



Ref: Agenda/Council-26/02/2019

21st February 2019

Dear Sir/Madam

All Members of the Town Council are hereby summoned to the **Council Meeting of Biggleswade Town Council** that will take place on **Tuesday 26th February 2019** at the **Offices of Biggleswade Town Council, Saffron Road, Biggleswade** commencing at **7.00 p.m.** in order to transact the under mentioned items of business.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Rob D McGregor'.

Rob D McGregor
Town Clerk

Distribution: All Town Councillors Bedfordshire Constabulary
Notice Boards (2) The Editor, Bedfordshire on Sunday
Central Bedfordshire Council County Library, Biggleswade
The Editor, Biggleswade Advertiser The Editor, Biggleswade Comet

AGENDA

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**

To receive Statutory Declarations of Interests from Members in relation to:

- (a) Disclosable Pecuniary interests in any agenda item.
- (b) Non-Pecuniary interests in any agenda item.

3. **TOWN MAYOR'S ANNOUNCEMENTS**
4. **PUBLIC OPEN SESSION**

To adjourn for a period of up to 15 minutes to allow members of the public to put questions or to address the Council, through the Chairman, pertaining to matters listed on the Agenda.

Each Speaker will give their name to the Chairman, prior to speaking, which will be recorded in the minutes, unless that person requests otherwise. Each Speaker will be allowed **(one) three-minute slot**.

5. **INVITED SPEAKER**

None.

6. **MEMBERS QUESTIONS**

7. **MINUTES AND RECOMMENDATIONS OF MEETINGS**

- a. For Members to receive the minutes of the Council Meeting held on 12th February 2019 at the Offices of Biggleswade Town Council, The Old Court House, Saffron Road, Biggleswade.
- b. For Members to receive the **Recommendations** and **Resolutions** of the Town Centre Management Meeting held on 19th February 2019 at the Offices of Biggleswade Town Council, The Old Court House, Saffron Road, Biggleswade.

8. **MATTERS ARISING**

- a. Minutes of the Town Council Meeting held on 12th February 2019.

9. **PLANNING APPLICATIONS**

a. **CB/19/00263/FULL – 43 Beech Avenue, Biggleswade, SG18 0EG**

Single storey rear extension.

b. **CB/19/00330/FULL – Unit F 1 Normandy Lane, Biggleswade, SG18 8QB**

The installation of 2 no. digital Customer Order Displays (COD) with associated overhead Canopies, an amended Play Frame specification and a new Goal Post height restrictor.

10. **ACCOUNTS**

a. **Financial Administration**

For Members to receive and adopt the following accounts:

- i. Detailed Balance Sheet to 31st January 2019.
- ii. Summary of Income & Expenditure to 31st January 2019.
- iii. Income and Expenditure by budget heading to 31st January 2019.
- iv. Current Bank Account, receipts and payments to to 31st January 2019.

b. **ITEMS FOR CONSIDERATION**

a. **Bedfordshire Fire and Rescue Service – CRMP - Consultation**

Bedfordshire Fire and Rescue Service is currently consulting on their Community Risk Management Plan (CRMP) covering 2019 to 2023. The CRMP assess the risks facing communities and sets out actions and activities over the next four years to meet these challenges. The CRMP explains how it is intended to deliver the vision of providing outstanding fire and rescue services by further improving:

- how they assess and analyse the risks faced by the communities;
- the effectiveness of prevention, protection and emergency response services;

- how efficiently they deploy assets and resources to mitigate community risk;
- how they value, support and invest in their best asset: staff.

The aim with the CRMP is to promote safety in communities, working closely with businesses, schools and communities to inform and educate people on how to be safe in their homes, places of work and when travelling within the county. The CRMP also builds on the Service's commitment to promote inclusion and diversity in all we do, having due regard for our statutory obligations.

There is now a consulting on the next plan covering the years 2019 to 2023 and Bedfordshire Fire and Rescue Services would like Town Councils views on the plans.

CRMP (attached).

b. Bedfordshire Police – Priority Setting Meeting

The next Community Priority Setting Meeting will be held on Wednesday 13th March 2019 at Kempston Headquarters at 18:30hrs.

Bedfordshire Police wish to know the Town Councils priorities by no later than 6th March 2019. For members to consider the priority setting form (attached).

12. ITEMS FOR INFORMATION

a. Grants 2019 – Thank you letters

Thank you letters for Grants awarded. (letters attached).

b. A428 Black Cat to Caxton Gibbet Scheme

Between 6 March and 23 April 2017, a consultation was held to invite comments on three routes (orange, pink and purple) and three roundabout (A,B and C) options for the A428 Black Cat to Caxton Gibbet scheme.

Following consideration, over 4,000 responses, extensive technical design work, to include environmental analysis and traffic growth forecasting, the orange route will be taken forward for development and option C will be taken forward for the Black Cat Roundabout.

Report on the preferred route for the scheme (attached).

c. Appeal by CST Homes Ltd - CB/17/05029/FULL – Site at Land at the rear of 49 & 51, Shortmead Street, Biggleswade

An appeal has been received from CBC Appeal Reference APP/P0240/W/18/3200643 .

13. PUBLIC OPEN SESSION

To adjourn for a period of up to 15 minutes to allow members of the public to put questions or to address the Council, through the Chairman, in respect of any other business of the Town Council.

Each Speaker will give their name to the Chairman prior to speaking, which will be recorded in the minutes, unless that person requests otherwise. Each Speaker will be allowed **(one) three-minute slot**.

14. **EXEMPT ITEMS**

The following resolution will be **moved** that is advisable in the public interest that the public and press are excluded whilst the following exempt item issue is discussed.

(Item 15a Recommendations and Resolutions of the Personnel Committee)

Pursuant to section 1(2) of the public bodies (Admission to Meetings) Act 1960 Council **resolve** to exclude the public and press by reason of the confidential nature of the business about to be transacted.



**MINUTES OF THE BIGGLESWADE TOWN COUNCIL MEETING
HELD ON TUESDAY 12 FEBRUARY 2019
AT THE OFFICES OF BIGGLESWADE TOWN COUNCIL,
THE OLD COURT HOUSE, 4 SAFFRON ROAD, BIGGLESWADE**

PRESENT:

Cllr D Albone
Cllr B Briars
Cllr G Fage
Cllr L Fage
Cllr F Foster
Cllr M Foster
Cllr M North (Chairman)
Cllr H Ramsay
Cllr M Russell (Vice Chairman)
Cllr S Patel
Cllr D Strachan
Cllr S Watkins

Mr R McGregor – Town Clerk, Biggleswade Town Council
Mrs J Durn – Meeting Administrator, Biggleswade Town Council
Members of Public – 8

A12/0201 1. APOLOGIES FOR ABSENCE

Cllr I Bond, Cllr P Sheldon

ABSENT WITHOUT APOLOGIES

Cllr J Medlock.

A12/0202 2. DECLARATIONS OF INTEREST

A12/0202.1 a. Disclosable Pecuniary Interests in any agenda item - none

A12/0202.2 b. Non-pecuniary interests in any agenda item – none

A12/0203 3. TOWN MAYOR'S ANNOUNCEMENTS

The Mayor attended the first anniversary of the opening of Mambo's cocktail bar.

The Deputy Mayor asked to record the very successful visit of Mr Bill Grimsey and his team on 6 February. Mr Grimsey undertook a review of the town on behalf of the Neighbourhood Planning Group; his input has been well received and has helped us to see a way forward for the town.,

A12/0204 4. PUBLIC OPEN SESSION

Mr Harris: would like to comment on the proposed development at 234 London Road. The concerns are: overdevelopment, inadequate parking, and adverse impact due to futuristic design which is totally out of character with the surrounding properties.

A12/0205 5. INVITED SPEAKER

Sarah Greene – Magpas Air Ambulance

Ms Sarah Greene thanked BTC for their very welcome donation to Magpas. She gave a very interesting overview of the service covered by the Air Ambulance 24 hours a day, both in the air by helicopter, and on the ground with rapid response vehicles, and also answered additional questions from the Members.

Ms Greene issued an invitation for Members to visit the Magpas Air Ambulance operations base at RAF Wyton, near Huntingdon in Cambridgeshire. The Town Clerk will circulate the available dates

A12/0206 6. MEMBERS QUESTIONS

- a. Cllr Russell asked the Town Clerk to contact CBC regarding the traffic lights at the Rose Lane junction, which appear to be out of sync again and are causing traffic backlog in the High Street.

A12/0207 7. MINUTES AND RECOMMENDATIONS OF MEETINGS

- A12/0207.1 a. Members received and approved the Minutes of the Biggleswade Town Council Meeting held on 22 January 2019.

A12/0208 8. MATTERS ARISING

From the Minutes of the Biggleswade Town Council Meeting held on 22 January 2019.

Cllr Albone asked if there had been any further development regarding the proposed railway station works. The Town Clerk and Cllr Watkins attended a meeting on 6 February with Network Rail, where it was established that Network Rail will be providing 55 spaces and changing the traffic flow from two-way to one-way.

9. PLANNING APPLICATIONS

- A12/0209.1 a. **CB/19/00059/FULL– 10A Rowletts View, Biggleswade SG18 0FD**
Single storey side extension between dwelling and garage

It was **RESOLVED** that the Town Council has **NO OBJECTION** to this planning application provided the neighbours are consulted and that any comments they may make are considered by CBC in their deliberations. In addition, the Council is to ensure that their guidelines on the size of the proposed dwellings are complied with to eliminate detriment in respect of light and privacy of adjacent residents.

- A12/0209.2 b. **CB/19/00077/FULL – 234 London Road, Biggleswade SG18 8PJ**
Demolition of existing residential dwelling and construction of two semi-detached dwellings

It was **RESOLVED** that the Town Council **OBJECT** to this planning application on the grounds of:

Access hazards
Overdevelopment
Insufficient parking
Inappropriate design and visual amenity

Following unanimous objection, Cllr Watkins was requested to call in this application.

- A12/0209.3 c. **CB/19/00086/FULL – 7 Windermere Drive, Biggleswade SG18 8LR**
Single-Storey Rear Extensions and first floor side/rear extension.

It was **RESOLVED** that the Town Council has **NO OBJECTION** to this planning application provided the neighbours are consulted and that any comments they may make are considered by CBC in their deliberations. In addition, the Council is to ensure that their guidelines on the size of the proposed dwellings are complied with to eliminate detriment in respect of light and privacy of adjacent residents.

- A12/0209.4 d. **CB/19/00055/FULL – 10 Drove Road, Biggleswade SG18 8HD**
Construction of a ground floor extension to the side and rear of the property

It was **RESOLVED** that the Town Council has **NO OBJECTION** to this planning application provided the neighbours are consulted and that any comments they may make are considered by CBC in their deliberations. In addition, the Council is to ensure that their guidelines on the size of the proposed dwellings are complied with to eliminate detriment in respect of light and privacy of adjacent residents.

- A12/0209.5 e. **CB/19/00089/FULL – 6 Eagle Farm Road, Biggleswade SG18 8JD**
Demolish existing single-storey front extension, removal of existing bay window at the front, construction of a second storey on top of the existing garage with part two-storey rear extension extending out 5m from the rear wall.

It was **RESOLVED** that the Town Council has **NO OBJECTION** to this planning application provided the neighbours are consulted and that any comments they may make are considered by CBC in their deliberations. In addition, the Council is to ensure that their guidelines on the size of the proposed dwellings are complied with to eliminate detriment in respect of light and privacy of adjacent residents.

- A12/0909.6 f. **CB/19/00152/FULL – 4 Laurel View, Lawrence Road, Biggleswade SG18 0LR**
Proposed loft conversion with rear dormer and front roof lights as well as a second-floor extension.

It was **RESOLVED** that the Town Council has **NO OBJECTION** to this planning application provided the neighbours are consulted and that any comments they may make are considered by CBC in their deliberations. In addition, the Council is to ensure that their guidelines on the size of the proposed dwellings are complied with to eliminate detriment in respect of light and privacy of adjacent residents.

- A12/0909.7 g. **CB/19/00263/FULL – 43 Beech Avenue, Biggleswade SG18 0EG**
Single-storey rear extension.

It was **RESOLVED** that the Town Council defer this application to the next meeting as no plans or documentation were provided for consideration or information.

A12/0210 **ACCOUNTS**

A12/0210.1 a. **Financial Administration**

Members received the following accounts:

- i. Detailed Balance Sheet to 31 December 2018
- ii. Summary of Income & Expenditure 31 December 2018
- iii. Income & Expenditure by Budget heading 31 December 2018
- iv. Current Bank Account, receipts and payments to 31 December 2018

It was **RESOLVED** to accept the internal audit first interim as presented.

A12/0210.2 b. **Internal Audit – Second Interim – 2018-2019**

Cllr Ramsay asked that the Minutes record congratulations to BTC staff for the excellent comments received on the Audit.

A12/0211 **ITEMS FOR CONSIDERATION**

A12/0211.1 a. **Letter from Kathryn Holloway, PCC**

Members were asked to consider funding a PCSO for the neighbourhood area at a cost of £31,200.

It was felt that as this is in fact a national problem we cannot assist with funding but would however fully support her request for extra funding from Central Government. If local funding were provided it could be applied to anywhere in Bedfordshire - and not particularly to Biggleswade, where we feel particularly let down.

It was **RESOLVED** that BTC will not provide funding.

Community Group – Correspondence

A12/0211.2 b.

Correspondence from the Police has been shared by a concerned Biggleswade Community group giving notice that the Police will no longer be able to assist in community events on public land, which includes the St Georges Day Parade. And have suggested that organisers look at security and traffic management companies for future events.

It will be important that road closures are requested in plenty of time, and It was proposed that BTC reach out to local groups and organisations by social media, with an offer to help provide the right contacts at CBC to cover road traffic and any other organisational issues.

The Town Clerk will action this request.

Carnival Week – Request from H Harris & Sons

- A12/0211.3 c. This request was **NOTED** and agreed.

Transfer of Right – Commons Registration Act 1965 – Biggleswade Common Unit CL19.

- A12/0211.4 d. This information was **NOTED**

East West Rail Route Options and Consultation

- A12/0211.5 e. Members discussed the options available and the potential impact on the community.

It was **RESOLVED** that BTC **OBJECT** to items a, c and d.
Items b and e are supported.

To also take into account the A1 move and include the impact for the two South options on the East Coast Main Line.

Broadband Meeting

- A12/02/11/6 f. Members were requested to inform the Town Clerk directly if they wish to attend.

A12/0212 12. ITEMS FOR INFORMATION

- A12/0212.1 a. **Grants 2019 – Thank you letters**

This information was **NOTED**.

- A12/0212.2 b. **Crime Statistics January 2019**

This information was **NOTED**.

- A12/0212.3 c. **Press Release – Kathryn Holloway PCC**

This information was **NOTED**

- A12/0212.4 d. **Planning Application Outcomes**

Cllr Watkins will check the status of the Bonds Lane application.

A12/0213 13. PUBLIC OPEN SESSION

Amanda Cawthorne: Thank you on behalf of the Community Safety Group for the supply of personal alarms, 200 of which have now been handed out.

This was **NOTED** with thanks.

A12/0214 14. **EXEMPT ITEMS**

The following resolution will be **moved** that is advisable in the public interest that the public and press are excluded whilst the following exempt item issue is discussed.

(None)

Pursuant to section 1(2) of the public bodies (Admission to Meetings) Act 1960 Council **resolved** to exclude the public and press by reason of the confidential nature of the business about to be transacted.

DRAFT

**Recommendations and Resolutions of the Town Centre Management
Committee meeting held on 19 February 2019.**

7. ITEMS FOR CONSIDERATION

a. Letter from a Property Owner – Biggleswade Market Square

Members considered correspondence and plans from the owner of a property on Market Square regarding vehicular access during market days.

It was **RESOLVED** that it was not possible to support this request.

b. Future High Street Fund

To consider a report on the Future High Street Fund.

It was **RESOLVED** to register interest with Central Bedfordshire Council for round 2 of the Future High Street Fund and to work up a bid.

c. A Boards Tables and Chairs

(Cllrs S Patel and P Sheldon left the Chamber whilst this item was considered)

Members consider a revised policy. It was **RESOLVED** to defer this item to allow consultation with local businesses and Chamber of Trade and for working group to bring forward recommendations.

d. Grimsey Visit - 6 February 2019

Members considered feedback following the visit by Bill Grimsey and his team.

It was **RESOLVED** to request Councillors to submit suggestions for town centre improvements and events and to consult with traders and members of the public through the Neighbourhood Plan process.

e. National Association of British Markets

Members considered a request for the Town Council to become a member of NABMA.

It was **RESOLVED** to join NABMA at a cost of £318.00

f. Car Park Data from 01/08/18 – 31/01/19

Members considered the latest car park data.

It was **RESOLVED** to provide further analysis to show variations or trends in use for different days of the week and to assess the number of permits in use.

Date :- 21/02/2019

BIGGLESWADE TOWN COUNCIL

Item 10 i Detailed Balance Sheet

Time :- 09:11

Detailed Balance Sheet (Excluding Stock Movement)

Page No: 1

Month No: 10 31/01/2019

<u>A/c</u>	<u>Account Description</u>	<u>Actual</u>		
	<u>Fixed Assets</u>	Asset Value	Depreciation	Net Value
1	OP'L F/H LAND & BUILDINGS	1,813,044	372,120	1,440,924
2	OP'L L/H LAND & BUILDINGS	9,095	0	9,095
21	VEHICLES & EQUIPMENT	736,664	340,739	395,925
41	INFRASTRUCTURE ASSETS	255,413	217,777	37,636
61	COMMUNITY ASSETS	15,380	0	15,380
	Total Fixed Assets	2,829,596	930,636	1,898,960
	<u>Current Assets</u>			
100	DEBTORS - TOWN COUNCIL	22,745		
101	DEBTORS - ALLOTMENTS	-428		
102	DEBTORS - PITCH HIRE	4,503		
103	DEBTORS - ORCHARD CENTRE	4,556		
105	VAT REFUNDS	4,940		
115	ACCRUED INCOME	-40		
201	NATWEST CURRENT BANK A/C	102,220		
202	LLOYDS CURRENT BANK A/C	329,291		
204	LLOYDS SALARY A/C	90		
209	NATWEST CAPITAL RESERVE	256,139		
210	PETTY CASH	250		
212	CASH CHANGE FLOAT	24		
225	NATWEST 95 DAY ACCOUNT	449		
	Total Current Assets		724,737	
	<u>Current Liabilities</u>			
501	TRADE CREDITORS	2,798		
525	ALLOTMENT DEPOSITS	2,650		
530	INC IN ADVANCE - COMMUTED	33,570		
532	INC IN ADVANCE - PERMITS	2,171		
533	INC IN ADVANCE - PERMITS RES	475		
550	MAYORS CHARITY FUND	100		
	Total Current Liabilities		41,764	
	Net Current Assets			682,973
	Total Assets less Current Liabilities			2,581,933
	<u>Long Term Liabilities</u>			
401	PWLB LOANS	134,228		
430	LEASE CREDITOR (GROSS)	15,198		
435	LEASE CREDITOR (DEF'D INT)	-1,137		
	Total Long Term Liabilities		148,289	
	Total Assets less Total Liabilities			2,433,645
	<u>Represented By :-</u>			
301	CURRENT YEAR FUND	221,852		
310	GENERAL RESERVE	150,899		
349	ROLLING CAPITAL FUND	313,723		
350	CAPITAL FINANCING RESERVE	1,363,478		
451	DEF'D GRANTS APPLIED	594,591		
452	DEF'D GRANTS W/BACK	-210,897		

Detailed Balance Sheet (Excluding Stock Movement)

