wholetime and on-call (retained) firefighters across the three fire and rescue services in Thames Valley.</li> </ul>		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	Adopting the joint approach will allow the Thames Valley FRS to attract and retain suitably talented people to deliver current and future strategic objectives.	Improved retained retention figures.	C
	The proposed approach will allow Thames Valley FRS to recruit people in a manner that achieves appropriate levels of resilience and flexibility to fit with the various demand profiles across the services.	Increased flexible working. Improved cross-service working.	C
	A combined approach will allow the services to achieve economies of scale in recruitment, allowing for financial savings and pooling of internal and external resources.	Financial savings	A
	Working together, the three services will be able to engage with a wider and more diverse cross-section of the public and in doing so, provide more opportunity to achieve a more diverse workforce.	Improved diversity across three services.	C
Senior Responsible Owner.	Lynne Swift OBE (HR Director).		

## Estates

Estates collaboration is an established process between the fire and rescue services and TVP and forms a sub-group of the Interoperability Group. Through regular meetings, those responsible for management of the estate consider the entire portfolio and seek opportunities for improvements by working together. Oxfordshire County Council FRS (OFRS), Buckinghamshire & Milton Keynes FRS (B&MK FRS) and Royal Berkshire Fire and Rescue Service (RBFRS) provide Dynamic Activation Points for ambulance crews; these include welfare facilities and electrical charging points for SCAS at many of their stations.

The Milton Keynes 'Blue Light Hub' (see case study 3) is due to be operational in 2019/20. This major £12 million facility will accommodate TVP, SCAS and Buckinghamshire & Milton Keynes FRS in modern premises designed to promote collaborative working. Not only will this new facility create an environment that encourages working together, but the creation of this facility will improve public value through more efficient and effective utilisation of the sites currently occupied by the services. Work is also underway to develop shared facilities at Newport Pagnell and Princes Risborough Fire stations, and the whole area of joint development of the estate is kept under constant review by the services.

In Royal Berkshire, a number of collaborative estates projects are ongoing. Royal Berkshire's first tri-service station was opened in Hungerford in June 2017. At Theale, it is proposed to build a new fire station with facilities provided for both SCAS and TVP on the premises. A similar project is planned for Crowthorne and the three services are actively considering the feasibility of integrated facilities in the area of Whitley Wood/Three Mile Cross near Reading. In April 2018, Thames Valley Police teams integrated with fire service support teams at the Fire Service Headquarters in Calcot, Reading.

In Oxfordshire, a number of stations are under consideration for redevelopment, with a view to increasing collaborative working as a result. Plans are being developed for a new station at Carterton.

In terms of estates collaboration, the Thames Valley Emergency Services contribute to co-operation brought about by the 'One Public Estate' initiative and regularly participate in this forum.

## CASE STUDY 4: HUNGERFORD COMMUNITY FIRE STATION

Hungerford Fire Station needed refurbishment and was identified as ideal in terms of providing a location, not only for Royal Berkshire Fire and Rescue Service but also Thames Valley Police (TVP), and as a Dynamic Activation Point for crews from South Central Ambulance Service (SCAS).

Following a period of consultation and agreement, a new emergency tri-service hub was built with community meeting rooms and facilities for TVP, as well as, modern fire and rescue facilities and appropriate facilities for SCAS to utilise the station as a deployment point.

The assets raised by the sale of the existing police station will be available for use elsewhere by TVP, and the revenue costs of running the more modern facilities realised a 30-40% saving.



## Procurement

As part of the national reform process for the fire and rescue service, a commercial transformation group has been set-up under the auspices of what has recently become the National Fire Chiefs Council (NFCC). The newly formed Strategic Commercial Committee oversees a programme that is aimed at delivering efficiencies and savings across a range of categories that are common to all services:

- Construction and Facilities Management.
- ICT.
- Clothing including Personal Protective Equipment.
- Fleet.
- Operational Equipment.
- Professional Services.

The Thames Valley fire and rescue services are committed to playing a full part in the national procurement transformation programme, however, this is only part of the story. A huge amount of work has been undertaken locally to allow collaboration at all levels, in terms of procurement between services and between organisations.

A Thames Valley Police and Fire Procurement Collaboration Programme has been developed and work is underway to explore the possibility of expanding this to include South Central Ambulance Service (SCAS).

A joint contract register has been established and a combined work plan is in place between the three FRSs and TVP to identify and exploit opportunities to reduce duplication and identify opportunities for cost savings.

