7 July 2016

(1) MEMBERS OF THE AVON FIRE AUTHORITY

Councillors Barrett (N), Davis, Dudd, Phipps, Shelford, Stevens and Windows

(2) STANDING INVITEES

FBU – Chris Taylor
UNISON – Susan Halliday
UNITE - Tony Venn

(3) APPROPRIATE OFFICERS

(3) PRESS AND PUBLIC

Dear Member

You are invited to attend a meeting of the Performance Review and Scrutiny Committee to be held on Friday 15 July 2016 commencing at 10.30am. The meeting will be held in the Main Conference Room, Avon Fire and Rescue Service HQ, Temple Back, Bristol.

The Agenda is set out overleaf.

Yours sincerely

Guy Goodman
Clerk to the Fire Authority

Guy Goodman
Clerk to the Fire Authority
Notes:

**Inspection of Papers:** Any person wishing to inspect Minutes, reports, or a list of the background papers relating to any item on this Agenda should contact Rebecca McLoughlin who is available by telephoning 0117 926 2061 ext. 231 or by visiting Avon Fire & Rescue Headquarters, Temple Back, Bristol (during normal office hours).

**Attendance Register:** Members should sign the Register which will be circulated at the meeting.

The appended supporting documents are identified by agenda item number.

**Emergency Evacuation Procedure:**

- The fire alarm or notification of any other threat is a continuous siren.
- In such cases Members must leave the building by the nearest exit.
- In the event of explosion or smoke where controlled evacuation is not possible, Members must follow fire exit signs.
- All corridors are lit with emergency lighting.
- The assembly point is situated between the entrance and exit barrier on Temple Street.

**Code of Conduct – Declaration of Interests**

Any Member in attendance who has a personal interest in any matter to be considered at this meeting must disclose the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent. A member having a prejudicial interest must withdraw from the meeting room whilst the matter is considered.

**Exempt items**

Members are reminded that any Exempt reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Clerk at the conclusion of the meeting for disposal.
AGENDA

1. ELECTION OF CHAIR

2. APOLOGIES FOR ABSENCE - Notification of substitutes should have been received by the Clerk prior to the meeting.

3. EMERGENCY EVACUATION PROCEDURES – The Chair will draw attention to the emergency evacuation procedures as set out in note 3 appearing on page 2 on this release.

4. DECLARATION OF INTERESTS – The Chair will draw attention to the requirements of the Code of Conduct as set out in note 4 appearing on page 2 of this release.

5. CHAIRMAN’S BUSINESS

6. PUBLIC ACCESS (Time Limit – 30 minutes)

   Under Standing Order 21 and providing 2 clear working days-notice has been given to the Clerk, any resident of Bristol, South Gloucestershire, Bath and North East Somerset or North Somerset Council may address the Avon Fire Authority (for no more than 5 minutes) to present a petition, make a statement, or as leader of a deputation.

7. TERMS OF REFERENCE

8. ANNUAL WORKPLAN (Discussion)

9. PERFORMANCE REPORT

10. INTEGRATED RISK MANAGEMENT PLAN - SAVINGS PLAN AND RE-INVESTING FOR THE FUTURE

11. WORKFORCE DEVELOPMENT STRATEGY - LEARNING AND DEVELOPMENT 2016-2020
Avon Fire Authority
Performance Review and Scrutiny Committee

TERMS OF REFERENCE

Membership
There will be 7 Members of the Committee with a quorum of 4.

Meeting Frequency
The Committee will meet 4 times per municipal year.

Reporting to
Minutes go to the Fire Authority

Purpose
The scrutiny of the performance of and the delivery of the Fire Authority’s policies, plans and objectives.

Lead Officers
Assistant Chief Fire Officers

Functions

• To develop and agree an Annual Work Programme for the municipal year.

• To undertake policy reviews with a view to improving performance.

• To have oversight of the preparation of Service Plan priorities and aims, and regularly monitor their achievement.

• To examine the extent to which the practical outcomes achieved in delivering services accord with the priorities and aims of the Fire Authority.

• To examine services provided and to commission a programme of reviews drawn from any aspects of the Service’s activities.

• To consider reports on the outcome of the reviews making recommendations to the Fire Authority as to how service improvements can be put in place and to monitor their implementation on a regular basis.

• To monitor aspects of service performance including health, safety and welfare, equality and training and development.