Month No: 10 31/01/2019

<u>A/c</u>	<u>Account Description</u>	<u>Actual</u>
	Total Equity	2,433,645

21/02/2019

BIGGLESWADE TOWN COUNCIL

09:12

Summary Income & Expenditure by Budget Heading 31/01/2019

Item 10 ii Summary of Income
& Expenditure

Month No : 10

Cost Centre Report

Page No 1

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Of Budget
101	B'SWADE MAGISTRATES COURT							
	Expenditure	9,027	6,605	9,580	2,975		2,975	68.9 %
	Income	7,893	6,605	9,580	-2,975			68.9 %
108	GRANTS (INCL S137)							
	Expenditure	18,785	29,958	20,500	-9,458		-9,458	146.1 %
109	CAPITAL EXPENDITURE							
	Expenditure	224,631	135,524	152,347	16,823		16,823	89.0 %
	Income	160,236	28,218	0	28,218			0.0 %
111	CORPORATE MANAGEMENT							
	Expenditure	83,109	76,920	100,793	23,873		23,873	76.3 %
	Income	861,388	938,560	939,232	-672			99.9 %
112	DEMOCRATIC REP'N & MGM'T							
	Expenditure	99,926	109,499	136,912	27,413		27,413	80.0 %
113	CIVIC ACTIVITIES & EXPENSES							
	Expenditure	3,582	2,470	4,600	2,130		2,130	53.7 %
	Income	330	471	0	471			0.0 %
115	ORCHARD COMMUNITY CENTRE							
	Expenditure	11,865	58,918	86,420	27,502		27,502	68.2 %
	Income	33,533	40,836	26,000	14,836			157.1 %
901	CENTRAL SERVICES							
	Expenditure	18,544	18	0	-18		-18	0.0 %
	Income	614	18	0	18			0.0 %
102	ALLOTMENTS							
	Expenditure	840	2,266	1,965	-301		-301	115.3 %
	Income	5,163	6,193	5,300	893			116.8 %
104	BURIAL GROUNDS							
	Expenditure	74,042	65,953	83,437	17,484		17,484	79.0 %
	Income	19,418	14,246	18,000	-3,754			79.1 %
212	RECREATION GROUNDS							
	Expenditure	259,556	233,315	309,576	76,261		76,261	75.4 %
	Income	10,007	12,522	11,720	802			106.8 %
902	WORKS SERVICES							
	Expenditure	23,234	0	0	0		0	0.0 %
103	STREET LIGHTS							
	Expenditure	9,642	-11,987	16,000	27,987		27,987	-74.9 %
105	CAR PARKS							
	Expenditure	76,703	72,830	74,094	1,264		1,264	98.3 %
	Income	0	37,526	105,000	-67,474			35.7 %
106	MARKET							
	Expenditure	24,057	22,649	29,710	7,061		7,061	76.2 %
	Income	18,707	12,943	21,000	-8,057			61.6 %
107	TOWN CENTRE GENERAL							
	Expenditure	55,861	52,477	65,093	12,616		12,616	80.6 %
	Income	310	701	0	701			0.0 %
110	PUBLIC CONVENIENCES							
	Expenditure	19,891	19,570	24,950	5,380		5,380	78.4 %
INCOME - EXPENDITURE TOTALS								
	Expenditure	1,013,296	876,986	1,115,977	238,991	0	238,991	78.6 %
	Income	1,117,598	1,098,837	1,135,832	-36,995			96.7 %
	Net Expenditure over Income	-104,302	-221,852	-19,855	201,997			

21/02/2019

BIGGLESWADE TOWN COUNCIL

Item 10 iii Detailed Income &
Expenditure by budget heading

09:12

Detailed Income & Expenditure by Budget Heading 31/01/2019

Month No : 10

Cost Centre Report

Page No 1

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
101	<u>B'SWADE MAGISTRATES COURT</u>							
4007	HEALTH & SAFETY	0	0	300	300		300	0.0 %
4011	RATES	11,114	11,448	11,560	112		112	99.0 %
4012	WATER RATES	337	330	500	170		170	66.1 %
4013	RENT	-20,125	-19,824	-25,580	-5,756		-5,756	77.5 %
4014	ELECTRICITY	2,802	638	1,600	962		962	39.9 %
4015	GAS	1,550	624	3,000	2,376		2,376	20.8 %
4016	CLEANING COSTS	8,389	6,937	9,000	2,063		2,063	77.1 %
4021	TELEPHONE & FAX	105	0	0	0		0	0.0 %
4026	COMPUTER	0	210	0	-210		-210	0.0 %
4029	OFFICE REFURBISHMENT	0	27	0	-27		-27	0.0 %
4036	PROPERTY MAINTENANCE	609	2,309	4,000	1,691		1,691	57.7 %
4042	EQUIPT MAINT/REPAIR	961	572	1,000	428		428	57.2 %
4067	PEST CONTROL	0	0	100	100		100	0.0 %
4104	REFUSE COLLECTION	996	839	1,000	161		161	83.9 %
4110	FIRE PRECAUTIONS	409	725	1,500	775		775	48.3 %
4134	SECURITY/CCTV	1,880	1,770	1,600	-170		-170	110.7 %
	B'SWADE MAGISTRATES COURT :- Expenditure	9,027	6,605	9,580	2,975	0	2,975	68.9 %
1081	INC-RENT	7,893	6,605	9,280	-2,675			71.2 %
1091	INC-MISCELLANEOUS	0	0	300	-300			0.0 %
	B'SWADE MAGISTRATES COURT :- Income	7,893	6,605	9,580	-2,975			68.9 %
	Net Expenditure over Income	1,134	0	0	0			
102	<u>ALLOTMENTS</u>							
4013	RENT	465	465	465	0		0	100.0 %
4037	GROUNDS MAINTENANCE	0	1,426	1,000	-426		-426	142.6 %
4067	PEST CONTROL	375	375	500	125		125	75.0 %
	ALLOTMENTS :- Expenditure	840	2,266	1,965	-301	0	-301	115.3 %
1087	INC-ALLOTMENTS	5,163	6,193	5,300	893			116.8 %
	ALLOTMENTS :- Income	5,163	6,193	5,300	893			116.8 %
	Net Expenditure over Income	-4,323	-3,927	-3,335	592			
103	<u>STREET LIGHTS</u>							
4014	ELECTRICITY	6,333	4,063	6,000	1,937		1,937	67.7 %
4038	MAINTENANCE CONTRACT	2,262	-16,877	6,500	23,377		23,377	-259.7
4045	S/L REPAIR/RENEWAL	1,047	828	3,000	2,172		2,172	27.6 %
4174	BUS SHELTER MAINTENANCE	0	0	500	500		500	0.0 %
	STREET LIGHTS :- Expenditure	9,642	-11,987	16,000	27,987	0	27,987	-74.9 %
	Net Expenditure over Income	9,642	-11,987	16,000	27,987			

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Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
104	BURIAL GROUNDS							
4011	RATES	3,810	4,219	3,965	-254		-254	106.4 %
4012	WATER RATES	167	96	200	104		104	48.0 %
4014	ELECTRICITY	27	65	100	35		35	65.4 %
4036	PROPERTY MAINTENANCE	0	198	1,000	802		802	19.8 %
4110	FIRE PRECAUTIONS	0	152	200	48		48	76.0 %
4178	PATHS MAINTENANCE	0	0	1,000	1,000		1,000	0.0 %
4901	C.S. SALARY RECHARGE	8,086	8,691	12,750	4,059		4,059	68.2 %
4902	W.S. SALARY RECHARGE	44,556	37,158	46,940	9,782		9,782	79.2 %
4911	C.S. O'HEAD RECHARGE	6,412	6,398	6,662	264		264	96.0 %
4912	W.S. O'HEAD RECHARGE	10,985	8,976	10,620	1,644		1,644	84.5 %
	BURIAL GROUNDS :- Expenditure	74,042	65,953	83,437	17,484	0	17,484	79.0 %
1081	INC-RENT	0	800	0	800			0.0 %
1084	INC-BURIAL FEES	17,259	12,748	15,000	-2,252			85.0 %
1097	INC-MEMORIALS	2,159	698	3,000	-2,302			23.3 %
	BURIAL GROUNDS :- Income	19,418	14,246	18,000	-3,754			79.1 %
	Net Expenditure over Income	54,624	51,707	65,437	13,730			
105	CAR PARKS							
4011	RATES	22,832	25,128	23,750	-1,378		-1,378	105.8 %
4021	TELEPHONE & FAX	0	0	600	600		600	0.0 %
4047	MATERIALS/TOOLS	556	1,872	500	-1,372		-1,372	374.4 %
4056	LEGAL EXPENSES	1,698	0	1,000	1,000		1,000	0.0 %
4092	Card Processing Fees	0	402	0	-402		-402	0.0 %
4108	SURFACE REPAIRS	0	8,175	3,000	-5,175		-5,175	272.5 %
4126	CAR PARK LEASE	34,108	21,750	26,001	4,251		4,251	83.7 %
4127	SIGNS	0	198	0	-198		-198	0.0 %
4901	C.S. SALARY RECHARGE	2,021	2,173	3,188	1,015		1,015	68.2 %
4902	W.S. SALARY RECHARGE	11,139	9,289	11,735	2,446		2,446	79.2 %
4911	C.S. O'HEAD RECHARGE	1,603	1,599	1,665	66		66	96.1 %
4912	W.S. O'HEAD RECHARGE	2,746	2,244	2,655	411		411	84.5 %
	CAR PARKS :- Expenditure	76,703	72,830	74,094	1,264	0	1,264	98.3 %
1088	INC-CAR PARKING FEES	0	18,940	105,000	-86,060			18.0 %
1089	INC - PARKING PERMITS WORK	0	11,979	0	11,979			0.0 %
1099	INC-INSURANCE (CLAIM)	0	2,556	0	2,556			0.0 %
1189	INC-PARKING PERMITS RES	0	4,051	0	4,051			0.0 %
	CAR PARKS :- Income	0	37,526	105,000	-67,474			35.7 %
	Net Expenditure over Income	76,703	35,304	-30,906	-66,210			

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Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
106	MARKET							
4001	STAFF SALARIES	0	409	0	-409		-409	0.0 %
4004	MARKET STAFF	4,773	3,668	5,150	1,482		1,482	71.2 %
4011	RATES	6,101	4,982	6,400	1,418		1,418	77.8 %
4014	ELECTRICITY	237	682	300	-382		-382	227.4 %
4025	INSURANCE	532	0	550	550		550	0.0 %
4032	PUBLICITY	0	0	550	550		550	0.0 %
4047	MATERIALS/TOOLS	0	0	250	250		250	0.0 %
4081	Licences	333	333	333	0		0	100.1 %
4901	C.S. SALARY RECHARGE	6,738	7,243	10,625	3,382		3,382	68.2 %
4911	C.S. O'HEAD RECHARGE	5,343	5,331	5,552	221		221	96.0 %
	MARKET :- Expenditure	24,057	22,649	29,710	7,061	0	7,061	76.2 %
1085	INC-TUESDAY MARKET RENTS	3,039	2,757	3,000	-243			91.9 %
1086	INC-SATURDAY MARKET RENTS	15,668	10,186	18,000	-7,814			56.6 %
	MARKET :- Income	18,707	12,943	21,000	-8,057			61.6 %
	Net Expenditure over Income	5,351	9,706	8,710	-996			
107	TOWN CENTRE GENERAL							
4001	STAFF SALARIES	0	6,150	0	-6,150		-6,150	0.0 %
4002	EMPLOYERS N.I	0	533	0	-533		-533	0.0 %
4003	EMPLOYERS SUPERANN.	0	1,402	0	-1,402		-1,402	0.0 %
4009	STAFF TRAVEL	0	25	0	-25		-25	0.0 %
4064	ANNUAL HANGING BASKETS	2,334	2,266	3,000	735		735	75.5 %
4116	WAR MEM & REM SERV	220	755	1,000	245		245	75.5 %
4117	CLOCK REPAIRS	0	0	350	350		350	0.0 %
4140	CHRISTMAS ACTIVITIES	5,281	6,573	5,000	-1,573		-1,573	131.5 %
4143	Highway Improvements	5,000	0	0	0		0	0.0 %
4144	CCTV	16,334	1,470	18,000	16,530		16,530	8.2 %
4145	CHRISTMAS LIGHTS	14,183	17,999	18,500	502		502	97.3 %
4901	C.S. SALARY RECHARGE	2,021	2,173	3,188	1,015		1,015	68.2 %
4902	W.S. SALARY RECHARGE	11,139	9,289	11,735	2,446		2,446	79.2 %
4911	C.S. O'HEAD RECHARGE	1,603	1,599	1,665	66		66	96.1 %
4912	W.S. O'HEAD RECHARGE	2,746	2,244	2,655	411		411	84.5 %
4990	ASSET FUNDING FROM RCP	-5,000	0	0	0		0	0.0 %
	TOWN CENTRE GENERAL :- Expenditure	55,861	52,477	65,093	12,616	0	12,616	80.6 %
1145	INC-CHRISTMAS ACTIVITIES	310	701	0	701			0.0 %
	TOWN CENTRE GENERAL :- Income	310	701	0	701			
	Net Expenditure over Income	55,551	51,776	65,093	13,317			

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Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
108	GRANTS (INCL S137)							
4261	GRANTS UNDER OTHER	11,285	18,708	13,000	-5,708		-5,708	143.9 %
4264	Community Agent Grant	7,500	11,250	7,500	-3,750		-3,750	150.0 %
	GRANTS (INCL S137) :- Expenditure	18,785	29,958	20,500	-9,458	0	-9,458	146.1 %
	Net Expenditure over Income	18,785	29,958	20,500	-9,458			
109	CAPITAL EXPENDITURE							
4053	LOAN INTEREST	6,825	3,239	18,233	14,994		14,994	17.8 %
4253	LEASE INTEREST REPAID	581	309	581	272		272	53.2 %
4801	CP - New Vehicles\Equipment	8,700	35,628	0	-35,628		-35,628	0.0 %
4802	CP - New Computer Installation	0	900	0	-900		-900	0.0 %
4806	CP - Office Furn/Equipment	10,668	0	0	0		0	0.0 %
4823	CP - Play Equipment	0	9,900	0	-9,900		-9,900	0.0 %
4827	CP - Office Equipment	0	9,029	0	-9,029		-9,029	0.0 %
4828	CP - Magistrates Court Impr'ts	5,096	0	0	0		0	0.0 %
4842	CP - The Orchard Furniture & E	113,634	0	0	0		0	0.0 %
4843	CP - Street Furniture	4,840	2,440	0	-2,440		-2,440	0.0 %
4847	CP - Workshop	1,925	6,800	0	-6,800		-6,800	0.0 %
4848	CP - Car Park Signage	2,911	0	0	0		0	0.0 %
4850	CP - Car Park Equipment	0	34,114	0	-34,114		-34,114	0.0 %
4860	CP - St Lighting Replacement	0	102,389	0	-102,389		-102,389	0.0 %
4861	CP - Kitelands Ball Court	0	9,397	0	-9,397		-9,397	0.0 %
4862	CP -Drove Rd Cemetery Footpath	0	6,247	0	-6,247		-6,247	0.0 %
4863	CP -Drove Rd Chapel Surface	0	4,700	0	-4,700		-4,700	0.0 %
4864	CP - Drove Road	0	200	0	-200		-200	0.0 %
4865	CP - Market Stall Umbrellas	0	3,579	0	-3,579		-3,579	0.0 %
4900	ROLLING CAPITAL FUND	70,000	100,000	100,000	0		0	100.0 %
4980	LOAN REPAYMENT	8,486	4,357	28,556	24,199		24,199	15.3 %
4982	LEASE CAPITAL REPAID	4,977	2,901	4,977	2,076		2,076	58.3 %
4990	ASSET FUNDING FROM RCP	-14,011	-59,404	0	59,404		59,404	0.0 %
4992	TRANSFER FROM E/MARKED	0	-141,201	0	141,201		141,201	0.0 %
4993	TFR TO CAP REC RSV	0	10,635	0	-10,635		-10,635	0.0 %
4994	TRANSFER FROM CAP REC RSV	0	-10,635	0	10,635		10,635	0.0 %
	CAPITAL EXPENDITURE :- Expenditure	224,631	135,524	152,347	16,823	0	16,823	89.0 %
1075	INC-SALE OF ASSETS	0	14,135	0	14,135			0.0 %
1077	INC-S106 GRANTS	48,233	14,083	0	14,083			0.0 %
1178	Orchard S106 Funds	112,003	0	0	0			0.0 %
	CAPITAL EXPENDITURE :- Income	160,236	28,218	0	28,218			
	Net Expenditure over Income	64,395	107,306	152,347	45,041			

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Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
110	<u>PUBLIC CONVENIENCES</u>							
4011	RATES	3,318	3,024	3,450	426		426	87.7 %
4012	WATER RATES	1,241	1,057	1,600	543		543	66.1 %
4014	ELECTRICITY	666	175	900	725		725	19.4 %
4036	PROPERTY MAINTENANCE	616	2,204	2,500	296		296	88.2 %
4038	MAINTENANCE CONTRACT	14,050	13,110	16,500	3,390		3,390	79.5 %
	PUBLIC CONVENIENCES :- Expenditure	19,891	19,570	24,950	5,380	0	5,380	78.4 %
	Net Expenditure over Income	19,891	19,570	24,950	5,380			
111	<u>CORPORATE MANAGEMENT</u>							
4056	LEGAL EXPENSES	9,748	0	0	0		0	0.0 %
4057	AUDIT FEES	875	1,475	3,735	2,260		2,260	39.5 %
4901	C.S. SALARY RECHARGE	40,427	43,457	63,749	20,292		20,292	68.2 %
4911	C.S. O'HEAD RECHARGE	32,059	31,989	33,309	1,320		1,320	96.0 %
	CORPORATE MANAGEMENT :- Expenditure	83,109	76,920	100,793	23,873	0	23,873	76.3 %
1076	PRECEPT RECEIVED	861,241	938,232	938,232	0			100.0 %
1096	INTEREST RECEIVED	147	328	1,000	-672			32.8 %
	CORPORATE MANAGEMENT :- Income	861,388	938,560	939,232	-672			99.9 %
	Net Expenditure over Income	-778,278	-861,639	-838,439	23,200			
112	<u>DEMOCRATIC REP'N & MGMT</u>							
4024	SUBSCRIPTIONS	3,278	5,193	3,500	-1,693		-1,693	148.4 %
4026	COMPUTER	0	614	0	-614		-614	0.0 %
4135	ELECTION PROVISION	0	3,098	4,000	902		902	77.4 %
4901	C.S. SALARY RECHARGE	53,903	57,942	85,000	27,058		27,058	68.2 %
4911	C.S. O'HEAD RECHARGE	42,745	42,652	44,412	1,760		1,760	96.0 %
	DEMOCRATIC REP'N & MGMT :- Expenditure	99,926	109,499	136,912	27,413	0	27,413	80.0 %
	Net Expenditure over Income	99,926	109,499	136,912	27,413			
113	<u>CIVIC ACTIVITIES & EXPENSES</u>							
4008	STAFF TRAINING	1,568	25	1,500	1,475		1,475	1.7 %
4009	STAFF TRAVEL	0	0	500	500		500	0.0 %
4014	ELECTRICITY	13	0	0	0		0	0.0 %
4112	TOWN MAYOR'S ALLOW.	974	1,109	1,000	-109		-109	110.8 %
4166	TWINNING	70	555	500	-55		-55	110.9 %
4179	CIVIC FUNCTIONS	924	782	1,000	218		218	78.2 %
4180	CIVIC REGALIA REPAIRS ETC	33	0	100	100		100	0.0 %
	CIVIC ACTIVITIES & EXPENSES :- Expenditure	3,582	2,470	4,600	2,130	0	2,130	53.7 %

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Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
1091	INC-MISCELLANEOUS	330	471	0	471			0.0 %
	CIVIC ACTIVITIES & EXPENSES :- Income	330	471	0	471			
	Net Expenditure over Income	3,252	1,999	4,600	2,601			
115	ORCHARD COMMUNITY CENTRE							
4001	STAFF SALARIES	1,171	37,880	40,100	2,220	2,220		94.5 %
4002	EMPLOYERS N.I	0	3,290	4,700	1,410	1,410		70.0 %
4003	EMPLOYERS SUPERANN.	0	8,637	9,200	563	563		93.9 %
4007	HEALTH & SAFETY	45	0	500	500	500		0.0 %
4009	STAFF TRAVEL	0	61	0	-61	-61		0.0 %
4011	RATES	0	0	5,500	5,500	5,500		0.0 %
4012	WATER RATES	359	332	600	268	268		55.3 %
4014	ELECTRICITY	1,368	317	10,000	9,683	9,683		3.2 %
4015	GAS	1,351	1,247	4,500	3,253	3,253		27.7 %
4016	CLEANING COSTS	1,457	3,300	4,000	700	700		82.5 %
4020	MISC. ESTABLISH.COST	441	0	400	400	400		0.0 %
4021	TELEPHONE & FAX	850	283	1,020	737	737		27.7 %
4026	COMPUTER	1,465	1,695	2,500	805	805		67.8 %
4029	OFFICE REFURBISHMENT	0	34	0	-34	-34		0.0 %
4030	RECRUIT. ADVERTISING	704	0	0	0	0		0.0 %
4032	PUBLICITY	195	0	500	500	500		0.0 %
4036	PROPERTY MAINTENANCE	657	801	1,000	199	199		80.1 %
4038	MAINTENANCE CONTRACT	1,299	562	1,500	938	938		37.5 %
4042	EQUIPT MAINT/REPAIR	170	139	200	61	61		69.7 %
4081	Licences	0	301	0	-301	-301		0.0 %
4092	Card Processing Fees	0	40	0	-40	-40		0.0 %
4128	EQUIPMENT	334	0	200	200	200		0.0 %
	ORCHARD COMMUNITY CENTRE :- Expenditure	11,865	58,918	86,420	27,502	0	27,502	68.2 %
1078	INC-MISC GRANTS	18,000	18,000	18,000	0			100.0 %
1082	INC-LETTINGS	15,533	22,555	8,000	14,555			281.9 %
1091	INC-MISCELLANEOUS	0	272	0	272			0.0 %
1115	INC-REFRESHMENTS	0	8	0	8			0.0 %
	ORCHARD COMMUNITY CENTRE :- Income	33,533	40,836	26,000	14,836			157.1 %
	Net Expenditure over Income	-21,669	18,082	60,420	42,338			
212	RECREATION GROUNDS							
4011	RATES	4,241	4,392	4,450	58	58		98.7 %
4012	WATER RATES	579	4,370	11,000	6,630	6,630		39.7 %