The joint working has not been confined to procurement. A review of the management of stores and logistics has been undertaken and work is underway to rationalise and integrate a modernised approach to the management of stores and logistics across the blue light family in the Thames Valley.

DESCRIPTION	THE AIM OF THIS WORK STREAM IS TO DEVELOP AND ALIGN PROCUREMENT AND CONTRACT MANAGEMENT ACTIVITIES AND SUPPORT GOVERNANCE AND PROCESSES ACROSS THE THAMES VALLEY EMERGENCY SERVICE TEAMS TO SUPPORT THE DELIVERY OF BETTER OUTCOMES AND EFFICIENCIES TO OUR COMMUNITIES.		
Objectives.	<ul style="list-style-type: none"> <li>• Establish a joint procurement pipeline so that all suitable contracts opportunities are tendered jointly.</li> <li>• Prioritise the delivery of projects to support alignment of frontline teams.</li> <li>• Standardise our procurement procedures through the creation of a joint Procurement Toolkit.</li> <li>• Create a methodology that supports the award of shared contracts based on harmonised governance arrangements.</li> <li>• Reduce stock holding levels and standardise non service specific commodities.</li> </ul>		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By 31 March 2020, this work stream will deliver a suite of standardised operational procurement procedures and governance arrangements.</p> <p>Joint tendering results in achievement of more competitive pricing resulting in new savings and efficiencies.</p> <p>Opportunities to develop agile and demand led supply chains.</p> <p>Develop an ethos of collaboration between the different teams.</p>	<p>Procurement Toolkit in place and embedded as business as usual.</p> <p>A governance arrangement that meets the requirements of each organisation and supports joint working.</p> <p>Savings report produced quarterly capturing savings, efficiencies and cost avoidance.</p> <p>Reduced stock holding and range of non-specific commodities purchased.</p> <p>Reduced tendering activities and increased focus on supplier development.</p>	<p>A, B</p> <p>B</p> <p>A, B</p> <p>A</p> <p>C</p>
Senior Responsible Owner.	Richard Fowles/Jane Lubbock.		

## E. QUALITY ASSURANCE

The projects contained within this programme are managed through the Strategic Programme Board following the 'principles' established in the PRINCE2 methodology to ensure rigour and transparency. As such, each has a project initiation document (PID), a project plan with associated resource allocation and a governance structure to enable the project to be managed effectively. A highlight report detailing progress against key milestones will be delivered to the Strategic Collaboration Board at each meeting.

Risks and issues will be recorded in a risk register/issues log and will be included in the highlight report mentioned above. Each of the projects has a change-control process that dictates the tolerance within which the Senior Responsible Owner can remain autonomous, and the types of decisions that require full board approval.

A series of independent 'Gateway' reviews (as detailed on page 15 of this report) will also be carried out at various stages of the programme to ensure that we keep the programme on track.

## 5. MONITOR AND REVIEW

Progress against our programme plan will be constantly monitored and a standardised reporting format will ensure that we are able to make meaningful comparisons across all of our projects. The highlight reports will include progress against the project plan, risks and issues and financial data.

The Interoperability Group will meet on a bi-monthly basis and the highlight reports from each project analysed as standing agenda items. A summary report will be prepared and submitted to the Strategic Collaboration Board, which will meet every six months.

The Steering Group will also meet on a quarterly basis and the meeting will be arranged so that the Steering Group meet shortly after the Strategic Collaboration Board. Additionally, the Steering Group will meet at defined points within the programme plan, for instance changing from one phase to the next, or dealing with significant legal/regulatory/consultative changes brought about to further the programme plan. The various agencies involved will each be responsible for providing progress updates to their various governance structures.

The terms of reference for the various levels of governance also include the procedures to be adopted where significant changes need to be made, this could include items such as; the adoption of new work, significant alteration to existing scope, changes of key personnel etc.

The communications and engagement teams across the emergency services will publish periodic updates on progress for the wider organisations, as well as preparing a detailed communications plan to coincide with key milestones and events throughout the programme.

## 6. APPENDICES

### Thames Valley Emergency Services Steering Group Terms of Reference

#### 1 Scope

- 1.1 On behalf of the blue light services (i.e. the fire and rescue authorities and police service and ambulance trust) for the Thames Valley region to provide overall guidance, challenge, and direction on the successful implementation of **the Programme** ensuring that it remains within any specified constraints.
- 1.2 To ensure that any financial implications of **the Programme** are fully established and understood, and to propose a mechanism for sharing inter blue light services costs in connection with **the Programme** for approval by the appointing blue light services.
- 1.3 To determine, provide and co-ordinate the resources required within each of the Services to progress **the Programme**.
- 1.4 To direct, monitor, and seek reports from the **Thames Valley Collaboration Executive Board** regarding workstreams within **the Programme**.
- 1.5 On behalf of the constituent blue light services, develop a rolling yearly collective business plan which will identify, in general terms, the commitments for the blue light services in respect of delivering **the Programme**.