• To scrutinise service performance against key performance indicators on a quarterly basis.

• To scrutinise any issues referred to it by the Fire Authority or another Committee.
The purpose of this report is to inform Members on the performance against targets in 2015/16 and for first two months of 2016/17.

RECOMMENDATION

To note the contents of the report.

CONTENTS

BACKGROUND

The Performance Report 2015/16 (Appendix 1)

Each year a report is produced detailing performance against target for the previous financial year.

This report was previously known as the Best Value Report and there was a statutory duty to publish by the end of June. As Best Value legislation was abolished in March 2008 the report will now be known as the Performance Report and will continue to be published in June each year.

Summary of the Performance Scorecard May 2016 (Appendix 2)

The intention of this report is to provide Elected Members with a regular update on the work being undertaken to manage the organisation:

- Performance
- Corporate risks
- Community risks.
Members are reminded that the Scorecard looks at monthly performance progress and also compares annual targets, year to date targets, positive or negative progress and comparisons to national benchmarking data. Green indicates monthly progress, on or exceeded targets, amber indicates ‘just off target’ and red indicates ‘not achieving target’. The following summary provides an indication of progress against targets for the first two months of financial year 2016/17.

Fires

Three of the four fire indicators have met target indicating a reduction of risk in our community. Deliberate vehicle fires are off target with 44 recorded in May against a target of 33.

Alarms

The number of attendances to Automatic Fire Alarms (AFAs) in non-domestic premises has met target. 10% (4 out of 42 incidents) of Malicious False Alarms were successfully call challenged, meeting the 5% target.

Deaths, injuries and escapes

Zero fire fatalities have been recorded. 11 injuries in fire (where hospital treatment was required) have been recorded.

Response

All of the response indicators have met the target.

The handling of 999 calls (LPIR9) continues to be excellent with 96.1% answered within the seven second target.

Call handling

3,122 calls for emergency assistance have been received and 1,818 (58.2%) were attended under emergency conditions.

People

Both sickness indicators are off target, however the number of days/lost in May (373) was the lowest May total for the last six years. This means we have improved compared to target. The remaining concern is Whole Time Short Term sickness.

Return to work interviews completion is on target.
Personal Development Reviews have been undertaken for 18% of staff (156 out of 867). Our target is to complete for all staff by the end of August.

**Benchmarking**

The right side columns of the Scorecard benchmark our performance against either Family Group 4 (incident numbers) or the national Chief Fire Officers’ Association (CFOA) Occupational Health Report (sickness). The current benchmarking data compares performance at the end of financial year 2015/16. The main areas where we compare unfavourably are Deliberate Vehicle fires and attendance at Automatic Fire Alarms.

**IMPLICATIONS**

**CONTRIBUTION TO KEY POLICY PRIORITIES**

It is recognised that effective Performance Management and Corporate Risk Management are key to achieving all the objectives and targets of the organisation. In particular:

- Avon Fire and Rescue Service - Corporate Plan 2015/18
- The Fire Service National Framework
- Avon Fire and Rescue Services Corporate Risk Register

**FINANCIAL IMPLICATIONS**

It is acknowledged that proficient, robust and effective performance and risk management will result in economic efficiencies and evidence of value for money.

**LEGAL IMPLICATIONS**

Mitigation under the Health and Safety at Work etc. Act 1974

**DIVERSITY IMPLICATIONS**

Equality impact assessments are carried out in all aspects of the organisation. These are monitored and reviewed as part of the performance management framework.

**CORPORATE RISK ASSESSMENT**

Providing evidence of outcomes in this area is a key control measure in reducing the Corporate Risks for the Fire Authority, in particular CR1 and CR15.

**ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**
It should be noted progress is monitored against targets and objectives in this area.

CRIME AND DISORDER REDUCTION IMPLICATIONS

Targets and objectives are set to contribute to making improvement in this area. Progress and improvement is monitored.

HEALTH & SAFETY IMPLICATIONS

It should be noted progress is monitored against targets and objectives in this area.

APPENDICES

Appendix 1 - The Performance Report 2015/16.
Appendix 2 - The Performance Scorecard - May 2016

List of background documents:
None

Report Contacts:
Rob Davis, Assistant Chief Fire Officer (Extension 346
Simon Flood, Corporate Performance Manager (Extension 358)
Performance Report 2015/16

Measuring how we are doing
If you would like this information in large print, braille, audio or in another language please contact: Equality and Diversity Team, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.