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Cost Centre Report

	Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
4013 RENT	0	0	1	1		1	0.0 %
4014 ELECTRICITY	535	4,024	3,500	-524		-524	115.0 %
4016 CLEANING COSTS	50	0	400	400		400	0.0 %
4036 PROPERTY MAINTENANCE	1,686	0	5,000	5,000		5,000	0.0 %
4037 GROUNDS MAINTENANCE	2,204	2,000	5,000	3,000		3,000	40.0 %
4038 MAINTENANCE CONTRACT	6,618	5,036	5,000	-36		-36	100.7 %
4039 PLAY. EQUIP. MAINT.	1,693	3,073	6,000	2,927		2,927	51.2 %
4042 EQUIPT MAINT/REPAIR	125	0	0	0		0	0.0 %
4043 FENCING & GATES	318	464	1,000	536		536	46.4 %
4044 TREES & PLANTS	2,522	955	4,000	3,045		3,045	23.9 %
4067 PEST CONTROL	1,570	1,000	1,500	500		500	66.7 %
4100 FERT./SEEDS/WEEDKILL	125	2,178	2,000	-178		-178	108.9 %
4104 REFUSE COLLECTION	0	1,386	0	-1,386		-1,386	0.0 %
4110 FIRE PRECAUTIONS	0	1,019	500	-519		-519	203.7 %
4114 LITTER BINS	0	0	2,000	2,000		2,000	0.0 %
4128 EQUIPMENT	0	1,715	0	-1,715		-1,715	0.0 %
4139 GRASS CUTTING	4,236	0	5,000	5,000		5,000	0.0 %
4901 C.S. SALARY RECHARGE	21,561	23,177	34,000	10,823		10,823	68.2 %
4902 W.S. SALARY RECHARGE	155,946	130,052	164,290	34,238		34,238	79.2 %
4911 C.S. O'HEAD RECHARGE	17,098	17,061	17,765	704		704	96.0 %
4912 W.S. O'HEAD RECHARGE	38,449	31,415	37,170	5,755		5,755	84.5 %
RECREATION GROUNDS :- Expenditure	259,556	233,315	309,576	76,261	0	76,261	75.4 %
1077 INC-S106 GRANTS	1,480	0	0	0			0.0 %
1078 INC-MISC GRANTS	0	3,022	0	3,022			0.0 %
1081 INC-RENT	3,988	8,270	5,240	3,030			157.8 %
1083 INC-PITCH HIRE	4,029	880	5,000	-4,120			17.6 %
1091 INC-MISCELLANEOUS	510	350	330	20			106.1 %
1092 INC-GRNDS MAINT	0	0	1,150	-1,150			0.0 %
RECREATION GROUNDS :- Income	10,007	12,522	11,720	802			106.8 %
Net Expenditure over Income	249,549	220,794	297,856	77,062			
901 CENTRAL SERVICES							
4001 STAFF SALARIES	114,600	111,349	161,300	49,951		49,951	69.0 %
4002 EMPLOYERS N.I	10,236	9,844	14,400	4,556		4,556	68.4 %
4003 EMPLOYERS SUPERANN.	22,292	23,662	36,800	13,138		13,138	64.3 %
4007 HEALTH & SAFETY	541	145	2,500	2,355		2,355	5.8 %
4008 STAFF TRAINING	3,075	2,775	3,000	225		225	92.5 %
4009 STAFF TRAVEL	3,408	2,799	3,500	701		701	80.0 %
4010 MISC. STAFF COSTS	384	188	500	312		312	37.5 %

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		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
4013	RENT	20,125	19,824	25,580	5,756		5,756	77.5 %
4020	MISC. ESTABLISH.COST	712	130	250	120		120	52.2 %
4021	TELEPHONE & FAX	6,488	5,990	7,600	1,610		1,610	78.8 %
4022	POSTAGE	939	900	1,200	300		300	75.0 %
4023	STATIONERY	5,203	3,682	4,000	318		318	92.0 %
4025	INSURANCE	19,036	19,962	20,000	38		38	99.8 %
4026	COMPUTER	15,299	22,481	12,000	-10,481		-10,481	187.3 %
4027	PHOTOCOPIER	3,817	2,332	3,500	1,168		1,168	66.6 %
4030	RECRUIT. ADVERTISING	1,204	0	0	0		0	0.0 %
4031	ADVERTISING	0	1,042	400	-642		-642	260.4 %
4032	PUBLICITY	4,563	3,233	3,500	267		267	92.4 %
4051	BANK CHARGES	976	1,220	1,000	-220		-220	122.0 %
4056	LEGAL EXPENSES	2,055	5,681	1,000	-4,681		-4,681	568.1 %
4058	PROFESSIONAL FEES	11,758	787	5,000	4,213		4,213	15.7 %
4060	OFFICE EQUIPMENT	451	26	500	474		474	5.2 %
4073	PAYROLL BUREAU FEES	1,317	1,116	2,000	884		884	55.8 %
4074	ACCOUNTANCY FEES	11,588	12,307	14,000	1,693		1,693	87.9 %
4104	REFUSE COLLECTION	98	0	0	0		0	0.0 %
4125	Misc Costs	0	27	0	-27		-27	0.0 %
4901	C.S. SALARY RECHARGE	-134,758	-144,855	-212,500	-67,645		-67,645	68.2 %
4911	C.S. O'HEAD RECHARGE	-106,862	-106,630	-111,030	-4,400		-4,400	96.0 %
	CENTRAL SERVICES :- Expenditure	18,544	18	0	-18	0	-18	
1091	INC-MISCELLANEOUS	9	18	0	18			0.0 %
1099	INC-INSURANCE (CLAIM)	605	0	0	0			0.0 %
	CENTRAL SERVICES :- Income	614	18	0	18			
	Net Expenditure over Income	17,930	0	0	0			
902	<u>WORKS SERVICES</u>							
4001	STAFF SALARIES	193,514	147,218	176,750	29,532		29,532	83.3 %
4002	EMPLOYERS N.I	18,486	12,863	17,650	4,788		4,788	72.9 %
4003	EMPLOYERS SUPERANN.	30,569	25,708	40,300	14,592		14,592	63.8 %
4007	HEALTH & SAFETY	328	331	500	169		169	66.2 %
4008	STAFF TRAINING	941	1,719	2,500	781		781	68.8 %
4009	STAFF TRAVEL	349	210	500	290		290	42.1 %
4010	MISC. STAFF COSTS	112	0	300	300		300	0.0 %
4014	ELECTRICITY	23	0	50	50		50	0.0 %
4021	TELEPHONE & FAX	0	421	50	-371		-371	842.4 %
4029	OFFICE REFURBISHMENT	0	30	0	-30		-30	0.0 %
4030	RECRUIT. ADVERTISING	596	1,006	0	-1,006		-1,006	0.0 %

Month No : 10

Cost Centre Report

		Actual Last Year	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% of Budget
4041	EQUIPMENT HIRE	276	0	400	400		400	0.0 %
4042	EQUIPT MAINT/REPAIR	1,713	1,331	4,000	2,669		2,669	33.3 %
4046	VEHICLE LEASING	11,894	9,172	10,500	1,328		1,328	87.4 %
4047	MATERIALS/TOOLS	4,927	7,488	5,000	-2,488		-2,488	149.8 %
4048	VEHICLE MAINT/REPAIR	15,292	7,996	7,500	-496		-496	106.6 %
4049	VEHICLE FUEL	6,392	5,774	6,500	726		726	88.8 %
4050	VEHICLE TAX	152	270	0	-270		-270	0.0 %
4103	PROTECTIVE CLOTHING	3,475	3,528	2,500	-1,028		-1,028	141.1 %
4119	SKIP HIRE	6,115	2,761	6,000	3,239		3,239	46.0 %
4128	EQUIPMENT	551	72	500	428		428	14.4 %
4134	SECURITY/CCTV	2,509	1,822	3,300	1,478		1,478	55.2 %
4136	RENEWALS/REPLACEMENT	2,729	829	3,000	2,171		2,171	27.6 %
4137	PLANNING APPLICATION	0	116	0	-116		-116	0.0 %
4902	W.S. SALARY RECHARGE	-222,780	-185,789	-234,700	-48,912		-48,912	79.2 %
4912	W.S. O'HEAD RECHARGE	-54,926	-44,878	-53,100	-8,222		-8,222	84.5 %
	WORKS SERVICES :- Expenditure	23,234	0	0	0	0	0	
	Net Expenditure over Income	23,234	0	0	0			

List of Payments made between 01/01/2019 and 31/01/2019

<u>Date Paid</u>	<u>Payee Name</u>	<u>Cheque Ref</u>	<u>Amount Paid</u>	<u>Authorized Ref</u>	<u>Transaction Detail</u>
01/01/2019	Cancel CHQ200190	CNXL200190	-64.50		Cancel CHQ200190
03/01/2019	Hedging Plants Direct	000132	25.90		1814-Privet plants
03/01/2019	Cancelled Chq	000133	0.00		Cancelled Chq
04/01/2019	George Browns Ltd	200620	240.01		1785/Vehicle maintenance
04/01/2019	L. Bennett & Son Ltd	200621	14.93		1775/polygard 5ltr
04/01/2019	Rosetta Publishing Ltd	200622	258.00		1792/Beds bulletin Jan19
04/01/2019	Colin Ross Workwear & Safety	200623	118.78		1781/Chukka safety boots
04/01/2019	Cash	200624	162.19		DEC2018/1794/Cash
04/01/2019	Chubb Fire Ltd	200625	675.60		1779/Spare parts Battery
04/01/2019	The Greensand Trust	200626	195.00		1786/Tree survey course
04/01/2019	HM Revenue & Customs	200627	9,359.18		1795/PAYE/NI Dec 2018
04/01/2019	J.W.J. Car & Commercial Repair	200628	73.20		1793/Check faulty bulb
04/01/2019	The Lion Press (Sandy) Ltd	200629	141.60		1788/Xmas cards + envelopes
04/01/2019	Biggleswade MOT Centre Ltd	200630	73.99		1776/Replace o/s/r tyre valve
04/01/2019	Bedfordshire Pension Fund	200631	8,451.17		1796/Pension due Dec 2018
04/01/2019	DCK Accounting Solutions Ltd	200632	1,494.36		1783/Accounting contract visit
04/01/2019	Turfcare Leisure Services Ltd	200633	690.47		1790/Bowling green maintenance
04/01/2019	TRAVIS PERKINS TRADING CO	200634	26.89		789/Masterplug 25m socket
04/01/2019	Unison	200635	11.50		1797/Union Due Dec 2018
04/01/2019	Mick George Recycling Ltd	200636	59.40		1798/Wheelie bin 660Ltr
07/01/2019	BRCC	000134	2,000.00		Grant-Green Wheel
07/01/2019	Arlesey Car & Commercials Ltd	000135	470.35		MA13 UCN Repairs
10/01/2019	McVeigh Parker & Co Ltd	000136	537.70		2 x Allotment water troughs
10/01/2019	Ampoweruk Ltd-DDR	DD02	9.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD03	9.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD04	10.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD05	15.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD06	22.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD07	25.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD08	31.43		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD09	38.88		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD10	64.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD11	73.03		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD12	122.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD13	145.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD14	254.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD15	327.00		Purchase Ledger Payment
10/01/2019	Ampoweruk Ltd-DDR	DD16	706.35		Purchase Ledger Payment
11/01/2019	Node IT Solutions Ltd	DD17	2,341.07		1971/Microsoft 365 Licence
14/01/2019	Lloyds Salary A/C	TFR	10.10		
14/01/2019	Lloyds Salary A/C	TFR	26,732.85		
14/01/2019	Ampoweruk Ltd-DDR	DD18	267.00		Purchase Ledger Payment
15/01/2019	Bank charge payable	CHRG	115.04		Bank charge payable
16/01/2019	A Godwin	000137	50.00		A Godwin Allot Refund Plot 23
16/01/2019	S Moore	000138	50.00		S Moore Allot Refund Plot 221B
17/01/2019	Childcare Vouchers Limited	DD19	10.72		1811-Childcare Vouchers
21/01/2019	ADT Fire & Security plc	200637	307.87		1809-Alarm Maint/Redcare

At : 09:15

Lloyds Current A/C

List of Payments made between 01/01/2019 and 31/01/2019

<u>Date Paid</u>	<u>Payee Name</u>	<u>Cheque Ref</u>	<u>Amount Paid</u>	<u>Authorized Ref</u>	<u>Transaction Detail</u>
21/01/2019	CoolerAid Ltd	200638	35.76		1801-Still water x 4
21/01/2019	Anglian Water Business Ltd. (N	200639	42.85		1831-M/Trader Rm Water charges
21/01/2019	Anglian Water Business Ltd. (N	200640	13.45		1827-Cemetery standpipe charge
21/01/2019	Anglian Water Business Ltd. (N	200641	18.87		1824-Cemetery Water charges
21/01/2019	Anglian Water Business Ltd. (N	200642	119.47		1830-OCC Water charges
21/01/2019	Anglian Water Business Ltd. (N	200643	107.74		1829-Courthouse water charges
21/01/2019	Anglian Water Business Ltd. (N	200644	201.67		1825-Rec Grund water charges
21/01/2019	Anglian Water Business Ltd. (N	200645	42.85		1826-Fairfield Rd Water charge
21/01/2019	Anglian Water Business Ltd. (N	200646	319.31		1828-Public toilets water char
21/01/2019	George Browns Ltd	200647	3,029.35		1812-LK66 HFY Service/repairs
21/01/2019	BBW Law LLP	200648	1,128.00		1839-BUFC Lease legal fees
21/01/2019	Bemrose Booth Paragon Ltd	200649	626.94		1837-Non Adhes.Bemrosebooth
21/01/2019	L. Bennett & Son Ltd	200650	56.34		1810-Sealey screws
21/01/2019	Chandlers (Farm Equipment) Ltd	200651	10.01		1800-Link Pin/Lynch pin
21/01/2019	CPM Playgrounds Limited	200652	156.00		1835-Lilac Grove gate repairs
21/01/2019	Henlow Building Supplies	200653	237.40		1802-Premium Grade PAR
21/01/2019	Professional Pest Management	200654	90.00		1816-Allot Pest Control Jan 19
21/01/2019	Pear Technology Services Ltd	200655	330.00		1808-Asset Manager Support
21/01/2019	R & C Hyett	200656	2,360.00		1818-Cleaning Toilets Dec 18
21/01/2019	Ricoh UK Ltd	200657	1,173.86		1838-Copier charges to 31.12.1
21/01/2019	Spaldings UK Limited	200658	808.20		1822-Dustbin liners
21/01/2019	Viking Direct Ltd	200659	44.34		1842-Stationery
21/01/2019	Wallgate Limited	200660	71.59		1823-Green Liquid soap
21/01/2019	Zep UK Ltd	200661	254.52		132-Aerosol Erase/Strip off
21/01/2019	Cancelled Chq	000139	0.00		Cancelled Chq
21/01/2019	Big Tyres Ltd	000141	388.80		1922/22x10 Ply otr
21/01/2019	AIB Merchant Services	DD20	61.36		1799-Card fees Dec 18
21/01/2019	Ian Bond	000142	14.95		Replace stale CHQ005560
21/01/2019	Ian Bond	000143	64.50		Ian Bond
21/01/2019	Reach & Rescue Ltd	000140	2,058.00		Water safety pole
22/01/2019	Central Beds Council	000144	116.25		Allotment Rent
23/01/2019	EE - DDR	DD21	287.74		Purchase Ledger Payment
23/01/2019	Cozy Travel Ltd	000145	95.00		Minibus driver for Xmas(N'hood
23/01/2019	Refund allotment rent	000146	40.00		Refund allotment rent
25/01/2019	TV Licensing	000147	150.50		TV Licence
25/01/2019	Portfolio Events	000148	539.10		Catering B Grimsey visit
25/01/2019	Hawkings Historic Ltd	000149	177.94		Cemetery Chapel Inspection
27/01/2019	Kubota Finance	Std Ord	536.40		Kubota Finance Leasing
31/01/2019	HM Revenue & Customs	200684	9,562.65		1890-PAYE/NI Jan 19
31/01/2019	Bedfordshire Pension Fund	200685	8,947.93		1891-Pensions Jan 19
31/01/2019	Unison	200686	11.50		1892-Unison Subs Jan 19
Total Payments			91,083.20		

List of Payments made between 01/01/2019 and 31/01/2019

<u>Date Paid</u>	<u>Payee Name</u>	<u>Cheque Ref</u>	<u>Amount Paid</u>	<u>Authorized Ref</u>	<u>Transaction Detail</u>
02/01/2019	Lex Autolease Ltd	DD01	656.50		1940/Lease + service rental
05/01/2019	Central Beds Council	Std Ord	5,315.00		Rates Bills 2018-19
16/01/2019	BT Payment Services Ltd	DD02	30.00		1673/Monthly telephone charge
16/01/2019	Fuel Genie DDR	DD03	651.11		1859-Fuel A/C
21/01/2019	EE - DDR	DD04	55.45		1836-Mobile phone
25/01/2019	Bank charge	CHRG	2.00		Bank charge
25/01/2019	BT Payment Services Ltd	DD05	713.78		1854-Telephone
30/01/2019	Cawleys - DDR	DD06	461.33		1833-Old Court trade refuse
31/01/2019	BT Payment Services Ltd	DD07	39.94		1853-Telephone
31/01/2019	Bank Charge Payable	CHRG	12.44		Bank Charge Payable
Total Payments			<u>7,937.55</u>		



Bedfordshire
Fire and Rescue Service

DRAFT V0.61ah

Community Risk Management Plan
2019-2023 (DRAFT v0.61ah)

Foreword

It is our pleasure to introduce the 2019-23 Bedfordshire Fire and Rescue Service Community Risk Management Plan.

This sets out how we intend to deliver our vision of providing outstanding fire and rescue services by further improving:

- how we assess and analyse the risks faced by the communities we serve;
- the effectiveness of our prevention, protection and emergency response services;
- how efficiently we deploy our assets and resources to mitigate community risk;
- how we value, support and invest in our best asset, our staff.

Following an inspection of our Service during the summer of 2018, we were delighted that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) judged us to be good at effectively delivering services to local communities. We also welcomed the areas for improvement identified within their [report](#), which will be acted upon during the life of this plan to drive and direct continued improvement across the Service.

Mindful of the financial challenges facing us and other public services, we intend to continue to tackle our financial challenges head on. We will fully embrace our statutory responsibilities, and continue to work closely with our partners and communities, strengthening existing relationships, and forging new ones as we work together to make Bedfordshire safer.

We know that our successes would not be possible without our team of professional and dedicated staff. We have always worked hard to provide the best equipment, vehicles, training and support to our staff, but this plan places more emphasis on valuing and investing in them; recognising the key role they play in developing our Service. We continue to strive to be an 'employer of choice' with a highly skilled and motivated workforce that understands and reflects the diversity of our communities, and who see our Service as an attractive, engaging, positive and rewarding place to work. By being open and responsive to change, and through exploring and investing in new and innovative technologies and ways of working we will continue to improve the safety and wellbeing of the diverse communities we serve.

Our Community Risk Management Plan is underpinned by seven specific strategies that set out in more detail how we will deliver on our vision and priorities during the next four years. Each year we will also publish an action plan summarising what we intend to deliver that year. We will report on progress by producing an Annual Action Plan and Statement of Assurance.

Together, we assure you of our continued commitment to making Bedfordshire a safer place.

Cllr Paul Downing
Chairman

Paul M Fuller CBE QFSM MStJ DL
Chief Fire Officer

About Us

Bedfordshire Fire & Rescue Authority

The Bedfordshire Fire and Rescue Authority (FRA) is the independent body who provide and oversee the Fire and Rescue Service for Bedfordshire.

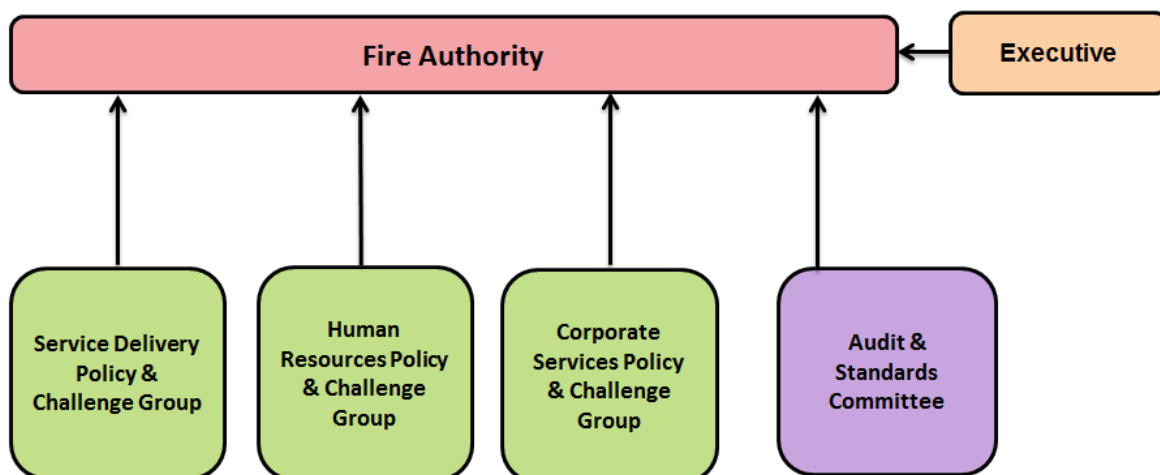
It comprises elected councillors ([Members](#)) appointed to it from each of the three unitary authorities, whose numbers are proportional to the populations they represent:

- 3 Members from Bedford Borough Council;
- 5 Members from Central Bedfordshire Council;
- 4 Members from Luton Borough Council.