#### 2 Membership

- 2.1 The membership will comprise:
  - i. one member of Buckinghamshire & Milton Keynes Fire Authority;
  - ii. one member of Oxfordshire County Council;
  - iii. one member of Royal Berkshire Fire Authority
  - iv. the Thames Valley Deputy Police and Crime Commissioner; and
  - v. a representative of the South Central Ambulance Service NHS Foundation Trust
 or their nominated proxies.

- 2.2 Proxies are entitled to participate in discussion and are allowed a role in decision-making but in the case of the nominating member being the Chairman or the Vice-Chairman, may not exercise the rights and functions of that office.
- 2.3 No member of the **Thames Valley Collaboration Executive Board** shall be appointed as a member or a proxy.

#### 3 Quorum

- 3.1 Attendance at a meeting by a member or nominated proxy may be in person, or made by telephone or video conference.
- 3.2 For a meeting to be quorate representatives from four bodies must be in attendance.

#### 4 Responsibilities of Steering Group Members

- 4.1 The Steering Group has no delegated authority from any governance body of any of



the five blue light services. Individual Steering Group members have responsibilities to:

- i. Understand the goals, objectives, and desired outcomes of the Programme.
- ii. Take an interest in **the Programme's** outcomes and overall success.
- iii. Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Group documents.
- iv. Report regularly on progress of **the Programme** and decisions made by the Steering Group to the governance body for which he or she is its representative.

## **5 Decision-making Process**

- 5.1 The Steering Group will make its decisions by way of simple majority vote.
- 5.2. Each member of the Steering Group (or his or her proxy) shall have one vote. The Chairman shall not have a second or casting vote.
- 5.3. Minutes of all decisions (including those made by telephone or other telecommunication form) at meetings of the Steering Group shall be kept by the Secretariat and copies circulated to the members, normally within 7 calendar days of the making of the decision. A full set of minutes shall be kept by the Secretariat.

## **6 Meetings**

- 6.1. Meetings of the Steering Group shall be held at least on a quarterly basis at such mutually convenient times and locations as are agreed by its members as circumstances dictate.
- 6.2. Not less than 7 clear calendar days' notice (identifying the agenda items to be discussed at the meeting, the proposed date and time, and where it is to take place) shall be given to convene a meeting of the Steering Group, except that in cases of urgency, a meeting may be called at any time on such notice as may be reasonable in the circumstances.
- 6.3. A member may invite observers to attend but not vote at, and with the Chairman's permission speak at, any meeting.

## **7 Chairman**

- 7.1. The Steering Group shall choose one member to take the chair, and another member to act as Vice-Chairman, for a 12-month period. Each of those appointments shall rotate among the five blue light services on a 5-yearly rotational basis.
- 7.2. The Steering Group shall elect one of its members to preside at the meeting, in the absence of the Chairman and Vice-Chairman.
- 7.3. The Secretariat to the Steering Group shall be an employee of the blue light service whose member is the Chairman and shall be appointed for the same duration as the Chairman.

## Emergency Services Thames Valley Collaboration Executive Board Terms of Reference

### 1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Executive Board** ('the Board'). The Board acknowledges that this document may change from time to time and amendments may be made to the document from time to time to ensure that it is up-to-date.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
  - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
  - 1.2.2 Oxfordshire County Council;
  - 1.2.3 Royal Berkshire Fire Authority;
  - 1.2.4 Thames Valley Police and Crime Commissioner; and
  - 1.2.5 South Central Ambulance Service NHS Foundation Trust

### 2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities and police service and ambulance trust) for the Thames Valley region.
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services **a duty to keep collaboration opportunities under review**, where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has a **duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes **a duty to consider** whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to **a duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

### **3 Scope**

- 3.1 The members of the Board have responsibility for operational matters for their respective emergency service.
- 3.2 The Board will be the forum in which the members comply, on behalf of their respective emergency service, with the following duties:
  - 3.2.1 To keep collaboration opportunities under review; and
  - 3.2.2 To notify the other relevant emergency services of a proposed collaboration; and
  - 3.2.3 To consider whether a proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties; and if so,
  - 3.2.4 Having ensured that the necessary approvals have been obtained by the relevant bodies, to enter into a collaboration agreement.
- 3.3 To facilitate the members in their duties set out in 3.2 the Board will receive and consider matters referred to it from the **Collaboration Interoperability Group** and shall from time to time direct the activities of the **Collaboration Interoperability Group**.
- 3.4 The Board will provide updates of its activities to the **Collaboration Steering Group**.