Telephone: 0117 926 2061 extension 249 Email: equalities@avonfire.gov.uk

Polish
Jeśli język angielski nie jest Państwa językiem ojczystym i potrzebują Państwo tłumaczenia, prosimy o kontakt z: Equalities Unit (Wydział ds. Równości), Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
Telefon: 0117 926 2061
Email: equalities@avonfire.gov.uk

Somali
Haddii af Ingiriisiga uusan ahayn luqadadaad hoooy oo aad turjumaad u baahan tahay, fadlan la xiriir: Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
Telefoonka: 0117 926 2061
Email: equalities@avonfire.gov.uk

Chinese
如果英语不是您的母语，您需要翻译，那么请联系：Equalities Unit（平等组）， Avon Fire & Rescue Service（Avon 消防与救援服务署）， Temple Back, Bristol, BS1 6EU.
电话：0117 926 2061
电子邮件：equalities@avonfire.gov.uk

Urdu
اگر انگریزی زبان کو ستمبراپر اور آپ کو ترجمہ کی ضرورت ہو تو انگریزی ترجمہ کی
Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
تیل: 0117 926 2061
امیل: equalities@avonfire.gov.uk

Arabic
إذا لم تكون اللغة الإنجليزية هي لغتك الأم، فلقد تحتاج إلى رزمة ترجمة مع: "وحدة المساطرة" في برستول وعواملها
Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
هاتف: 0117 926 2061
البريد الإلكتروني: equalities@avonfire.gov.uk

Punjabi
ਅਜ ਲਗਭਗ ਇੰਗਰੀ ਦੀ ਭਾਸ਼ਾ ਹੀ ਹੀ ਨਹੀਂ ਹੋਈ ਤਾਂ ਆਪਣੇ ਲਈ ਹੋਰ ਭਾਸ਼ਾ ਦੀ ਟਰੈਨੀਂਗ ਦੀ ਜ਼ਾਨਕੀ ਜਾਂ ਸਮਾਜ਼ ਦੀ ਸੰਬੰਧ ਹੋਵੇ।
Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
ਤੇਲਫ਼ਨ: 0117 926 2061
ਆਮੀਰ: equalities@avonfire.gov.uk
Portuguese
Se inglês não é sua primeira língua, e precisa de uma tradução, por favor contacte: Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
Telefones: 0117 926 2061
E-mail: equalities@avonfire.gov.uk

Bengali
ইংরেজী না মাতৃভাষা না হলে আপনার একটি অনুষ্ঠান অক্ষুন্ন ধারায় বাংলা ব্যবহার করবেন। Equalities Unit, Avon Fire & Rescue Service (ইকফ ম্যালটটি ইউনিটি, এনড ফায়ার এক্সচেঞ্জ রুপকল্প সামাজিক), Temple Back, Bristol, BS1 6EU.
টেলিফোন: 0117 926 2061 (১৯৫৫, ২২৬, ২০৩১)
ইমেইল: equalities@avonfire.gov.uk

Kurdish
یان ینگلیزی زیادی بکەی و یەکەلیتی و یەکەیتی و یەکەیتی،
کەکەی یەکەیتی و یەکەیتی
Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.

Gujarati
જે ઇંગ્લિશ તમારી પ્રથમ ભાષા નથી હોવી ત્યાં તમે આ હૂં તમે શાસ્ત્રીકૃત હું કરીં તો, કુશળ કરી સફળ કરી (એકફ મ્યાલ્ટ્સ ઇયુનિટી) Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
 ટેલિફોન: 0117 926 2061
 ઇમેયલ: equalities@avonfire.gov.uk

Tagalog
Kung hindi frigles ang pangunahing wika at kailangan mo ng pag-asaaling-wika, mangyaring makipag-ugnayan sa Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
Teléfono: 0117 926 2061
Email: equalities@avonfire.gov.uk

Hindi
अगर अंग्रेजी आपकी पहली भाषा नहीं है और आपको अनूठ्य की आवश्यकता है तो कुशल इन्जीनियर करें: Equalities Unit, Avon Fire & Rescue Service, Temple Back, Bristol, BS1 6EU.
Teléfono: 0117 926 2061 (0697, 026, 026)
Email: equalities@avonfire.gov.uk
Introduction from Chief Fire Officer/Chief Executive

Welcome to our Performance Report for 2015/16. This report tells you how well Avon Fire & Rescue Service (AF&RS) performed over the last year in helping to build safer and stronger communities.