The Bedfordshire Police and Crime Commissioner also has a non-voting seat on the Authority.

Once appointed to the Authority, Members represent the community as a whole, not just the area they serve as a local councillor. They serve as a valuable link between communities and the fire and rescue service. Members are collectively responsible for setting the overall strategic direction of the Service, including the setting of its budget, promoting its core values and ensuring that the Service is effective, efficient and provides value for money.

The full Authority usually meets five times a year and is structured as shown below. More information is available on our [website](#).



The Authority has core functions which are set down in the [Fire and Rescue Services Act 2004](#), which it delivers through the Bedfordshire Fire and Rescue Service (BFRS) and which include providing fire safety advice, collaboration with other agencies, developing and publishing emergency plans, compliance with statutory legislation, attending fires and other emergencies such as road traffic collisions. It provides leadership and oversight to ensure the service provided by BFRS meets the needs of the communities of Bedfordshire. It also approves overall policy and strategy, scrutinises performance, monitors financial spending and ensure the activities of the BFRS are carried out efficiently, effectively and economically.

Bedfordshire Fire & Rescue Service

We employ over 560 staff consisting of

- Wholetime (fulltime) firefighters and officers;
- On-call (retained) firefighters;
- Control staff;
- Corporate (support) staff.

We provide our services from 14 fire stations and our fire control centre at our headquarters site at Kempston which also hosts our training centre and technical services hub.

We work a range of duty systems to ensure we have the right number of skilled firefighters available at the right time and place to respond to emergencies.

- 24 hour shift - immediate 24 hour response using full-time firefighters;
- Day-crewed - immediate daytime response using full-time firefighters Monday to Friday with an on-call firefighter response at night and weekends.
- On-Call/Retained – on-call firefighters providing a response within five minutes.

Our fleet includes:

- 22 front-line fire engines;
- 2 aerial ladder platforms;
- 16 specialist vehicles;
- 66 support vehicles.

We work to **PREVENT** fires and other emergencies from occurring in the first place.

Our firefighters and other front-line staff undertake more than 5,000 safe & well visits each year, carry out fire and road safety talks in schools, and work with partner agencies to inform our communities about fire and road safety.

We work to **PROTECT** people when emergencies do happen. Our firefighters and fire safety officers undertake inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary.

We **RESPOND** to emergencies including fires, road traffic collisions, air and rail crashes, water rescues and flooding, hazardous chemical incidents and many other types of emergencies. Our firefighters regularly train, maintain and test equipment to ensure they remain operationally ready to respond to emergencies at all times.

We also work closely with our partners such as Bedfordshire Police, the East of England Ambulance Service, local councils and our neighbouring fire and rescue services to ensure we can respond effectively and competently to any emergency.



Our Mission, Aims & Priorities

Our Mission is simply to **provide outstanding fire and rescue services** that help make Bedfordshire safer and we are committed to doing everything we can to achieve this within the resources we have available to us.

For us, delivering on our mission means focusing on the following 6 aims:

- **PREVENTING** fires and other emergencies from happening;
- **PROTECTING** people and property when fires happen;
- **RESPONDING** to fires & other emergencies promptly & effectively;
- **EMPOWERING** our people as we work together to make Bedfordshire safer;
- **UTILISING** our assets & resources efficiently & effectively;
- **MAXIMISING** use of data analytics and digital solutions to drive improvements.

We focus our resources on achieving these aims and use them to develop and deliver the key priorities we set out to achieve through our Annual Action Plan.

We use Key Performance Indicators (KPIs) to measure how we are performing against our priorities and report these on a quarterly basis to the FRA and publish an Annual Performance Report.

Our Values & Virtues - what we believe in:

Our Values & Virtues are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other.

We use them every day to influence how we work to achieve our mission and priority objectives and guide the professional behaviours we expect of our staff in everything we do.

We fully support the national fire and rescue service core values of:

- Service to the community;
- Valuing all our employees;
- Valuing diversity in the Service and the community;
- Valuing improvement.

We have also adopted our own Service Virtues to guide the behaviours of all our staff:

- Humility - a humble view of one's own importance, unpretentiousness and modesty;
- Courage - a state of mind in which a person is able to face danger and fear with confidence and bravery;
- Wisdom - the ability, developed through experience, insight and reflection, to discern truth and exercise good judgment;
- Tenacity - persistent determination;
- Prudence - the measured balance between complicated situations to provide sound judgements;
- Selflessness - not seeking self-interest;
- Loyalty - a strong feeling of support or allegiance;
- Truth - the accepted integrity of what is considered actual.

Collaboration & Partnerships

We currently have two types of partnerships; Statutory and Non statutory Partnerships.

'Statutory' is a formal type whereby there is a legal responsibility for Bedfordshire Fire and Rescue Service to be members.

'Non statutory' is an informal partnership created to support organisational targets and goals.

For example, we are active members of the multi-agency Community Safety Partnerships in each of our local authority areas.

We aim to evaluate our partnerships annually to ensure that each partnership is contributing to our aims and objectives set out within our strategic planning process. The annual review also provides assurances about the ongoing overall effectiveness of partnership arrangements. More information on our partnerships can be found on our website. [\[LINK\]](#)

We work closely with our blue light colleagues in Bedfordshire Police and the East of England Ambulance Service, as well as our local authority colleagues in Bedford Borough Council, Central Bedfordshire Council and Luton Borough Council.

We view collaboration as an opportunity to reduce costs and improve services to the public so we continue to explore new opportunities to work together through the Blue Light Collaboration Strategic Board chaired jointly between the Deputy Chief Fire Officer and Deputy Chief Constable. We also work in partnership with other fire and rescue services on both front line and support services, such as our shared strategic operational command arrangements and shared ICT service with Cambridgeshire Fire and Rescue Service. These arrangements have not only improved services but allowed the Authority to make efficiency savings.

Currently Bedfordshire Fire and Rescue Service are collaborating with Bedfordshire Police and the East of England Ambulance Service on a number of projects. These include:

- co-locating police officers and police community support officers at Ampthill, Bedford and Leighton Buzzard fire stations;
- co-locating paramedics at Luton, Sandy, Shefford & Stopsley fire stations;
- assisting Bedfordshire Police with searches for vulnerable missing persons;
- assisting paramedics to gain entry to premises where there is suspected risk to life of the occupant;
- routing fire appliances returning from incidents to travel along 'red routes' through known crime hotspots in Luton, providing a visible presence that has been proven to help reduce crime in other areas.

Our website has more information about our [collaboration initiatives](#).

How we analyse and manage risks to our communities

Integrated Risk Management Planning

This CRMP helps us meet the responsibilities placed on us by the [Fire and Rescue National Framework for England](#) which requires us to produce an Integrated Risk Management Plan (IRMP) that identifies and assess all the foreseeable fire and rescue related risks and challenges which may arise, and to set out how we plan to mitigate these risks using our available resources.

Integrated risk management planning gives fire and rescue services the flexibility to use their resources in the most effective way to save lives, improve public safety and reduce the impact of emergency incidents.

The first and key component of our IRMP process is the analysis and understanding of the risks to the communities we serve, and also the risks to our organisation and our ability to deliver our core functions, both locally and nationally. The better we understand the risks the more effectively we can target our resources and activities towards reducing them.

While risk to property, the environment and our heritage are of significant importance in the work we do – it is risk to life that is given our highest priority.

We use a range of quantitative and qualitative analysis, the outcomes from which are captured in our detailed [Community Risk Analysis](#) (CRA) document which is refreshed annually. Our CRA directly informs what we, and our partners, are doing to ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer. Our CRMP should be read in conjunction with the [CRA](#).

We play an active part in the [Bedfordshire Local Resilience Forum](#) (BLRF), a multi-agency partnership formed to meet the requirements of the [Civil Contingencies Act 2004](#). The BLRF compiles a Community Risk Register (CRR) which identifies the wide range of risks and emergencies we could potentially face within Bedfordshire. It draws upon the National Risk Register which gives a national perspective of the risks and emergencies that could occur and would result in major impact on all, or significant parts of, the UK. These inform priorities for planning, training and exercising so we can effectively manage emergencies when they arise. Outlined below are the local risks considered to be of relatively high consequence.

Local 'Very High' Risks	Local 'High Risks'
<ul style="list-style-type: none">• Pandemic Influenza Style Disease• Energy supply disruption	<ul style="list-style-type: none">• Flooding• Fuel Disruption• Severe weather including effusive Volcanic eruption overseas

We maintain robust business continuity plans to ensure the critical functions our organisation provides can continue to operate, should serious incidents or issues occur that might otherwise interrupt them. Our planning is also influenced by other legislation such as the Fire and Rescue Services Act 2004; Fire and Rescue Service (Emergencies) (England) Order 2007; Regulatory Reform (Fire Safety) Order 2005 and the Health & Safety at Work Act 1974.

Our County & Communities

Bedfordshire occupies a geographically central position within the UK, bordering 5 other counties and covering an area of 1,234.45 square kilometres (476.94 square miles), split by three unitary authority areas:

- Bedford Borough: 476.4 km² (183.9 sq. miles);
- Central Bedfordshire: 715.7 km² (276.3 sq. miles);
- Luton Borough: 43.35 km² (16.74 sq. miles).

With a growing and ageing population of over 664,000 people, with a workforce of over 250,000, it is proudly one of the most diverse populations in the country.

The county is, in land use terms, largely rural and agricultural, including major areas of outstanding natural beauty. Most people (over 70%) live in its larger towns including the two major towns of Luton and Bedford, but also in a number of smaller market towns. These towns lie within often picturesque rural settings which also includes many villages that add to the area's diversity of places to live, work and play.

Over recent years the local economy, like many throughout the UK, has moved from traditional manufacturing and heavy industry to one based more upon the service industry. These industries include logistics and air transport, higher education, research and development, tourism and hospitality, creative and cultural businesses, construction, and business services. Bedfordshire is growing as a national distribution hub and has a number of large industrial sites and warehouses.

Bedfordshire has two successful universities; the post-graduate Cranfield University, and the under-graduate University of Bedfordshire, together with strongly performing further education colleges based in Bedford, Luton and Dunstable. There are a number of significant and internationally linked research locations at these universities and also at Colworth Science Park, Cranfield Technology Park and the Millbrook Vehicle Proving Ground.

Within our area we have a significant stock of heritage buildings and environmental sites of special interest. Countywide rivers present us with special problems during spate flooding conditions. There are also iconic visitor attractions in the county, such as Woburn Safari Park, Whipsnade Zoo and Center Parc's fifth UK village at Woburn.

There are major growth plans that will see 66,850 new homes built across Bedfordshire in the next decade, including a new town at Tempsford, along with continued expansion in the number of industrial and commercial sites that will create an extra 53,400 jobs. The road, rail and waterway infrastructure include the M1 and A1 roads, and three major rail routes including one of the busiest commuter rail links in the country running south from Bedford to London and beyond. The international London Luton Airport, which already handles circa 16 million passengers a year, is also expanding to accommodate this growth. Town centre redevelopment is underway in many of the county's towns, and in particular in Luton and Bedford.

It is essential that the Service continues to keep abreast of this emerging and changing risk profile and ensures our resources and capabilities continue to be aligned to the areas of greatest need.

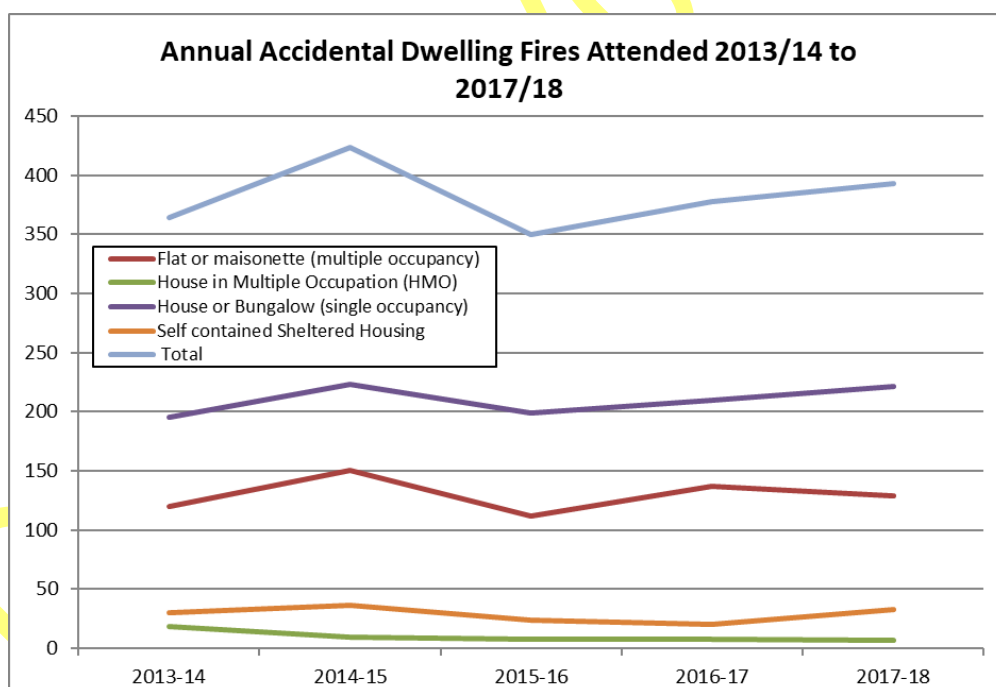
Summary of Risks within Bedfordshire

Dwelling Fire Risk

Fires deaths and injuries arising from accidental dwelling fires have reduced significantly over the past decade or so. However, Bedfordshire has a growing and ageing population with the 65+ age group predicted to increase more steeply over the next decade putting pressure on most public services.

Our analysis tells us that the people most at risk of dying in a dwelling fire include older people, smokers, those with some form of mobility or mental impairment, those who misuse alcohol or drugs and those living without a working smoke alarm. We use a range of data, including health data, to identify people who most need our prevention services and to make sure those people get support. Deprivation is also a recognised factor that increases risk from fire. The English indices of deprivation measure relative deprivation in small areas in England called lower-layer super output areas (LSOA). Although Central Bedfordshire has none, Luton has 9 LSOA in the top 10% and is within the 20% most deprived neighbourhoods in England. Bedford has 5 LSOAs amongst the top 10%.

There is a rising trend in the number of accidental dwelling fires within our area as the table below shows:



To better target our prevention interventions effectively we worked with Experian, analysing 5 years of our incident data and 5 years of Home Fire Safety Check data profiled against national Mosaic data to produce a bespoke Mosaic Model profile; which classifies each household in the county into one of 7 risk groups. The 3 groups with the highest relative accidental dwelling fire risk score for each household group were

1. Group 3 Transient, young singles with high risk and few interventions.
2. Group 2 High risk, elderly singles reliant on state support.

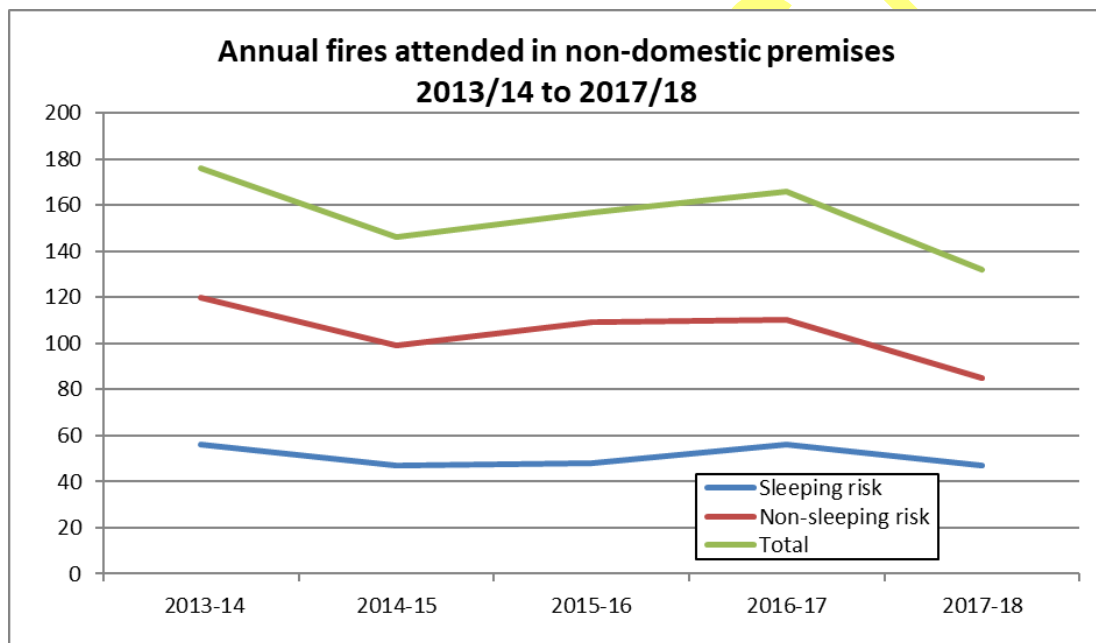
3. Group 1 Less affluent social renters with high fire risk.

Non-Domestic Fire Risks

Non-domestic premises includes those premises not regarded as dwellings such as hospitals, schools, care homes, offices, shops, leisure facilities, factories, airports, transport hubs and other premises or places defined by the Regulatory Reform (Fire Safety) Order 2005.

There are more than 17,000 commercial or non-domestic buildings in Bedfordshire. These include hospitals, care homes, hotels, offices, shops, night clubs and other locations such as chemical plants and factories. Although fires in non-domestic buildings have declined in recent years, we recognise the impact that a fire can have on the local economy if a business is disrupted by a fire. Figures from the Association of British Insurers (ABI) suggest that fires in industrial and commercial buildings cost the UK economy £1.4 billion in 2011.

The downward trend is encouraging but we will continue to work to reduce these fires.



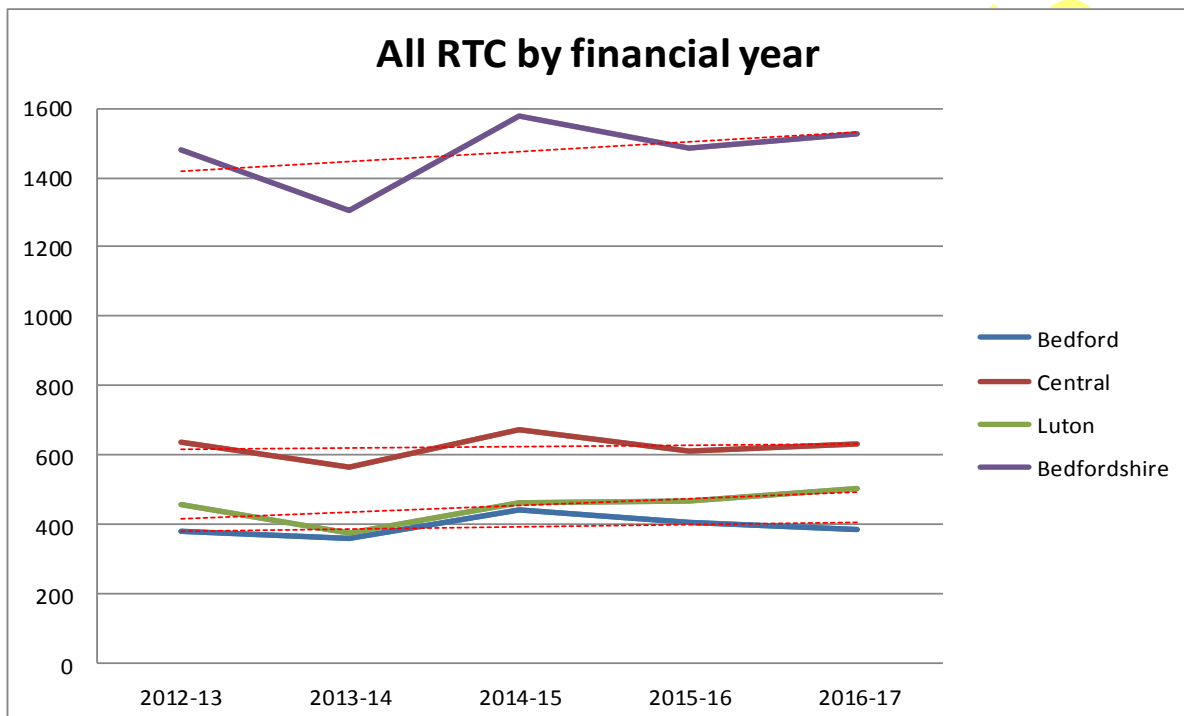
Heritage Fire Risk

We also work hard to protect the heritage of Bedfordshire. There are 114 Grade I and 143 Grade II* listed buildings in our area. Heritage buildings were usually built in an era when fire safety was not a priority and as a result they can be more vulnerable to fire. Our fire safety officers work with the owner/operators of these sites to ensure they comply with fire safety legislation. Our operational firefighters gather intelligence to inform tactical plans that both aim to quickly extinguish any fires but also protect and preserve these important buildings and their valuable contents.