### **4 Membership**

- 4.1 The membership will comprise the three chief fire officers, the Thames Valley Deputy Chief Constable and the Chief Executive Officer of SCAS or their nominated substitutes.

### **5 Quorum**

- 5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.
- 5.2 For a meeting of the Board to be quorate representatives from four bodies must be in attendance.

### **6 Meetings**

- 6.1 Meetings of the Board shall be held at such mutually convenient times and locations as are agreed by the Board as circumstances dictate.

### **7 Chairman**

- 7.1 The Board shall choose a member to take the chair at the commencement of each meeting.

## Emergency Services Thames Valley Collaboration Interoperability Group Terms of Reference

### 1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Interoperability Group** ('the Group'). The Group acknowledges that this document may change from time to time and amendments may be made to the document to ensure that it is up to date. A review of the terms of reference will take place every 12 months.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
  - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
  - 1.2.2 Oxfordshire County Council;
  - 1.2.3 Royal Berkshire Fire Authority; and
  - 1.2.4 Thames Valley Police and Crime Commissioner; and
  - 1.2.5 South Central Ambulance Service NHS Foundation Trust

### 2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities; police service and ambulance trust for the Thames Valley region).
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services **a duty to keep collaboration opportunities under review** where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has **a duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes a duty to consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to **a duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically, South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

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### 3 Scope

3.1 The Group will be responsible for ensuring that the work commissioned by the Board is delivered and for the management of the projects and work streams.

3.2 The group will:

- Be a single point of contact for their respective organisation;
- Give initial consideration for collaborative opportunities raised by partner organisations and Escalate to Collaboration Executive Board as appropriate;
- Develop business cases to support the commissioning or tendering of projects;
- Seek the relevant support for participation in the projects within the programme;
- Be able to identify relevant subject matter experts to support the delivery of projects;
- Support all forms of communications related to the programme within their respective organisation (to include key stakeholders such as Representative Bodies or Staff Associations);
- Support the management of the portfolio of projects;
- Co-ordinate project strands and identify synergies and overlaps;
- Identify overlaps with other sector projects in this area;
- Oversee the management of risks, benefits realisation, communications and reporting.

3.3 The Group will report to and update the **Executive Board**, which will in turn direct the activities of the Group.

3.4 The Group will provide updates of its activities to the **Steering Group** via the **Executive Board**.

### 4 Membership

4.1 The membership will comprise of representatives from each of the participating organisations at a suitably senior level to enable them to fulfil the terms of reference agreed for the group. If the regular nominated representative is not available, then a suitable replacement should attend to ensure a consistency of representation.

### 5 Quorum

5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.

5.2 For a meeting of the Group to be quorate representatives from four bodies must be in attendance.

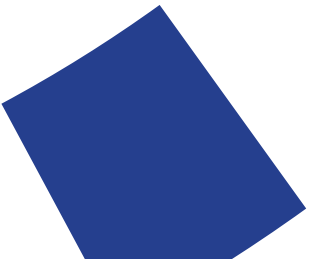
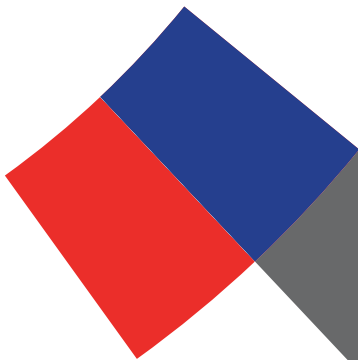
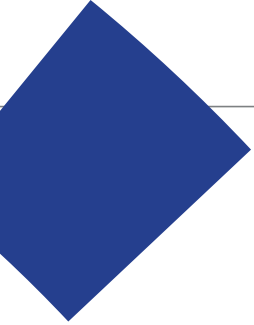
### 6 Meetings

6.1 Meetings of the Group shall be held on a quarterly basis with locations as are agreed by the Group as circumstances dictate.

6.2 Additional meetings may be scheduled if required.

**7 Chairman**

- 7.1 The Group shall choose a member to take the chair at the commencement of each meeting.



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