AF&RS measures how well we are doing in three ways:
- Measuring interventions and outcomes;
- Monitoring compliments and complaints; and
- Measuring responses from customer surveys.

Measuring interventions and outcomes

AF&RS measures performance using a number of Local Performance Indicators (LPIs) that are designed to measure how effective we are at meeting our key purposes of Preventing, Protecting and Responding.

For each indicator we set a target and we measure our performance against that target – the results for 2015/16 are contained in this report.

Compliments and complaints

AF&RS monitors the compliments and complaints that are received and use this information to improve the service we provide. Details of the compliments and complaints can be found later in this report.

Customer surveys

A survey form is sent to victims of a domestic or non-domestic premises fire. The survey forms are returned directly to an independent research company. We use this service to gauge public satisfaction with our speed of response and performance at incidents.
How are we doing?

AF&RS continues to make good progress in reducing risk in our community by reducing the number and impact of incidents attended. We have met the reduction target that we set for all five of our incident indicators. Each incident that is prevented represents a reduction of risk in our community.

Furthermore, 39.9% of Accidental Dwelling Fires that we attended in 2015/16 required no firefighting action, a good measure of our success in prevention.

In 2015/16 we attended three fatalities in fires. Each fire fatality is a tragic event and we continue to strive towards zero fire deaths. Though the numbers are too small to measure any significance, this is the second lowest total we have on record.

AF&RS continues to provide an excellent response service to our community. We are pleased to report that all of our response standards have been met, ensuring that the vital first lifesaving response is in attendance within the time that we have said we will achieve. As part of our customer satisfaction surveys we ask people who have had a fire whether our response time was in line with their expectations. For 92% of incidents we are responding quicker than or in line with expectations.

We also answered over 98% of 999 calls we received within our target time of seven seconds.

Checking our progress

Our website www.avonfire.gov.uk has information about our monthly progress in reducing the number of deliberate fires, accidental dwelling fires and hoax calls.

We also have monthly and annual data extracts of all the incidents we attend. These are in ‘comma separated value’ format and allow anyone to download and analyse our data.
Find out more about what we are doing to reduce risk and improve our service

AF&RS publishes an Integrated Risk Management Plan that details how we will reduce risk in our community. We also publish a Corporate Plan that details how we will improve the organisation of AF&RS to ensure that we make the best use of our resources and are best placed to help create a safer and stronger community.

These documents are also available from our website www.avonfire.gov.uk

I hope that you will find our performance report useful in keeping you informed about the service we provide.

Kevin Pearson
Chief Fire Officer/Chief Executive
Performance information

Performance indicators are grouped under eight headings:

- Preventing fires.
- Responding to unwanted fire signals.
- Deaths and injuries.
- Response.
- Calls received.
- Community Safety.
- Resources and value for money.
- Health and safety.
- People.

Under each heading there is a commentary about performance and a list of the indicators.

For each indicator there are details of:

- Our target for 2015/16.
- Our performance for 2015/16 (colour coded - green if the target has been met, amber if we are near to meeting target and red if we fell short of meeting the target).
Most incident indicators are shown as an actual figure and also divided by our population or number of buildings as appropriate. We do this so we can compare our performance against other fire and rescue services. The figures we have used for our calculations are provided to us by the Government. They are:

- Population: 1,104,205
- Dwellings: 465,483
- Non-domestic premises: 33,666

**Note:** Primary fire usually means a fire involving buildings or vehicles that are fit for use. A secondary fire usually means all other types of fire unless we attend with more than five fire pumping appliances. Fires attended by five or more pumping appliances are recorded as primary fires.
AF&RS met all five of the preventing fire measure targets. Each reduction in incidents represents a reduction in risk to our community and our staff.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI 142iii</strong> Number of accidental fires in dwellings per 10,000 dwellings</td>
<td>11.9 or 530 fires</td>
<td>10.1 or 471 fires</td>
</tr>
<tr>
<td><strong>LPI 206i</strong> Number of deliberate primary fires (excluding vehicles) per 10,000 population</td>
<td>2.7 or 300 fires</td>
<td>2.5 or 272 fires</td>
</tr>
<tr>
<td><strong>LPI 206veh</strong> Number of deliberate vehicle fires per 10,000 population</td>
<td>3.7 or 411 fires</td>
<td>3.4 or 376 fires</td>
</tr>
<tr>
<td><strong>LPI 206iii</strong> Number of deliberate secondary fires (excluding vehicles) per 10,000 population</td>
<td>13.2 or 1,447 fires</td>
<td>9.6 or 1060 fires</td>
</tr>
<tr>
<td><strong>LPI NFF</strong> Percentage of accidental dwelling fires attended where no fire and rescue service firefighting action is required</td>
<td>Monitor only</td>
<td>39.9%</td>
</tr>
</tbody>
</table>