Special services and road traffic collisions

We have a number of major road networks running through our area with increasing volumes of traffic that presents a risk of road traffic collisions (RTC's) occurring. Collisions also frequently occur on the many rural roads that exist across Bedfordshire. We work to mitigate these risks through our prevention and response activities. The chart below shows all RTCs (not just those that BFRS attend) and there also appears to be an increasing trend in the annual number of RTC resulting in casualties being Killed or Seriously Injured. (KSI)

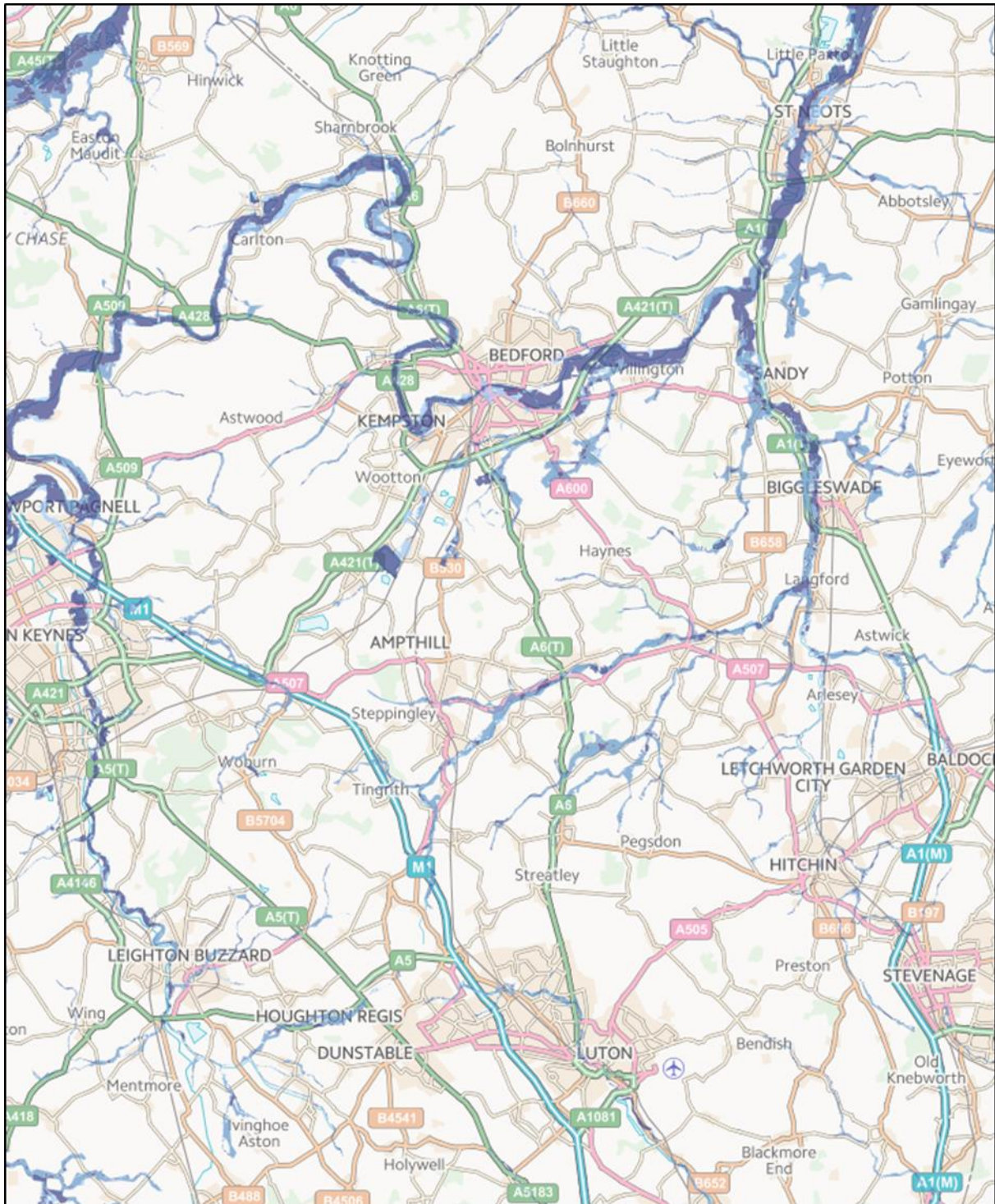
(Source: Reported road casualties in Great Britain: 2017 annual report, DoT. Note 2017/18 data not yet available).



Risk of extreme weather

An increasing risk relates to extreme weather; this includes the risk of death, injury or loss from flooding. In recent years the number of significant flooding events has increased. We have a number of areas within Bedfordshire that have been subject to severe localised flooding and in the past we have deployed some of our national resilience assets to deal with incidents outside our area.

River Flooding and Surface Flooding are amongst the highest risks identified by the National Risk Register. Flooding is identified as a high risk by the Bedfordshire Local Resilience Forum (BLRF). A Multi-Agency Flood Plan has been prepared by BLRF to ensure an effective coordinated response to significant flooding events. There are a number of rivers and water courses that run through the county of Bedfordshire. Although most of the above are small water courses, they all have the potential to flood and cause risk to the life, property and infrastructure. The map overleaf shows the locations within the county at risk of river flooding.



1 River Flood Risk Areas within Bedfordshire
National Risks

Risk of terrorist activity

Events over the last few years, both at home and abroad, have increased the risk of terrorist activity impacting on our society. BFRS plays a major role in protecting the community in the event of such an incident and along with the other blue light services contributes significantly to the planning and training for such events.

How we use our resources to make Bedfordshire safer

Fulfilling our mission of providing outstanding fire and rescue services to make Bedfordshire safer requires us to make sure that *everything* we do is focused on improving the safety of our diverse communities. As the risk in Bedfordshire is constantly evolving our approach needs to keep pace with this change.

Our CRMP is underpinned by our medium term financial strategy, and specific strategies covering Prevention, Protection, Response, People, Assets, and Digital & Data.

Like many fire and rescue services we are facing the challenges of:

- reductions in government funding;
- reducing levels of experience amongst firefighters due to lower incidents that require a greater focus on training;
- a retirement profile that is forecasting large numbers of senior and experienced officers retiring in the next few years;
- recruiting and retaining a skilled and diverse workforce;
- a drive to diversify the range of services we provide to the public.

We work hard analyse the risks within our communities and use this to allocate the right number of our staff to prevention, protection and emergency response duties. In 2019/20, a key focus is deepening our understanding of community risk, and providing all our staff with greater insight into how productive we are and how well we are performing. We will use this insight to provide assurance we are focusing our resources to areas of highest risk and can explain our rationale for doing so.

Prevention Strategy

Aim: **PREVENTING** fires & other emergencies from happening.

Our prevention **priorities** are to:

- Continue to reduce the number and impact of fires within our diverse communities;
- Improve our understanding of community risk through better & more innovative engagement with our diverse & hard to reach communities;
- Continue to reduce the number and impact of deliberate (arson) fires;
- Reduce the number of people killed or seriously injured on our roads;
- Reduce the number of people killed or seriously injured in water related incidents;
- Work with partners to broaden our prevention role & capabilities.

Our **approach** (how we will do this) will be to:

- Use an intelligence led, risk based approach to target the vulnerable & most at risk from fire;
- Maximise capacity and reach through use of specialists, firefighters & partners;
- Work collaboratively to make every contact count;
- Positively engage with and educate young people;
- Deliver an effective Safe and Well service;
- Ensure continuous improvement through effective evaluation of prevention activities;
- Actively support the Tri-Force Road Safety Partnership & the NFCC Prevention Strategy.

Safe & Well Visits

The success of our traditional Home Fire Safety Checks (HFSC) has contributed to a reduction of risk and a significant reduction in the number of deaths and injuries from accidental fires in the home. Our Safe and Well programme, designed with our local health and social care partners to target the most vulnerable, extends our HFSC approach to include risk factors that impact on health and wellbeing, such as winter warmth checks, falls prevention support, alcohol misuse and crime prevention advice, and includes referrals to specialist services. We also work with other public sector organisations, such as housing providers and health services, to exchange relevant information about people who need support and make sure they receive a visit from the person best placed to help them.

Arson Reduction Strategy

Deliberate fires account for a large proportion of the emergency incidents we attend. Our prevention strategy is focused on working with partners including the police, local authorities and other agencies to understand where the areas of greatest risk are and to work together to reduce the number of deliberate fires that occur, analysing data and investigating fire related crimes to ensure appropriate action is taken against offenders. We also deliver targeted educational activities to change the behaviours of those people who are likely to commit arson. Although the smaller fires we attend are, to some extent, linked to the prevailing weather conditions, there is a recognised link between deliberately set small fires and other forms of antisocial behaviour. It has been estimated that young people start a

large proportion of these fires so education and engagement with this group is key to reducing these incidents. We aim to reduce deliberate fires through interventions in three key areas:

- **Environmental Interventions:** These are multi agency initiatives involving teams of people from BFRS and other partners to visit designated areas to identify, process, and where necessary remove the opportunities and targets for arsonists such as fly-tipped combustible waste and abandoned vehicles. Also to identify potential targets where improved security could deter arsonists, such as derelict or unused buildings and insecure outbuildings;
- **Investigation-based Interventions:** We identify arson 'hot spots', patterns and trends and share this information with relevant partners to ensure a joint approach is taken in dealing with arson attacks; the sharing of data often reveals that the arson is part of a wider pattern of anti-social behaviour;
- **Educational Interventions:** We ensure that every Year 2 pupil across the county receives educational input on the dangers of fire. Our staff and partner agencies deliver 'Safety Squad' educational inputs to Year 5 and 6 pupils in Luton which includes a session on the dangers of fire and the crime of arson. We also deliver the 'Prison Me? No Way!' programme to Year 9 pupils in schools in Bedfordshire to raise awareness among young people about the causes, consequences and penalties of crime, including arson. BFRS provides tailored Safety Awareness and Fire Education interventions for young fire setters to make them aware of the dangers and consequences of deliberate fire setting.

Our Fire Cadets

We have four Cadet Units based at Kempston, Leighton Buzzard, Luton and Sandy Community Fire Stations. We focus on teaching practical skills to young people and developing positive behaviours to create role models in society. Cadet units also take part in the Duke of Edinburgh Award scheme with Cadets working towards recognised qualifications. Cadets support Fire Station Open Days, take part in civic events such as Remembrance Day and assist at ceremonial activities such as the Service Awards Evening and the Christmas Christingle Service.

Reducing the risk of death or injury from road traffic collisions

We are an active partner on the Bedfordshire Strategic Road Safety Partnership Board which brings together the key agencies with responsibility for safety on our roads. We undertake a range of interventions particularly targeting vulnerable road users. Many of these initiatives are delivered jointly with other partners including police and local authority. Examples include:

- 'Biker Down' and 'Bike Safe' delivered by our FireBike team of Road Traffic Collision Reduction Officers (RTCRO);
- Schools. 'Year 5 Alive' programme;
- '6th Form Safe' programme for new and learner drivers;
- Supporting national and local road safety campaigns;
- 'Staying Safe in Later Life' presentations.

Protection Strategy

Aim: **PROTECTING** people & property when fires happen.

Our protection **priorities** are to:

- Focus our resources on engaging & educating local businesses to reduce the risk of fire & comply with fire safety legislation;
- Through inspection & audit, continue to reduce the risk from fire in buildings to both the public and firefighters.

Our **approach** (how we will do this) will be to:

- Use an intelligence led, risk based approach to audit & inspection;
- Actively engage & educate local businesses, supported by fair & proportionate enforcement;
- Work together with other regulators & stakeholders to reduce risk;
- Maximise capacity & firefighter safety by utilising operational crews to undertake fire safety audits;
- Ensure we maintain a highly skilled & sustainable specialist fire safety team;
- Ensure continuous improvement through effective evaluation of protection activities;
- Work with the NFCC to actively support & respond to learning from the Grenfell Tower Public Inquiry & the Independent Review of Building Regulations.

In discharging our statutory responsibilities under the Regulatory Reform (Fire Safety) Order 2005, we provide education and business support and, if necessary, use our enforcement powers to make premises safe. This helps to protect people, property and the environment by either preventing fires from occurring in the first place, or by limiting the effects of fires when they do occur. We maintain a comprehensive database of premises that are categorised from very high risk to very low risk. Our risk based audit programme ensures that those premises most at risk of fire are prioritised by our protection activities. To increase capacity, our specialist fire safety officers have trained our full-time firefighters to undertake audits of low and medium risk buildings. Our dedicated fire safety officers focus on premises that are more complex and which represent a higher risk. This makes the most appropriate use of resources we have available, enabling us to ensure we allocate resources according to risk.

We have taken proactive activity within education to improve compliance and community safety. We engage and share information with businesses and the public through:

- Business action days;
- NFCC Safety Weeks;
- Social media;
- Our website; and
- Attending business, residents and landlord forums.

Response Strategy

Aim: **RESPONDING** to fires & other emergencies promptly & effectively.

Our response **priorities** are to:

- Ensure we provide an effective & timely response to fires & other emergencies at all times;
- Work with LRF partners to effectively plan & prepare for local & national emergencies;
- Work with partners to broaden our response role & capabilities;
- Ensure our response resources & crewing arrangements are aligned to current & future risks.

Our **approach** (how we will do this) will be to:

- Have effective operational policies & procedures aligned to National Operational Guidance;
- Provide firefighters with fast access to relevant & timely operational risk information;
- Maintain a positive Health & Safety (H&S) culture, ensuring we continuously learn from incidents;
- Continue to invest in the best appliances, equipment, training & development to ensure our crews respond safely & effectively;
- Review our emergency cover ensuring our resources align with current & future risks;
- Continue to test & maintain effective business continuity plans;
- Proactively collaborate with the NFCC & multi-agency & cross-border partners;
- Continue to develop & maintain our national resilience assets & capabilities.

Our emergency response standards

Prior to 2004, targets for response times to fires and other emergencies were based on a prescriptive framework of national standards. Since then, we have established our local emergency response standards that set out how quickly we aim to respond to key emergencies within our area. The standards relate to the time it takes to get the first fire appliance to the scene from the time it is alerted by our Fire Control Centre.

For **emergency calls**, we will:

- Answer 90% of 999 calls within 7 seconds or less; and
- Mobilise required resources within 60 seconds or less on 80% of occasions.

For **critical fire incidents**, (threaten life, structures or the environment), we will provide an initial response of:

- 2 fire appliances (total 9 riders) on 90% of occasions; and
- Arrive within 10 mins on 80% of occasions.

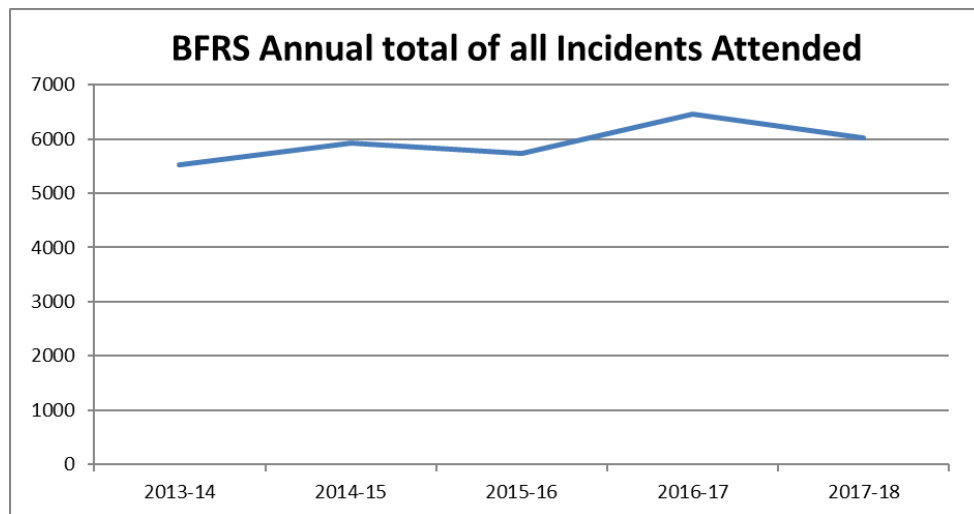
For **road traffic collisions** (RTCs), we will:

- Arrive within 13 mins on 80% of occasions.

For **secondary incidents** (non-life risk), we will provide an initial response of:

- 1 fire appliance with 5 crew; and
- Arrive within 20 mins on 96% of occasions.

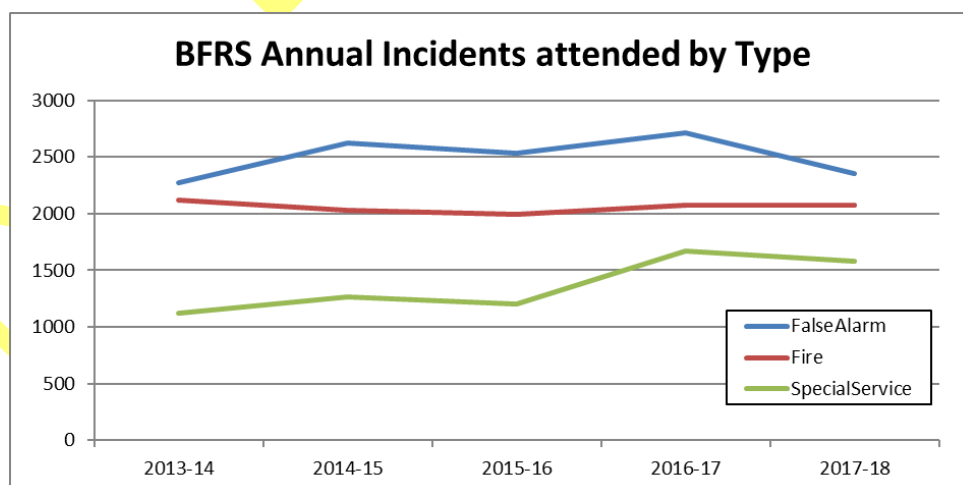
Our response strategy is designed to provide a resilient emergency response if an incident does occur. In 2017/18 BFRS Fire Control received 11,099 emergency 999 calls (an average of over 30 calls per day) and as a result attended and resolved 6,013 incidents. The total number of incidents we attend is steadily rising as the chart below shows.



The type of incidents responded to by BFRS can broadly be split into three areas:

- **Fires** – Defined as either primary or secondary (see below);
- **Non-fire** – Covers a wide range of incidents including road traffic collisions, rescues from height, from water, providing medical assistance, flooding, incidents involving hazardous materials and other calls to protect life, property and the environment;
- **False alarms** – This includes false reports of all incidents types originating from both automatic fire detection systems and by human error.

Over the last five years we have seen a slight decline in the number of fires we attend but special services are on the increase.



We have implemented a range of improvements to maintain operational availability more flexibly and efficiently including:

- Introducing lean 24 hour shift system arrangements in 2012 (10% reduction in posts);
- Implementing a revised officer rota in 2015 (20% reduction in officer posts);
- Introducing a shared Strategic Command rota with Cambridgeshire FRS in 2016;

- Better availability of on-call fire appliances through new ways of working (strategic reserve, standby schemes, dual contracts, self-rostering and phased alerting);
- On-call availability management improved through use of new software system and trialling use of pro-rata retainers and flexible leave arrangements.

People Strategy

Aim: **EMPOWERING** our people as we work together to make Bedfordshire safer.

Our people **priorities** are to:

- Be an employer of choice, recruiting, retaining & developing a highly skilled & diverse workforce who uphold and model our values and virtues;
- Ensure our people understand our strategic direction & their role in achieving it;
- Embed a positive and inclusive learning culture where all staff have a voice;
- Provide a safe & healthy working environment with low absence, accidents & injuries;
- Develop our managers to value, lead, motivate, develop & empower their staff to be the best they can be;
- Continue to invest in providing all our staff with the best training and development opportunities.

Our **approach** (how we will do this) will be to:

- Work with our communities and our partners to better engage, understand & recruit a truly inclusive workforce reflective of our diverse communities;
- Work with our staff to update and embed our values and virtues, ensuring all our leaders are visible role models of them;
- Work with our trade unions to maintain an effective employee relations environment, promoting and investing in the health & wellbeing of our people;
- Continue to recognise & reward our people for the excellent work they do;
- Build confidence, resilience, capability & capacity, providing a range of effective, high quality learning, development & assessment pathways that support our strategic objectives;
- Ensure our promotion processes and are transparent and consistent;
- Seek more effective means of communicating and engaging with our staff in ways that empower them and encourage innovation, agility and continuous improvement in the services we provide;
- Continue to develop & embed our values based performance management framework.

The retirement profile of the Service shows a high number of staff will likely retire in the next few years. This profile presents a risk around potential loss of skills and experience and therefore robust workforce planning is essential. However, it also presents an opportunity to reform our ways of working to ensure that the Service can attract and retain a more diverse workforce equipped with the skills to deliver a modern fire and rescue service to the communities we serve.

Assets Strategy

Aim: **UTILISING** our assets & resources efficiently & effectively.

Our assets **priorities** are to:

- Continue to provide the best facilities, vehicles, equipment and PPE we can afford to enable our staff to respond and support the range of emergency incidents and other activities that we attend in ways that are professional, effective and efficient;
- Ensure any investment is mindful of our duty to collaborate and the national procurement agenda wherever there is a clear business case to do so;
- Always specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, providing value for money.

Our **approach** (how we will do this) will be to:

- Produce sustainable capital & revenue budgets aligned to our strategic objectives;
- Adopt the whole life cycle approach to asset management, engaging with end users, utilising innovative new technologies, and actively pursuing collaboration opportunities with partners;
- Implement effective & sustainable asset management plans & systems providing assurance our fleet, equipment, estates, ICT & training resources support current & future needs;
- Ensure we have compliant & collaborative procurement processes so we purchase the right products & services at the best price and when we need them.

As a fire and rescue service, we operate from 14 fire stations and a headquarters complex that also incorporates our training centre, 999 Control centre and fleet and equipment workshops. We procure a range of professional services and provide and maintain a wide range of vehicles, equipment, personal protective equipment (PPE) and IT hardware and software to enable us to provide our prevention, protection and training services, as well as respond professionally to the significant range of emergency incidents we are called to attend.

We seek to align our approach to procuring, improving and maintaining our asset base with the mission, aims and priorities within our CRMP mission.

Digital & Data Strategy

Aim: **MAXIMISING** use of data analytics and digital solutions to drive improvement.

Like many public services, it can be challenging to keep pace with the changing digital environment. Feedback from our staff and recent HMICFRS inspection tells us that some of our IT systems and processes are hindering our productivity. We know we can also improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. By giving staff access to more information will enable us to empower them to take greater ownership in driving improvements in everything we do, whilst allowing proper evaluation against our objectives.

Digital technologies available today can act as real enablers, not only speeding up our processes but also generating intelligence through analysis that allows evidence-based decisions to be made about where best to utilise our resources.

Digital transformation can be defined as the integration of digital technology into all areas of an organisation, fundamentally changing how we operate and deliver value to customers. True digital transformation will create impact in the ways we work, how we interact with partners, the public and each other but it is not just about the technology. It is also about addressing our organisational culture to bring about a change in behaviours, and the acceptance and use of new technologies, systems and processes to facilitate organisational change.

Our digital and data **priorities** are to:

- Embark upon a programme of digital transformation, using data and technology to enable not hinder improvement;
- Become a 'fast follower', adopting industry best practices in key areas through collaboration, whilst building capacity to be fire sector leader;
- Improve overall staff engagement and digital literacy by offering a more flexible, collaborative and mobile working environment;
- Create a paper-lite workforce, eradicating re-keying of data to central systems;
- Build a more visible brand with the creation of digital services;
- Enable better access to data and performance insight.

Our **approach** (how we will do this) will be to:

- Maximise the added value of digital solutions;
- Expand our data analysis capabilities, collaborating within and across sectors;
- Invest in digital solutions to support collaboration and make better use of existing data;
- Develop our approach to understanding, and utilising, open data;
- Using data across fire and rescue services and partners to support service delivery;
- Create a culture and environment where data analytics can add value to service delivery, whilst allowing outcomes to be properly evaluated against objectives;
- Ensure our digital transformation is underpinned by strong governance and effective cyber security procedures;
- Influence and support delivery of the national NFCC Digital and Data Strategy.

Financial Strategy

Since 2010, we have seen our Government funding cut by £7.5 million. The 2020/21 financial year may see significant funding changes due to the Comprehensive Spending Review, Formula Funding Review and changes to Business Rates Retention and we forecast a further cut of £1.4m. However, we have been proactive in identifying changes that ensure continuity of our professional services whilst delivering the required efficiencies.

Future financial settlements are likely to remain difficult. As such, we continue to plan for a range of financial scenarios that may emerge in the next few years.

Our ability to mitigate our risks and realise opportunities is directly impacted by our resourcing and budgetary make-up. Our current budgetary plans and assumptions determine the speed at which we will deliver our action plans. More information is available on our website: www.bedsfire.gov.uk.

Our financial **priorities** are to:

- Ensure we deliver a balanced sustainable budget that provides value for money, aligns our resources to risk & supports the delivery of our CRMP;
- Be innovative in developing & delivering on our Efficiency Plan whilst maintaining a prudent level & utilisation of our reserves.

Our Medium-Term Financial Strategy (MTFS) is a document that sets the Authority's financial strategy for the next four years. It focuses on the 2019/20 Revenue Budget and Capital Programme, but also sets the scene for future years. It covers national events such as the Comprehensive Spending Review (CSR) and then breaks down how this impacts locally on the Authority.

The MTFS details our reserves policy, planning assumptions behind the budget figures and other considerations that must be taken into account when setting the strategy, such as the tax base, efficiencies and shared services.

Efficiency Savings

An efficiency saving occurs when the cost of an activity is reduced but its quality and effectiveness remains the same or improves. The Fire Authority continues to focus on finding new ways to deliver the highest quality services at lowest possible cost.

In 2015, the Government announced the revenue support grant funding for the Service over the four years from 2016/17 to 2019/20. This settlement equates to a 59% funding reduction from 2015/16 grant funding levels.

Some of the key areas where the Authority has been achieving its planned efficiency savings include:

- Savings in managerial and support staff costs through shared service arrangements, organisational restructure and improvements to working systems;
- Savings in firefighter crewing arrangements;
- Savings to the public through collaborative work;
- Savings through joint Procurement such as Firefighters Personal Protective Equipment (PPE);
- Savings in the Service Vehicle Replacement Programme through improved asset management and maintenance.

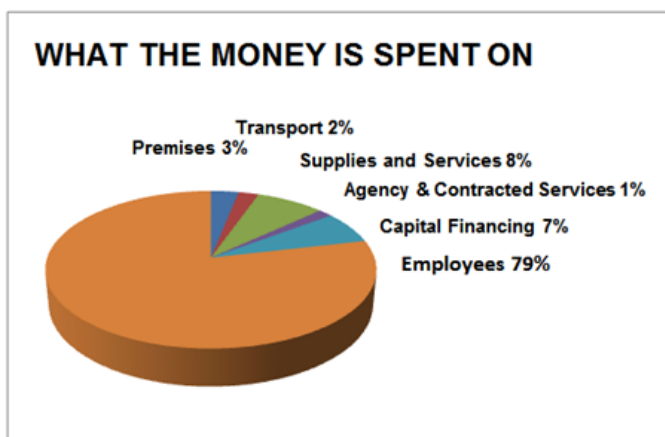
Revenue Budget

Our revenue budget sets out the money necessary for the day to day running of the Service. Our efficiency measures have allowed us to continue with key service improvements whilst restricting the increase in 2019/20 council tax precept to 2.99% (equivalent to an increase of 5.5 pence per week for a Band D household).

This has been achieved despite the impact of a 20% reduction in Government grant to the Authority (compared to 2018/19) totalling £0.573m, and the effect of inflation which is forecast to increase our costs in 2019/20 by £0.854m.

Capital Budget

Our capital programme highlights spending on assets such as our fire stations and fire engines. Each year the Authority draws up a rolling four year programme of capital projects. The capital projects for 2019/20 total £1.736m and these are being funded by contributions from the revenue budget.



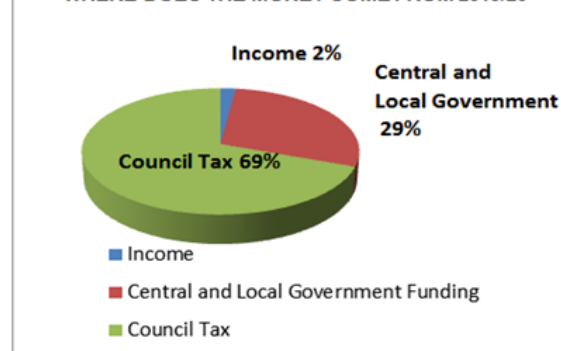
What the Money is Spent on:

	2019/20 (£m)	2018/19 (£m)
Employees	23.8	23.2
Premises	1.0	1.1
Transport	0.7	0.7
Supplies and Services	2.3	2.3
Agency and Contracted Services	0.5	0.3
Capital Financing	2.0	2.0
Total	30.3	29.6
Reserves Funding	-0.6	-0.2
Budget Requirement	29.7	29.4

Where Does the Money Come From?

	2019/20 (£m)	2018/19 (£m)
Gross Budget	30.3	29.9
Income	(0.6)	(0.5)
Budget Requirement	29.7	29.4
Central and Local Government Funding	(8.7)	(9.4)
Council Tax	(21.0)	(20)
Total Funding	(29.7)	(29.4)

WHERE DOES THE MONEY COME FROM 2019/20



Accountability

Our internal Programme Board is responsible for overseeing the effective delivery of the key projects and programmes that underpin delivery of our CRMP and ensuring project risks and resources are properly managed.

The Fire and Rescue Authority, through its Audit Committee and Policy and Challenge Groups, sets us challenging targets for a range of performance indicators which help them to monitor and scrutinise our performance, both in terms of activity outputs and outcomes, ensuring the Service is functioning efficiently and effectively and delivering on our CRMP.

To support the delivery of our CRMP, we have a range of measures known as Key Performance Indicators (KPIs) which are aligned to the strategies underpinning the CRMP and are reported to the Authority every quarter. You can view these and the targets set by the Authority on our [website](#).

We publish an annual Statement of Assurance that seeks to provide assurance on financial, governance and operational matters, showing that Bedfordshire Fire and Rescue Service continues to deliver the expectations detailed within both the National Framework and our own CRMP. From 2019, we intend to expand this document and rename it our Annual Performance and Statement of Assurance Report.

In 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) extended its remit to include inspections of England's fire and rescue service. We now assess and report on the efficiency, effectiveness and people of the 45 fire and rescue services in England. You can find more information about our most recent inspection on [their website](#).

Consultation & Engagement

The purpose of consultation is to understand the effects of a proposal on different stakeholder groups. We regularly consult with local people and organisations on a range of issues. There may be a number of reasons to consult such as gathering views and opinions on our plans.

We always seek to engage in real discussion with stakeholders to help us make informed decisions, but how we consult will vary depending on the nature of the proposal. The choice and form of consultation will depend on the issues under consideration, who needs to be consulted, and the available time and resources. More information about our consultations is available on our [website](#).

If you would like a printed copy of this document please contact us via any of the following:

Telephone: 01234 845000

Post: Bedfordshire Fire and Rescue Service
Southfields Road
Kempston
Bedford
MK42 7NR

Website: www.bedsfire.gov.uk

Email: contact@bedsfire.gov.uk

Social Media: Facebook: www.facebook.com/bedsfire
Twitter: @bedsfire
Instagram: @bedsfire

Appendix A - Our 2019/20 Annual Action Plan

Each year, we prepare an Annual Action Plan that outlines what we intend to do during that particular year to support the delivery of our CRMP and our mission to **provide outstanding fire and rescue services** that help make Bedfordshire safer. To help make it easier to follow, the actions are aligned to our CRMP 'Aims'. Our Annual Performance and Statement of Assurance Report will explain how well we did in delivering our plans.

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Aim: **PREVENTING** fires & other emergencies from happening.

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> Review and refresh our approach to assessing and predicting risks from fire and other emergencies within Bedfordshire, and how we share outcomes from this analysis with our staff, partners and the public. 	<p>We must have a thorough understanding of the evolving risks in our area and be reassured we are using the latest tools and techniques. A key aspect to this will be how we engage with our staff and communities.</p>
<ul style="list-style-type: none"> Refresh our approach to Safeguarding Children & Vulnerable Adults ensuring alignment with national guidance. 	<p>Our work brings us into contact with some of the most vulnerable children and adults so our approach, policies & procedures need to keep pace with the latest national guidance such as the 'Working Together to Safeguard Children'.</p>
<ul style="list-style-type: none"> Implement a programme to improve understanding of safeguarding & vulnerability within our communities amongst our operational staff. 	<p>Our staff have said they want to better understand how to identify vulnerability, and safeguard vulnerable people along with building their skills in engaging with our diverse communities.</p>
<ul style="list-style-type: none"> Deliver at least 50% more Safe & Well Visits than we delivered in 2018/19, ensuring we are targeting the most vulnerable. 	<p>Our Safe & Well Visits build upon our highly successful home fire safety checks, reducing risks from falls, alcohol, crime, winter warmth and other health problems. An ambitious target but the more we deliver, the more people we can help to improve their health, safety and wellbeing.</p>
<ul style="list-style-type: none"> Establish a new Community Safety Facility at Bedford Fire Station. 	<p>Building upon the success of our Home Safety Centre in Luton, providing an alternative venue in Bedford, will allow more people to access our community safety activities.</p>
<ul style="list-style-type: none"> Evaluate our key prevention activities and ensure any new activities incorporate effective evaluation. 	<p>Evaluation enables us to determine if we are efficiently targeting our resources towards the areas of greatest risk, and importantly, if it is having a positive impact.</p>
<ul style="list-style-type: none"> Proactively pursue new and innovative ways to work together with partners to contribute to the wider public health agenda in support of the NHS 10 Year Plan. 	<p>The fire and rescue service is recognised nationally as a 'health asset' and we are keen to use our knowledge, skills, capabilities and reputation to improve the health, safety & wellbeing of our communities, beyond just fire safety.</p>

Aim: PROTECTING people & property when fires happen

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> Implement a new digital fire safety management system to deliver more efficient working and better oversight of activity. 	<p>To ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer.</p>
<ul style="list-style-type: none"> Introduce enhanced quality assurance arrangements to ensure consistent effective enforcement. 	
<ul style="list-style-type: none"> Review our risk based inspection programme to ensure that our resources are being effectively targeted, working with our Eastern region to agree a common definition what constitutes high-risk premises. 	
<ul style="list-style-type: none"> Work with the business community to further reduce unwanted fire signals. 	<p>Unwanted fire signals are 'false alarm' incidents we attend due to a fire alarm actuation caused by defective equipment or poor fire safety management. They represent a significant draw on our resources so reducing them will release capacity to focus on other important work.</p>
<ul style="list-style-type: none"> Continue to work with the NFCC to actively support & respond to learning from the Grenfell Tower Public Inquiry & the Independent Review of Building Regulations. 	<p>The tragedy at Grenfell Tower in 2017 will have a profound impact upon the way fire safety in buildings is managed and regulated and we want to be proactive in supporting and responding to the learning.</p>
<ul style="list-style-type: none"> Refresh our approach to developing and assuring the competence of our firefighters to carry out fire safety audits. 	<p>We train our operational firefighters to carry out fire safety audits in buildings we consider to be lower in risk, improving their knowledge of the buildings in their area and allowing our specialist fire safety officers to focus on the more complex, high risk inspections. We want to accredit the training we provide with an appropriate qualification.</p>

Aim: **RESPONDING** to fires & other emergencies promptly & effectively

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> Utilising the latest technology, commission an in-depth analysis of our emergency cover arrangements. 	<p>Risks within Bedfordshire are constantly evolving and our emergency response cover needs to keep pace with the major growth planned across our County in the next decade or so. Put simply, we want to be confident we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer.</p>
<ul style="list-style-type: none"> Improve the availability of fire appliances crewed by on-call firefighters by introducing new and innovative ways of working. 	<p>Many of our fire stations rely on on-call firefighters to crew fire appliances. Like many fire services, recruiting and retaining on-call firefighters is a real challenge so we are seeking new and sustainable ways to overcome these challenges.</p>
<ul style="list-style-type: none"> Continue to work regionally to implement the remaining elements of National Operational Guidance. 	<p>Ensuring our firefighters are working to National Operational Guidance provides a common platform for all fire and rescue services in the UK to work safely and effectively together at emergency incidents.</p>
<ul style="list-style-type: none"> Invest and rollout new Mobile Data Terminals (MDTs) to all our fire appliances. 	<p>Our fire appliances MDTs (mobile computers) give our firefighters access to risk critical information about buildings, chemical hazards, vehicle construction, water supplies and location mapping in our and neighbouring counties. Purchasing the latest MDTs will enhance our response capabilities, improve firefighter safety and reduce reliance on paper based systems.</p>
<ul style="list-style-type: none"> Work collaboratively with Cambridgeshire Fire and Rescue Service to procure a new 999 call handling and mobilising system for our Fire Control Centre. 	<p>Investing in the latest technology will improve our ability to respond effectively to emergencies. Working with Cambridgeshire to buy a new system will deliver efficiency savings and improve resilience between our Services.</p>
<ul style="list-style-type: none"> Replace our Operational Support Unit (OSU) vehicles. 	<p>Our OSU vehicles provide invaluable support to large or complex emergency incidents and they have reached the end of their serviceable life so need replacing.</p>
<ul style="list-style-type: none"> Refresh our approach to capturing and sharing the learning from emergency incidents both within Bedfordshire and nationally, including how it influences training provision. 	<p>Every emergency incident is different from the next one, so it is important that we effectively capture, share and act upon any learning, whether it happens in Bedfordshire or elsewhere in the country.</p>

Aim: **EMPOWERING** our people as we work together to make Bedfordshire safer

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> Work with our staff and representative bodies to refresh and update our Service Values and Virtues framework as part of the Moving Forward Together programme. 	<p>Involving staff at all levels in refreshing our values and virtues, putting empowerment at the heart, will help ensure everyone understands and visibly demonstrates them, led by our Corporate Management Team.</p>
<ul style="list-style-type: none"> Refresh our approach to recruiting operational staff and managers, both wholetime and on-call, taking learning from others, maximising positive action initiatives and collaborating wherever possible. 	<p>Our people are our biggest asset, so it is important we recruit the best and most diverse talent to help us engage with and improve the safety and wellbeing of our communities. Our ageing workforce and retirement profile means we need to better anticipate our future recruitment needs and plan for these accordingly. Learning from and working with others will help improve our approach. It is important we align our approach with the recently published NFCC Leadership Framework.</p>
<ul style="list-style-type: none"> Develop our approach to identifying, developing and supporting high-potential staff and aspiring leaders, aligned to the NFCC Leadership Framework. 	
<ul style="list-style-type: none"> Review the support staff pay structure to ensure alignment with new NJC Green Book conditions ensuring BFRS is well placed in the market to attract and retain a highly skilled workforce. 	<p>Our support staff are an essential and valued part of our workforce. We often struggle to recruit and recruit the talent we need in these varied roles so this is one way of making us an employer of choice.</p>
<ul style="list-style-type: none"> Implement our Mental Health Action plan to ensure that managers and employees are trained, supported and equipped to deal with mental health issues in the workplace. 	<p>Research shows that members of the emergency services are more at risk of experiencing mental health problems than the general public, but are less likely to seek support. We're committed to taking action to raise awareness, challenge mental health stigma and provide help and resources to support our staff.</p>
<ul style="list-style-type: none"> Undertake a service wide wellbeing survey and develop proposals to address any areas of concern. 	
<ul style="list-style-type: none"> Work with our staff and representative bodies to review and further improve our approach to managing grievance, sickness and discipline issues. 	<p>Our staff have told us before they lacked confidence in raising grievances and had mistrust in our disciplinary system. After taking action last year we were pleased that HMICFRS said staff had told them about recent improvements but we acknowledge more work is needed to ensure our staff feel engaged and part of a positive culture.</p>
<ul style="list-style-type: none"> Review our approach to maintaining operational competence of firefighters and upgrade our PDRPro software to make it easier to record competence. 	<p>Safely reducing the administrative burden on firefighters who have achieved competence can allow them to focus on other work.</p>

Aim: **UTILISING** our assets & resources efficiently & effectively

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> • Update our internal Procurement Strategy documents with a focus on: <ul style="list-style-type: none"> • Leadership & Collaboration; • Commercial Practice; • Social Value. 	<p>To ensure our procurement approach supports delivery of our CRMP and is aligned to and influence the national Fire Procurement Strategy.</p> <p>We must also take a more commercial approach to procurement practice and income generation, that is legally compliant and effectively managing our supplier relationships to deliver better value for money products and services and reduce corporate risk.</p>
<ul style="list-style-type: none"> • Work with our staff and representative bodies to introduce systems to better assess the productivity of our operational staff. 	<p>The majority of our revenue budget is spent on employing our firefighters so we are keen to better understand how productive they are so we can improve how effectively and efficiently we are delivering our services and maximising capacity. We continue to face financial challenges so having an evidence base built on solid and consistent data will be crucial to sustaining our fire and rescue service going forward.</p>
<ul style="list-style-type: none"> • Establish an internal staff focus group to identify, develop and implement innovative solutions that support delivery of our CRMP and deliver efficiencies. 	<p>We want to encourage our staff to get more involved in developing ideas and solutions that will help us be more effective and efficient.</p>
<ul style="list-style-type: none"> • Implement an electronic Asset Management System (AMS) for our operational equipment and vehicle fleet. 	<p>This will greatly enhance our ability to track, test and maintain our vehicles and equipment and inform our future procurement decisions.</p>
<ul style="list-style-type: none"> • Proactively pursue further collaborative opportunities with our blue light partners to share our buildings, functions and capabilities, using our financial reserves to invest in mutually beneficial schemes. 	<p>We have a duty to collaborate but we firmly believe it is the right thing to do to ensure we and our blue light partners are working together to improve the effectiveness and efficiency of the services we provide within Bedfordshire.</p>
<ul style="list-style-type: none"> • Adopt a more commercial approach to collaboration, including exploring establishing a trading company to support income generation. 	<p>The creation of fire trading companies is one means of addressing some of the challenges associated with austerity, and offering opportunity to realise benefits such as generating additional income, utilising spare capacity and providing a social return.</p>

Aim: **MAXIMISING** use of data analytics and digital solutions to drive improvement.