* LPI Local Performance Indicator
AF&RS met the target for the number of incidents attended generated by automatic alarm equipment. This helps to reduce risk in our community by increasing the availability of our resources and reducing the number of ‘blue light’ journeys we make.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI FAM</strong> Total number of malicious false alarms</td>
<td>Monitor only</td>
<td>306 incidents</td>
</tr>
<tr>
<td><strong>LPI FAM%</strong> Percentage of malicious false alarms not attended</td>
<td>5%</td>
<td>26% (80 out of 306)</td>
</tr>
<tr>
<td><strong>LPI 149i</strong> False alarms caused by automatic fire detection in non-domestic properties per 1,000 non-domestic properties</td>
<td>72.4 or 2,327 alarms</td>
<td>62.9 or 2117 alarms</td>
</tr>
<tr>
<td><strong>LPI 209iii</strong> Percentage of fires attended in dwellings where no smoke alarm was fitted</td>
<td>Monitor only</td>
<td>34% (185 out of 539)</td>
</tr>
</tbody>
</table>
In 2015/16 we recorded three fatalities in fires, our second lowest yearly total on record. Though each fatality is a tragic loss and we will always strive towards having zero fire fatalities, it is good that the number of fatalities in fires remains low. We do not set targets for injuries and fatalities as the numbers are too small to indicate significance. AF&RS investigates each fire fatality to ensure that we learn as much as we can to prevent further incidents happening.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI 49ii</strong> Number of deaths arising from primary fires per 100,000 population</td>
<td>Monitor only</td>
<td>0.3 or 3 deaths</td>
</tr>
<tr>
<td><strong>LPI 49iii</strong> Number of injuries (excluding where first aid or advice about precautionary check administered) per 100,000 population</td>
<td>Monitor only</td>
<td>4.3 or 47 injuries</td>
</tr>
</tbody>
</table>
Calls received

We monitor the total emergency calls received and the totals attended to calculate the attended as a percentage of the total. Incidents not attended include repeat calls (where we have already been informed of the incident) and incidents where our call challenging indicates attendance is not required.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI 001</strong> Number of 999 calls received</td>
<td>Monitor only</td>
<td>18,279</td>
</tr>
<tr>
<td><strong>LPI002</strong> Number of incidents attended as an emergency</td>
<td>Monitor only</td>
<td>10,886</td>
</tr>
<tr>
<td><strong>LPI003</strong> Percentage of 999 calls attended as an emergency</td>
<td>Monitor only</td>
<td>59.6%</td>
</tr>
</tbody>
</table>
### Response measures

We calculate our response using “Categories” which differentiate between different levels of population density. Our target is to respond to incidents where more people are based in a shorter period of time. We are pleased to report that all response targets have been met. The target for answering emergency calls was also met.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI</strong> Calls for assistance to Fire Control answered within seven seconds</td>
<td>94%</td>
<td>97.3% (19,576 out of 20,124)</td>
</tr>
<tr>
<td><strong>LPI</strong> Initial call of fire to a building in Category 1 – First appliance</td>
<td>85%</td>
<td>92% (986 out of 1,077)</td>
</tr>
<tr>
<td>attending within eight minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI</strong> Initial call of fire to a building in Category 2 – First appliance</td>
<td>90%</td>
<td>94% (99 out of 105)</td>
</tr>
<tr>
<td>attending within 10 minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI</strong> Initial call of fire to a building in Category 3 – First appliance</td>
<td>95%</td>
<td>99% (239 out of 242)</td>
</tr>
<tr>
<td>attending within 15 minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI</strong> Full Pre-determined attendance mobilised to initial call of fire to</td>
<td>95%</td>
<td>100% (1,420 out of 1,424)</td>
</tr>
<tr>
<td>a building</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI</strong> Initial call of fire to all other fire incidents – First appliance</td>
<td>95%</td>
<td>98% (2,385 out of 2,446)</td>
</tr>
<tr>
<td>attending within 15 minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI</strong> Initial call to life threatening Special Service Call – First appliance</td>
<td>95%</td>
<td>97% (289 out of 297)</td>
</tr>
<tr>
<td>attending within 15 minutes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Community Fire Safety measures

We do not set targets for our Community Safety measures as we undertake them when there is a need rather than set a numerical target. We do however monitor the number completed.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI Number of Home Fire Safety Checks completed</strong></td>
<td>Monitor only</td>
<td>9,307</td>
</tr>
<tr>
<td><strong>LPI Number of educational visits undertaken</strong></td>
<td>Monitor only</td>
<td>185</td>
</tr>
<tr>
<td><strong>LPI Number of off-station community events attended to deliver fire safety message</strong></td>
<td>Monitor only</td>
<td>242</td>
</tr>
<tr>
<td><strong>LPI Number of on-station events held where fire safety message delivered</strong></td>
<td>Monitor only</td>
<td>175</td>
</tr>
</tbody>
</table>
We have achieved one of our three environmental indicators and are just off target for the other two, evidence that we are reducing costs and helping to protect our environment. Our target to resolve IT helpdesk calls was also met.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI IT1</strong> Percentage of calls to IT helpdesk resolved within service</td>
<td>95%</td>
<td>98.4% (3,386 out of 3,441)</td>
</tr>
<tr>
<td>targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI ET2</strong> Energy consumption in KW/h (electricity, gas and heating oil)</td>
<td>-20% or 5,214,150 kwh</td>
<td>-32.6% or 4,393,055 KW/h</td>
</tr>
<tr>
<td>compared to 2011/12 baseline</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LPI ET3</strong> Carbon emission (tonnes) compared to 2014/15</td>
<td>-5% or 2,244 tonnes</td>
<td>-4.8% or 2,248 tonnes</td>
</tr>
<tr>
<td><strong>LPI ET4</strong> Water consumption (metered supply only - m³) compared to</td>
<td>-15% or 9,325 m³</td>
<td>-13.7% or 9,464 m³</td>
</tr>
<tr>
<td>2013/14</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Health and safety measures

This is the first year of AF&RS’s two new Health & Safety targets. These are three year targets and at the year one we are off target with both however we are confident that the processes are being put in place that will help achieve target at the end of the three years.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI H&amp;S1</strong> to reduce lost time in relation to work-related injuries and illnesses by 10% over the next three years</td>
<td>1,136 days/shifts lost</td>
<td>1,512 days/shifts lost</td>
</tr>
<tr>
<td><strong>LPIH&amp;S2</strong> to reduce the number of vehicle incidents in which AF&amp;RS hit something fixed or stationary and are at fault by 5% over the next three years</td>
<td>54 occurrences</td>
<td>59 occurrences</td>
</tr>
</tbody>
</table>
People measures

Though we have improved compared to last year, AF&RS has missed target on both sickness indicators, mainly due to increases in short term sickness. We continue to improve the quality and availability of information available to managers to allow them to effectively manage staff sickness and expect to see a further improvement next year. We are pleased that the target for completing Return to Work Interviews after sickness was met. We will no longer be able to quantify our duty to promote equality, instead we publish qualitative information to enable the public to make an informed judgement as to whether we are fulfilling this duty.

<table>
<thead>
<tr>
<th>Description</th>
<th>Target 2015/16</th>
<th>Actual 2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LPI 12i</strong> Number of working days(shifts) lost to sickness per Wholetime and Control uniformed staff</td>
<td>6.10 shifts lost per person</td>
<td>8.09 shifts lost per person</td>
</tr>
<tr>
<td><strong>LPI 12ii</strong> Number of working days(shifts) lost to sickness per all staff (excluding Retained Duty System)</td>
<td>6.10 shifts/days lost per person</td>
<td>8.14 shifts/days lost per person</td>
</tr>
<tr>
<td><strong>LPI HR4</strong> % of Return to Work Interviews completed within 15 days</td>
<td>90%</td>
<td>94% (354 out of 378)</td>
</tr>
<tr>
<td><strong>LPI E&amp;D2</strong> The duty to promote equality</td>
<td>Monitor only</td>
<td>Not able to measure</td>
</tr>
</tbody>
</table>
Compliments and complaints

Compliments
In 2015/16 we received 86 compliments about the service we provide. Each compliment is acknowledged and fed back to the staff involved.