What we intend to do in 2019/20	Why we are doing it
<ul style="list-style-type: none"> Baseline our digital transformation by undertaking a Digital Maturity assessment to assess the current status of our digital capabilities. 	<p>This assessment will help clarify the level of “digital readiness” that will inform delivery plans going forward.</p>
<ul style="list-style-type: none"> Migrate our desktop estate to Windows 10 to utilise enhanced functionality and security. We will go cloud based with Microsoft Office 365 and SharePoint Online. 	<p>Building upon our recent infrastructure improvements, moving to the latest Microsoft Windows operating system and Office software strategy that will allow us to embark upon our digital transformation programme and provide the majority of the digital tools needed to move away from paper based, bureaucratic and inefficient processes, to an environment providing technical excellence through scalable, sustainable, and resilient and secure IT infrastructure.</p> <p>It will also empower staff by providing staff with a more flexible, collaborative and mobile working environment.</p>
<ul style="list-style-type: none"> We will work with Bedfordshire University to implement a KPI (corporate) dashboard with dynamic data views to present timely information to aid our performance monitoring. 	<p>Empowering our staff to take greater ownership for delivering performance improvements means we need to give them better access to data and information to broaden their insight into the risks we face and how we are performing in terms of our outputs and community outcomes.</p>
<ul style="list-style-type: none"> We will implement Microsoft Power Business Intelligence (BI) to create tailored reports available on-demand to empower our workforce. 	
<ul style="list-style-type: none"> Further develop our HR iTrent system to create efficiencies through reducing paper and moving to online resources. 	<p>Moving to our new HR iTrent system has already improved performance and realised efficiencies. We plan to:</p> <ul style="list-style-type: none"> Evaluate the performance Management module to enable on line appraisals; further develop the recruitment module to enable on line shortlisting; roll out the iTrent expenses module to cut out bureaucracy.
<ul style="list-style-type: none"> Continue to plan for and support the implementation of the Emergency Services Network (ESN). 	<p>ESN is a major national project that will eventually replace the existing Airwave communications network used by the emergency services across the UK.</p>



Not Protectively Marked Neighbourhood Priority Setting

Group 1 (Arlesey, Astwick, Biggleswade, Blunham, Campton, Clifton, Dunton, Edworth, Everton, Eyeworth, Fairfield, Henlow, Langford, Meppershall, Moggerhanger, Northill, Old Warden, Pottton, Sandy, Shefford, Southill, Stondon, Stotfold, Sutton, Tempsford, Wrestlingworth)

Group 2 (Amphill, Clophill, Flitton & Greenfield, Flitwick, Gravenhurst, Harlington, Haynes, Houghton Conquest, Maulden, Pulloxhill, Shillington, Silsoe, Steppingley, Tingrith, Westoning)

Group 3 (Aspley Heath, Aspley Guise, Battlesden, Brogborough, Cranfield, Eversholt, Husbourne Crawley, Lidlington, Marston Moretaine, Millbrook, Milton Bryan, Potsgrove, Ridgmont, Sulford Hulcote, Woburn Sands)

Group 4 (Bletsoe, Bolnhurst and Keysoe, Carlton & Chellington, Colmworth, Dean & Shelton, Felmersham & Radwell, Honeydon, Harrold, Little Barford, Little Staughton, Melchbourne & Yelden, Milton Ernest, Odell, Pertenhall & Swineshead, Poddington, Riseley, Roxton, Sharnbrook, Souldrop & Knotting, Staploe & Duloe, Thurlleigh, Wilden, Wyboston & Chawston & Closen, Wymington)

Group 5 (Biddenham, Bromham, Clapham, Great Denham, Kempston Rural, Oakley, Pavenham, Stagsden, Stevington, Turvey, Wootton)

Group 6 (Cardington, Cople, Eastcotts, Elstow, Great Barford, Ravensden, Renhold, Stewartby, Willington, Wilshamstead, Wixams)

<u>Group Number:</u>	
<u>Your Area:</u>	
<u>Date:</u>	
<u>Point of Contact:</u>	
<u>Email:</u>	

Please mark any of these which is of particular concern to your community:

Knife Crime		Serious Crime (burglary, robbery, theft from/of motor vehicle violence)		Drug use/dealing	
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Exploitation/modern slavery		Animal related activity		Alcohol related ASB	
Crime prevention/visible policing		Vehicle ASB		Terrorism	
Street begging		Vulnerable persons/hate crime		Serious youth violence/gang related activity	

Please choose **one** of these concerns as a priority and add the details below:

Priority	
Detail	
Location	
When	

This information will be added to results from engagement with your community by your local officer and blended identified issues from crime series and anti-social behaviour reports to decide upon the area priority for us to focus our community work.

Please E mail the results to:

Group 1 → **PC 261 Aidan Howarth** on Aidan.Howarth@bedfordshire.pnn.police.uk
PCSO 4763 Ann Jeeves on Ann.Jeeves@bedfordshire.pnn.police.uk
PCSO 7403 Jessica Hirst on Jessica.hirst@bedfordshire.pnn.police.uk

Information will be only used for the purposes of consultation and research on order to identify local priorities, improve local service and provide feedback to the community.

Beds Alert sign up via <https://www.bedsalert.co.uk/>

Biggleswade History Society

Hon Treasurer: John Baldwin
21 London Road Biggleswade Beds SG18 8ED
01767 318119
baldwinandco@btopenworld.com



Mr. R. McGregor
Town Clerk
Biggleswade Town Council
The Old Court House
4 Saffron Road
Biggleswade
Beds SG18 8DL

11 February 2019

Dear Mr. McGregor,

**Biggleswade History Society
Application for Financial Assistance 2019**

Thank you for your letter of 22 January.

Following a committee meeting last week I am just writing on behalf of the society to formally thank the Town Council for their award of £750 for 2019. Their support is very much valued and appreciated.

Thank you.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'J.M. Baldwin'.

J.M. Baldwin
Treasurer - Biggleswade History Society



18 Exmoor Avenue
Biggleswade
Bedfordshire
SG18 0FN

Tel: Home: 01767 312923

14 February 2019

Rob McGregor
Biggleswade Town Clerk
Biggleswade Town Council
The Old Court House
4 Saffron Road
Biggleswade,
Beds SG18 8DL

Dear Rob McGregor

Biggleswade Community Safety Group Project

Thank you for your letter of 22 January confirming that the Council has kindly agreed to fund our application. We hope that the 20th Year project will help us to recruit more members, help us reach out to more vulnerable people and we are very grateful that the council is supporting our work.

Yours sincerely

Carole Birtwhistle

Secretary, Biggleswade Community Safety Group



A428 Black Cat to Caxton Gibbet improvements

Preferred route announcement



Our improvements will transform connections between Milton Keynes and Cambridge. Quicker, safer and more reliable journeys will bring communities together, create new job opportunities and support long term sustainable growth.

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Introduction

Investing in your roads

At Highways England, we believe in a connected country and our network enables these connections to happen. We strive to improve our major roads and motorways – engineering the future to keep people moving today and moving better tomorrow. We want to make sure all our major roads are more dependable, durable and, most importantly, safe. That’s why we’re delivering £15 billion of investment on our network – the largest investment in a generation.

The A428 Black Cat to Caxton Gibbet scheme is a critical part of this investment; by reducing congestion in the area, the scheme will improve journeys between Milton Keynes and Cambridge, which is great news for the local and regional economy.

It will also complement the development of a new high quality link road between Milton Keynes and Oxford, transforming connections and supporting housing and job growth across the wider region.



In this booklet, we explain the preferred route for the A428 Black Cat to Caxton Gibbet scheme, the reasons for our decision and the results of the public consultation we held in spring 2017. We also give details of what will happen next.

We're improving journey times for the thousands of drivers that face long queues on the A1 and A421 at the Black Cat roundabout during rush hour.

Drivers experience regular delays at Eltisley junction on the A428 towards Cambridge.





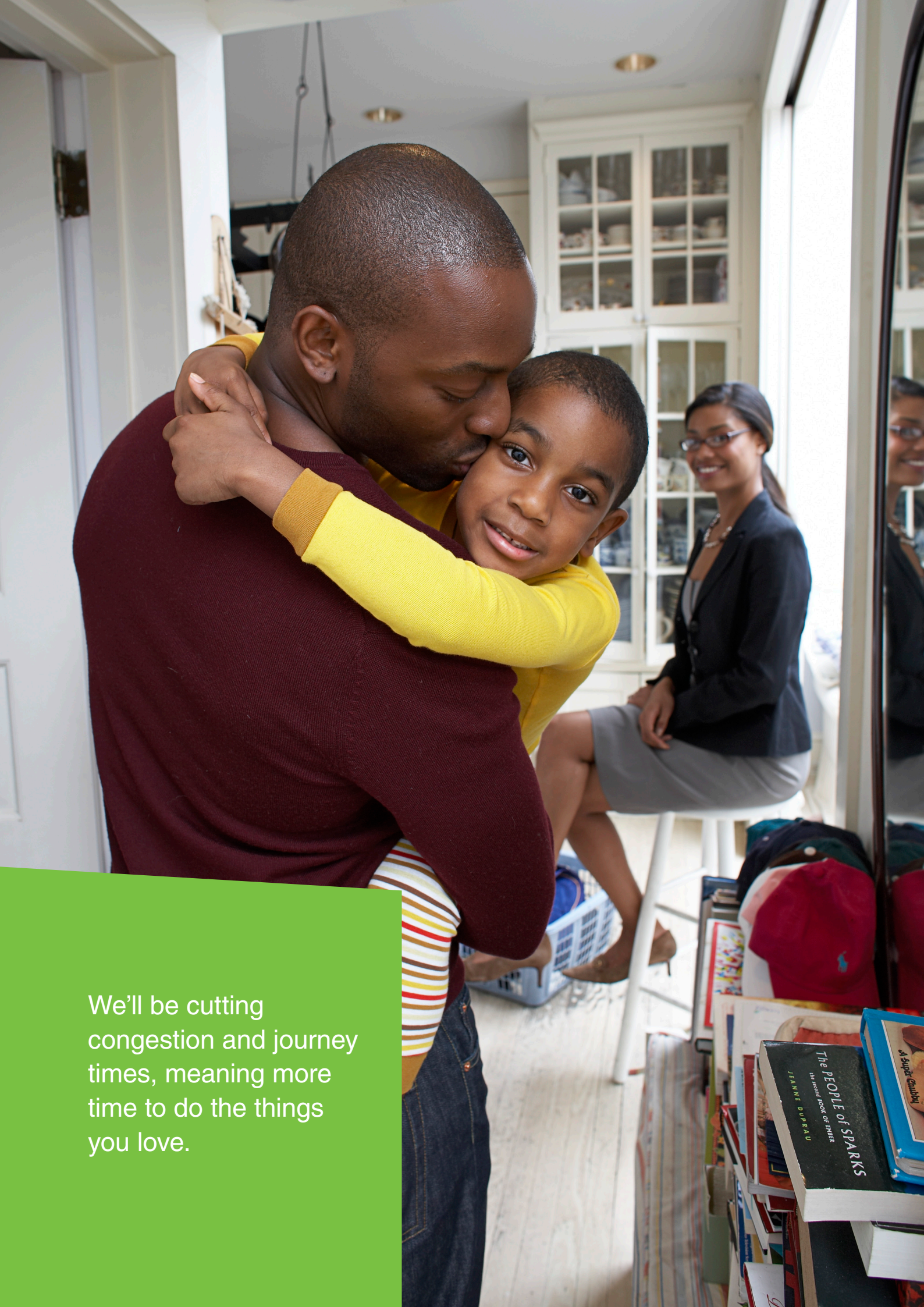
Why do we need this scheme?

The A428 between St Neots and Caxton Gibbet is the only stretch of single carriageway along the route between Milton Keynes and Cambridge.

Motorists experience regular delays and congestion in this and the surrounding area, particularly at the Black Cat and Caxton Gibbet roundabouts. Journey times are often inconsistent and there are also a high number of incidents, especially at junctions along the route. With few available diversion routes, accidents can result in disruption over a wide area. Rat running on local roads through villages is also a problem as drivers seek alternative routes to avoid the heavily congested A428.

The A428 is an important route in an area of the country where there is the potential for considerable growth in housing and employment. It provides a vital link between the M1 and the M11, connecting the communities of Bedford, St Neots, Cambridge and Cambourne. With the new A14, it will form part of a key route to the ports of Felixstowe and Harwich.

This is a region where there is the potential for considerable growth in jobs and housing.



We'll be cutting congestion and journey times, meaning more time to do the things you love.

Benefits of the scheme

Provide a more free-flowing network

Free flowing junctions and increased capacity on the new dual carriageway will reduce congestion and will create a reliable route between the Black Cat and Caxton Gibbet junctions. We will cut journey times by more than a third at peak times.

Provide a safe and serviceable network

Tackling congestion helps Highways England provide, operate and maintain a network that is safe for our customers to use and for our people to maintain.

Enable economic growth

Improving connectivity in the region will enable growth in jobs and housing. The increase in road capacity will improve journey times and help to meet predicted demand in the future.

Delivering environmental improvements

The scheme as a whole will have a beneficial impact on noise and air quality for the surrounding area. We will maintain existing levels of biodiversity and leave a positive legacy for nearby communities by providing new landscape planting and wildlife areas.

Improve travel for horse riders, cyclists and walkers

We will improve the safety of horse riders, cyclists, walkers and those who use public transport by improving connections between communities.

Better resilience

We will improve the ability of the road network to cope with accidents and disruption.

We will achieve these benefits by increasing the overall capacity so traffic will flow more freely. The improvements will lead to better journey times and a more reliable network. This, in turn, will help to bring communities and businesses closer together, create job opportunities and support long-term sustainable growth.

The preferred route – Orange route and Black Cat junction Option C

We have chosen the Orange route and Black Cat junction Option C as our preferred route.

Our assessments show these options present the best value for money, have the least impact on the environment and provide the greatest economic return compared to the other options.

The Orange route and Option C are widely supported and were the most popular options at the public consultation in spring 2017.

The Orange route will mean better connections into St Neots town and train station.

Following our technical analysis and feedback from the consultation, we have developed the designs further.

We have adjusted the alignment to take into account issues such as landfill sites and power lines, to address the response from local communities and to accommodate possible future growth around St Neots.

These improvements will result in quicker, safer and more reliable journeys for thousands of drivers by adding over 10 miles of new dual carriageway between the Black Cat and Caxton Gibbet junctions.

Based on current analysis, we expect to cut the time of the average commute between the Black Cat and Caxton Gibbet junctions by over a third, saving drivers approximately 10 minutes at peak times.

The current estimated cost for the scheme ranges from £810 million to £1.4 billion.

The Orange route

While all options improved journey times, the Orange route also provides a new junction at Cambridge Road, giving greater access for more drivers travelling to and from St Neots, and providing better connections into the town and the train station.

In addition, improved junctions at Black Cat and Caxton Gibbet will make it safer and easier for drivers to join the new route.

The Orange route will also remove the largest number of vehicles from the existing A428 and local roads. There will be around 4,000 less vehicles on local roads at peak times. The new dual carriageway will reduce rat running on smaller local roads in surrounding villages.

It will also remove long distance traffic using these roads as a diversion route when accidents occur.

The existing A428 will become part of the local road network, serving local communities. With fewer cars travelling on this road, safety is expected to improve.

Black Cat junction Option C

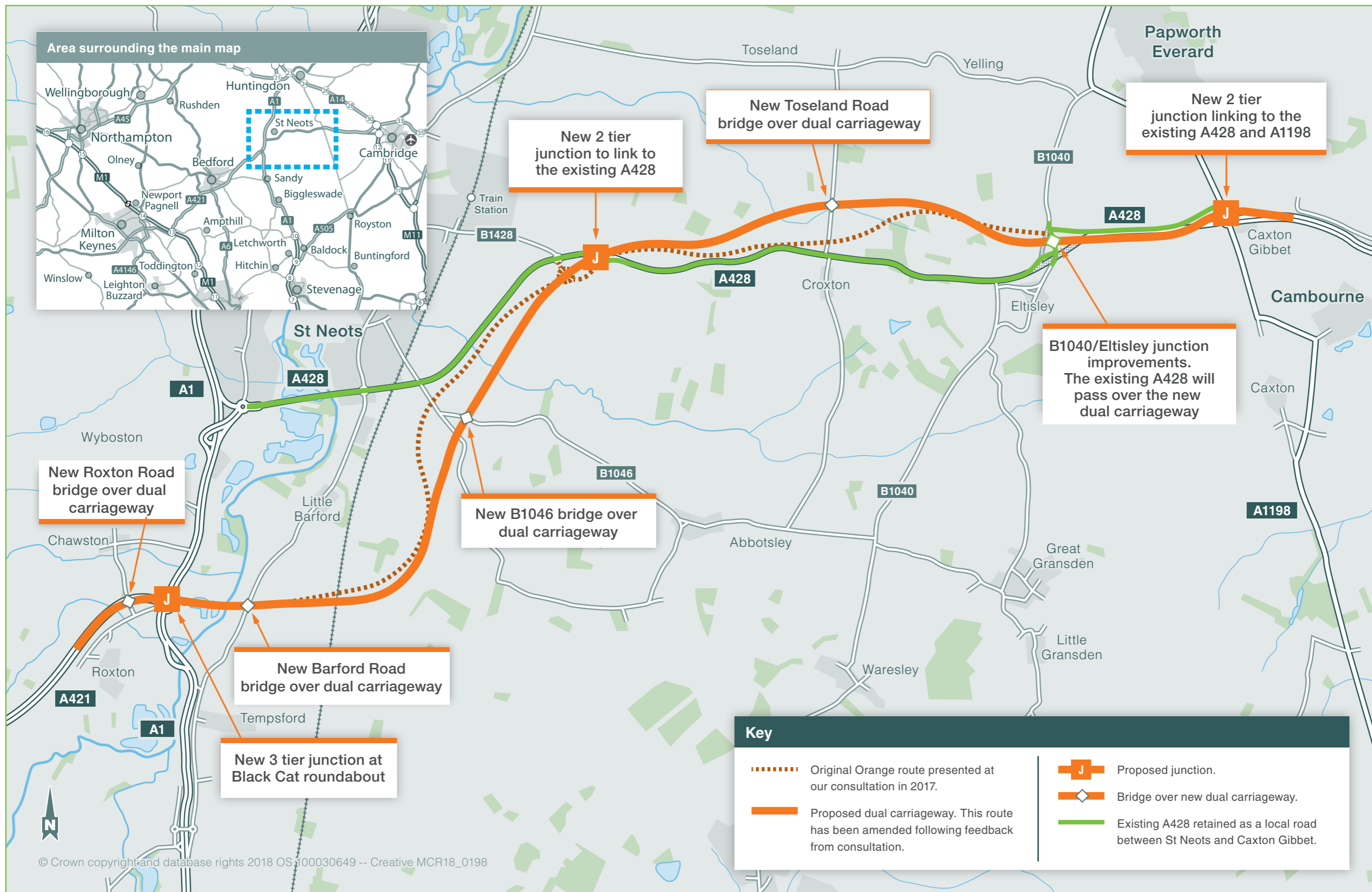
Black Cat junction Option C was the most popular option at consultation and performed best in traffic modelling simulations. It provides an “all ways movement” junction that caters for all directions.

In response to feedback from local communities, we have reduced the height and visual impact of the design by lowering the A1 under the Black Cat junction.

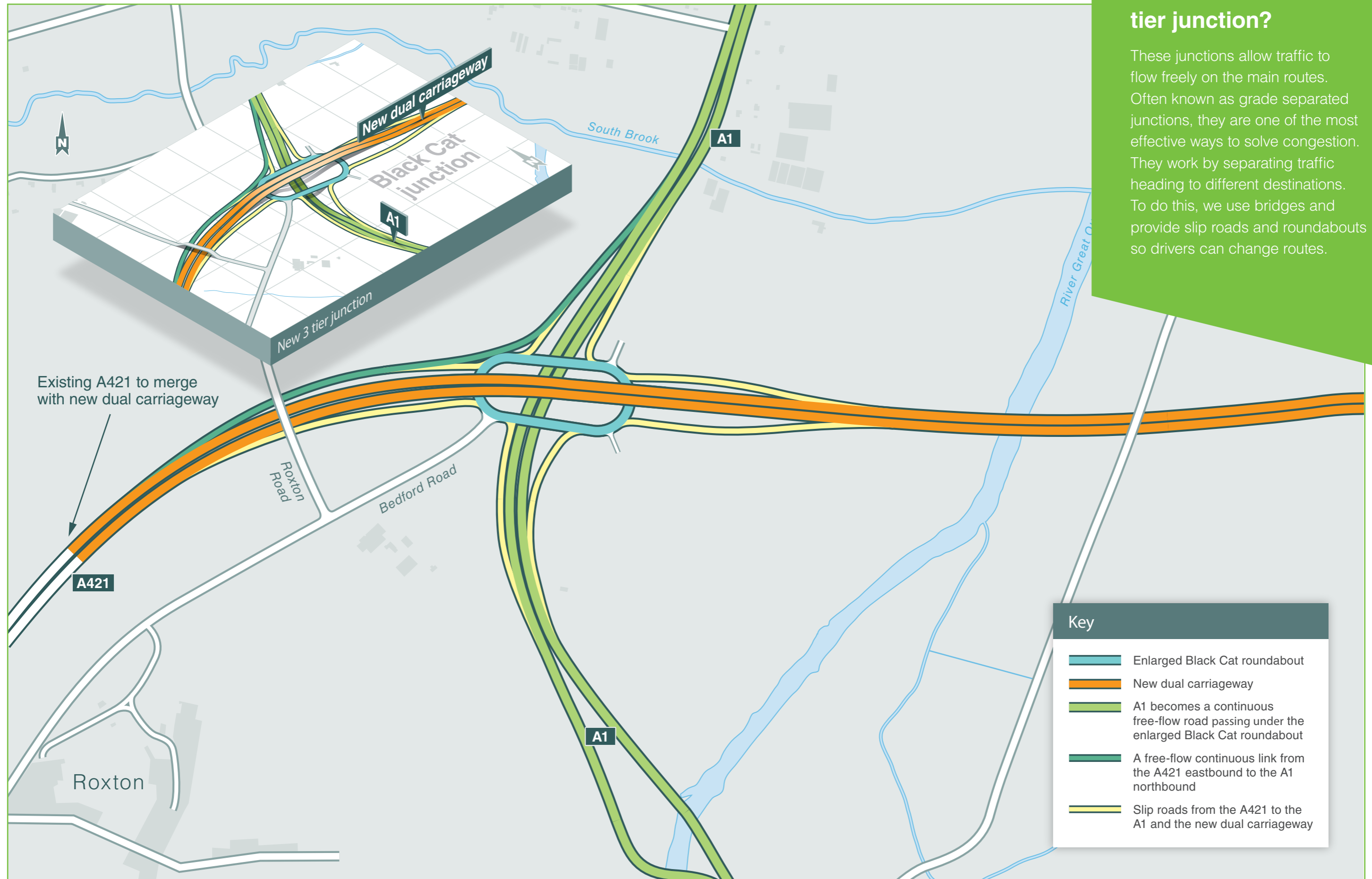
The preferred route at a glance:

- A new 10 mile dual carriageway between the Black Cat and Caxton Gibbet junctions.
- A three tier junction at Black Cat roundabout will allow traffic to flow freely on the A1 (under the junction) and the A421/A428 (over the junction).
- New junctions at Cambridge Road and Caxton Gibbet will connect the new dual carriageway to the existing A428. This will increase the resilience of the road network to cope with unforeseen incidents.
- Better connections to St Neots.
- The existing A428 between St Neots and Caxton Gibbet will be retained for local traffic and public transport.
- Close alignment to the existing A428 will help reduce environmental impacts.
- New bridges crossing the dual carriageway at Roxton Road, Barford Road, the B1046 and Toseland Road.
- New bridges over the River Great Ouse and East Coast Main Line railway.
- Improvements to the A428/B1040 Eltisley junction.
- Improved routes for cyclists, walkers and horse riders will maintain links with the existing public rights of way.
- Safer and alternative access for some side roads.

The preferred route: Orange



The preferred route: **Black Cat Option C**



What is a three tier junction?

These junctions allow traffic to flow freely on the main routes. Often known as grade separated junctions, they are one of the most effective ways to solve congestion. They work by separating traffic heading to different destinations. To do this, we use bridges and provide slip roads and roundabouts so drivers can change routes.

Public consultation and engagement to date



We held a public consultation between 6 March 2017 and 23 April 2017, which presented 3 route options to provide a new dual carriageway between the Black Cat and Caxton Gibbet roundabouts, and three options for improving the Black Cat roundabout.

During the consultation, we held a series of information events in the local area seeking the views of key stakeholders such as local authorities, parish councils, ward representatives, landowners, local residents and road users.

Since then, we have continued to engage with our customers and representatives of organisations including the Environment Agency.

A total of 2028 people attended the exhibitions and we received 4189 responses to the consultation.

The public response to our proposals was overwhelmingly positive. 89% of people either agreed or strongly agreed that we need to improve the journey between the Black Cat and Caxton Gibbet junctions to reduce congestion.

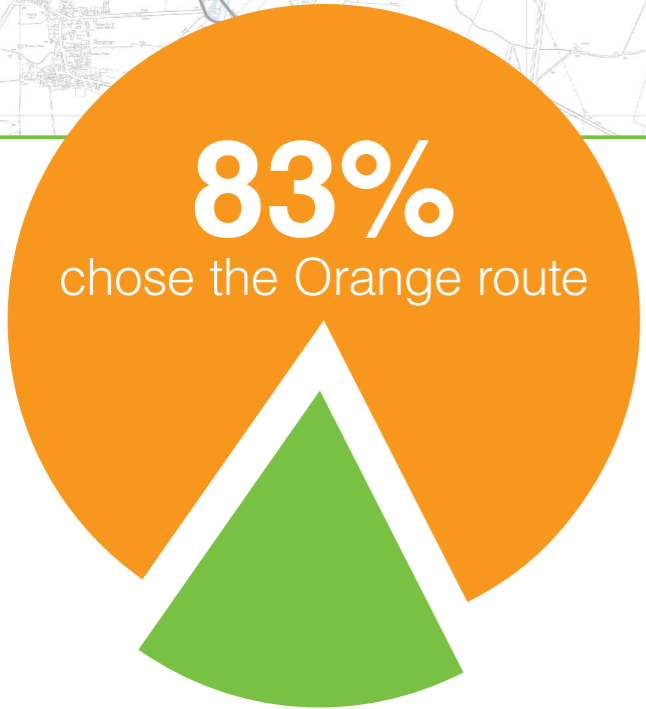
A total of **2028** people attended the exhibitions and we received **4189** responses to the consultation.



Thanks to everyone who took part.

Your views are important and help shape the scheme.

Response to the public consultation: route options



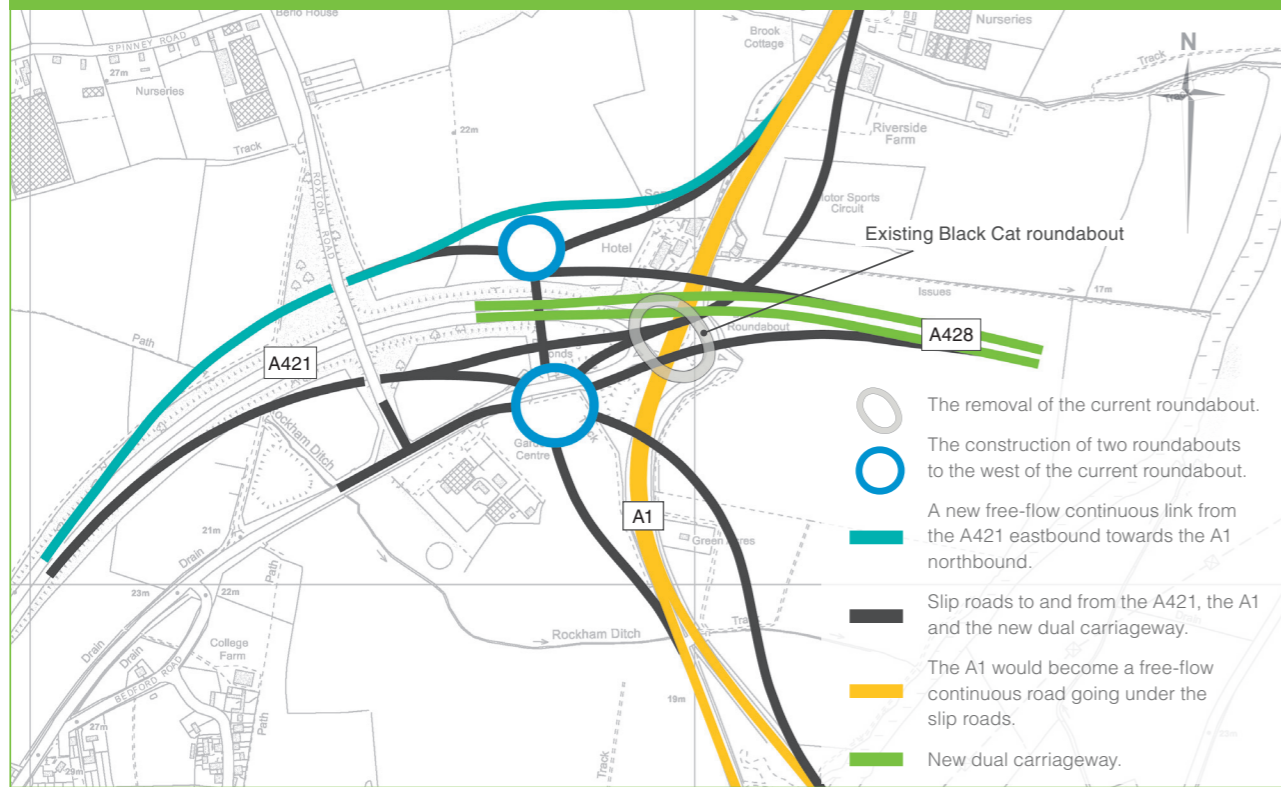
Public feedback on the Orange route

Here's some of the reasons why people preferred the Orange route:

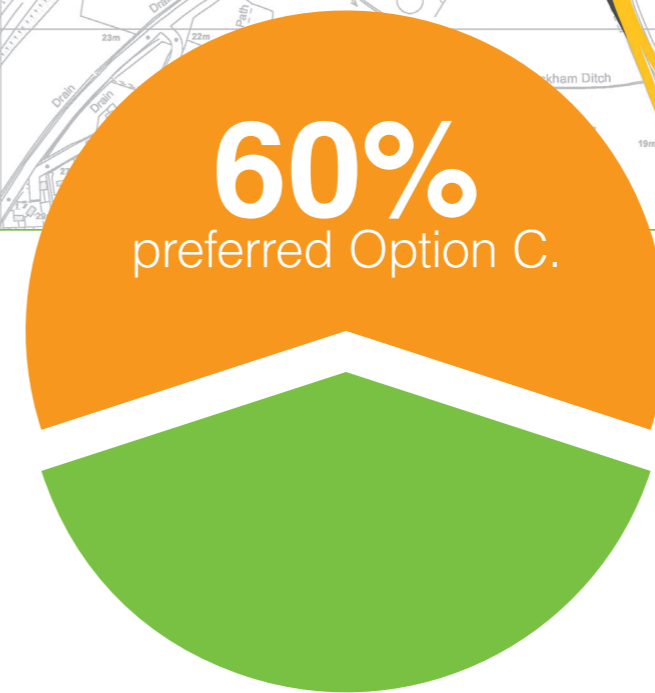
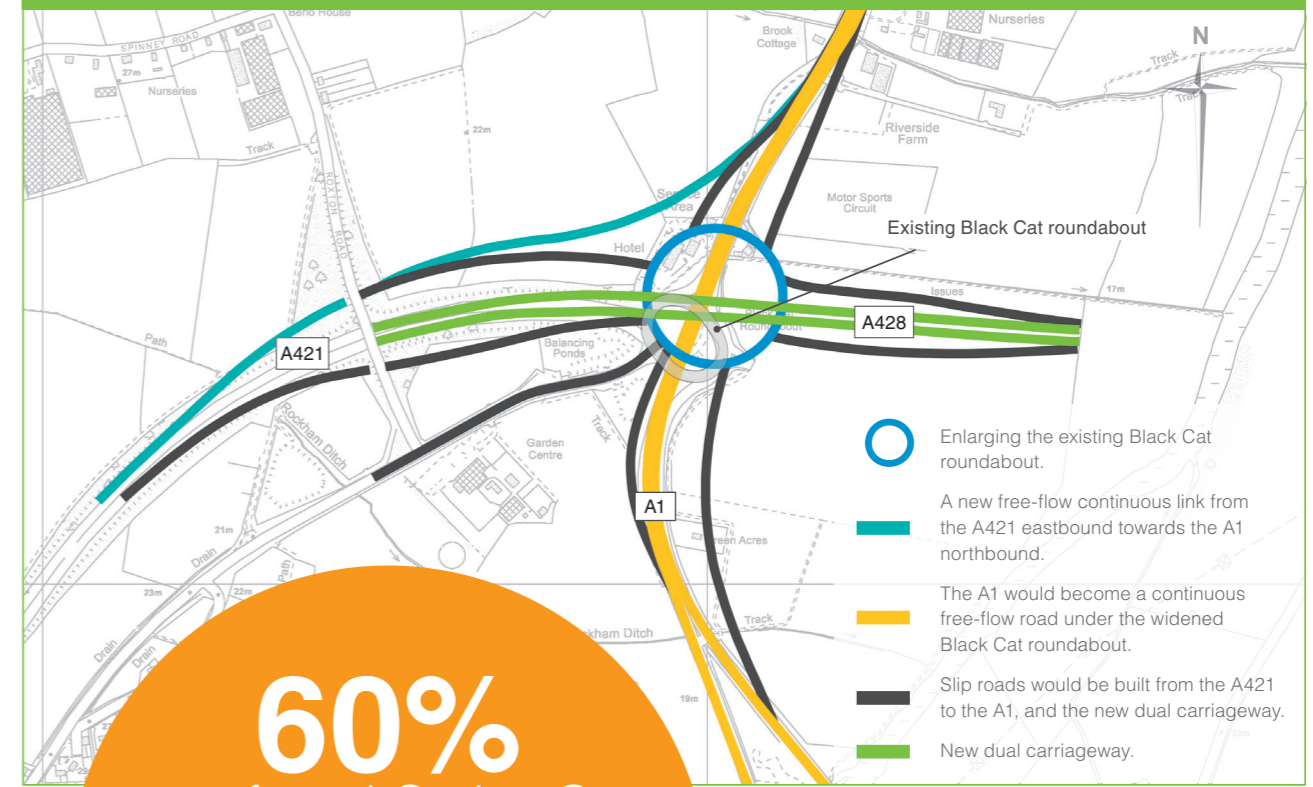
- The route alignment is close to existing road.
- It improves traffic and congestion.
- It has the least impact on the environment, wildlife, designated sites, visual impacts, heritage sites, agriculture and the local community out of the three options.
- The route provides additional connectivity to St Neots by Cambridge Road junction.
- It is seen as the most beneficial to the local economy out of the three options.

Response to the public consultation: Black Cat roundabout

Options taken to consultation: Black Cat roundabout **Option A**



Options taken to consultation: Black Cat roundabout **Option C**



Options taken to consultation: Black Cat roundabout **Option B**



Public feedback on the Black Cat roundabout Option C

Here's some of the reasons why people preferred Option C:

- It creates free-flowing traffic at Black Cat roundabout.
- It improves traffic and congestion.
- It has the most capacity and flexibility to cope with any future increases in traffic or road use.
- It has the least impact on the local environment, surrounding area and land take.
- It is seen as the most practical option.

What happens next?

Now we have announced our preferred route, we will carry out further surveys and investigations to help us design the scheme in more detail. As part of this work, you may notice some activity in the area.

We plan to consult on the route and junction designs later in 2019, giving you a further opportunity to share your views.

In the meantime, we will continue to engage with our stakeholders and the local community to help us refine the design before inviting the public to submit further feedback.

In line with other transformative infrastructure projects, the Government is exploring funding contributions based on the increase in the value of development land that the scheme unlocks.

Throughout the process we will keep listening and talking to everyone with an interest in the scheme.

There will also be regular updates and information on our website.

Application for a Development Consent Order (DCO)

This scheme is classed as a Nationally Significant Infrastructure Project (NSIP) under the Planning Act 2008. This means that we are required to make an application for a Development Consent Order (DCO) to obtain permission to construct the scheme.

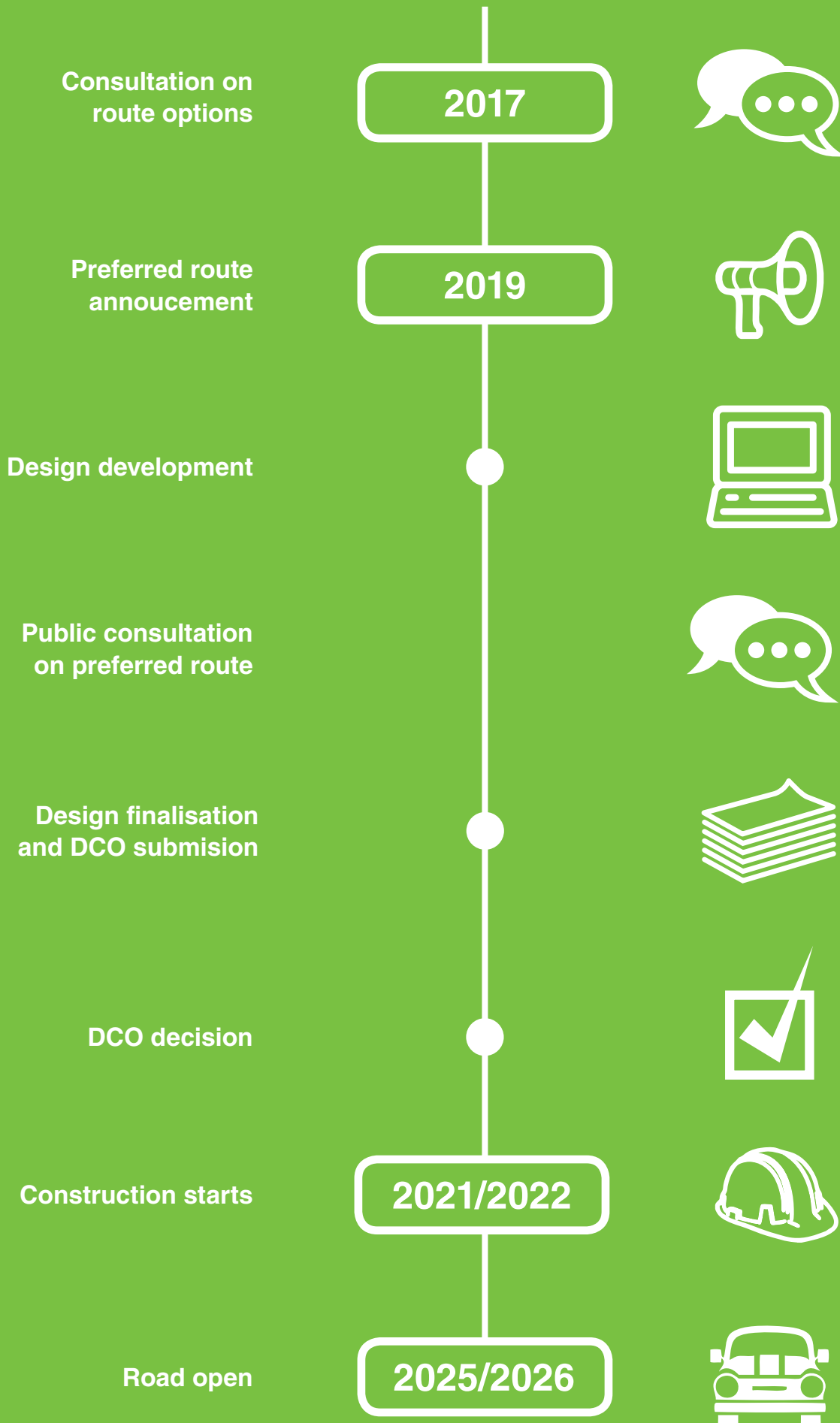
The timeline shows the different stages in this process. Following a further consultation on the detailed design this year, we will prepare an application for a Development Consent Order that will include an Environmental Statement.

The application will be made to the Planning Inspectorate, who will examine the application. The examination is likely to include public hearings. Following the examination, the Examining Authority will make a recommendation to the Secretary of State for Transport, who will decide whether the project will go ahead. We intend to submit our application in 2020 and if approved, we expect to start construction in 2021/22.

Find out more

Find out more about the DCO process on the Planning Inspectorate's website: <http://infrastructure.planninginspectorate.gov.uk>

A428 Black Cat to Caxton Gibbet timeline



Further information

For more information about the scheme, please visit our website, where you can also sign up for email alerts:

www.highwaysengland.co.uk/a428


The following documents are also available to read and download from the project web pages:

- Consultation brochure (Spring 2017)
- A428 Options Assessment Report
- A428 Traffic Data Collection Report
- A428 Report on Public Consultation

Contact us

 a428blackcattocaxtongibbet@highwaysengland.co.uk

 0300 123 5000

 Write to us: A428 Black Cat to Caxton Gibbet Improvements
Project Team, Highways England, Woodlands, Manton Lane,
Bedford, MK41 7LW



In the East of England, we are delivering the largest investment in our roads in a generation. The result? Better and safer journeys for all. At the heart of these plans is the drive to support economic growth in the region and across the wider United Kingdom.

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Development Management

Central Bedfordshire Council

Priory House, Monks Walk
Chicksands, Shefford
Bedfordshire SG17 5TQ
www.centralbedfordshire.gov.uk



Mr Rob McGregor
Clerk to Biggleswade Town Council
The Old Court House
4 Saffron Road
Biggleswade
Beds
SG18 8DL

Contact Planning Appeals Team
Email planning.appeals@centralbedfordshire.gov.uk
Your Ref APP/P0240/W/18/3200643
Date 19 February 2019

Dear Mr McGregor,

Town and Country Planning Act 1990
Appeal by CST Homes Ltd - CB/17/05029/FULL
Appeal Reference APP/P0240/W/18/3200643
Site at Land at the rear of 49 & 51, Shortmead Street, Biggleswade

The Planning Inspectorate have informed us that after a review of this appeal it will be determined following the Written Representations procedure and not as a Hearing as you were previously notified.

Please also note, the Planning Inspectorate are not accepting any further comments regarding this appeal.

Yours sincerely,

Andrew Davie

Andrew Davie
Assistant Director - Development Infrastructure