Complaints
In 2015/16 we received 15 complaints about our service that were substantiated and we were at fault. While we investigate and seek to learn from each complaint we are pleased that the numbers were too few to identify any patterns.

A further 26 complaints were received which, upon investigation, were withdrawn, not substantiated or found not to be about AF&RS.

Customer satisfaction surveys
Each year we send customer satisfaction surveys to people who have been a victim of a domestic or non-domestic building incident. All responses are confidential and are administered by an independent research company.

The survey forms ask people about how well we did our job and whether the Service met their expectations. By asking questions about the gender and ethnicity of the person we have served we will also be able to make sure that we are not disadvantaging any areas of our community. As this is a national service undertaken by most fire and rescue services we are able to benchmark the findings to ensure that we are providing an excellent service.

118 people who we assisted with emergencies answered the question about how satisfied they were with the overall service we provided. 106 or 90% said that they were very satisfied with the service and 11 or 9% said that they were fairly satisfied.

Regarding response to emergencies 100 respondents expressed an opinion as to the speed of response. Of these 43 or 43% felt that the response was quicker than expected, 49 or 49% felt the response was as expected and 8 or 8% felt it was slower than expected.
## Scorecard 2016-17: YTD May 2016

### Performance

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Target 2016/17</th>
<th>YTD 2015/16</th>
<th>YTD Target</th>
<th>Amber Target</th>
<th>YTD Actual</th>
<th>Prog res</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fires</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LP142iii</td>
<td>No. of calls to accidental fires in dwellings attended</td>
<td>525</td>
<td>66</td>
<td>88</td>
<td>96</td>
<td>72</td>
<td>↑</td>
<td>9%</td>
<td>10.69</td>
<td>5.45</td>
<td>14.14</td>
<td>10.14</td>
</tr>
<tr>
<td>LP206vi</td>
<td>No. of deliberate primary fires (excluding deliberate primary fires in vehicles)</td>
<td>297</td>
<td>41</td>
<td>50</td>
<td>54</td>
<td>42</td>
<td>↑</td>
<td>2%</td>
<td>2.18</td>
<td>1.12</td>
<td>3.46</td>
<td>2.46</td>
</tr>
<tr>
<td>LP206 Ven*</td>
<td>No. of deliberate fires in vehicles</td>
<td>394</td>
<td>53</td>
<td>66</td>
<td>72</td>
<td>79</td>
<td>↓</td>
<td>42%</td>
<td>2.17</td>
<td>1.02</td>
<td>4.55</td>
<td>3.90</td>
</tr>
<tr>
<td>LP206vii</td>
<td>No. of deliberate secondary fires (excl. deliberate secondary fires in vehicles)</td>
<td>1433</td>
<td>245</td>
<td>392</td>
<td>431</td>
<td>195</td>
<td>↓</td>
<td>-20%</td>
<td>13.39</td>
<td>3.96</td>
<td>45.41</td>
<td>9.61</td>
</tr>
<tr>
<td>LP1 NFF</td>
<td>% of accidental fires in dwellings where no firefighting action</td>
<td>41.7%</td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
<td>↑</td>
<td>20%</td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
</tr>
</tbody>
</table>

### Alarms

<table>
<thead>
<tr>
<th>Measure</th>
<th>YTD Actual</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP1 FAMs*</td>
<td>Total No. of malicious false alarms</td>
<td>42</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 FAMs%</td>
<td>% of calls to malicious false alarm not attended</td>
<td>5%</td>
<td>n/a</td>
<td>21%</td>
<td>2%</td>
<td>10%</td>
<td>↑</td>
</tr>
<tr>
<td>LP1 149*</td>
<td>No. alarms caused by automatic fire detection attended (Non Domestic Props.)</td>
<td>2256</td>
<td>296</td>
<td>382</td>
<td>420</td>
<td>303</td>
<td>↑</td>
</tr>
<tr>
<td><strong>Deaths, Injuries &amp; Escapes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 49i*</td>
<td>No. of deaths arising from primary fires</td>
<td>0</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>NI 49ii*</td>
<td>No. of injuries arising from primary fires</td>
<td>11</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 143i*</td>
<td>No. injuries in accidental dwelling fires</td>
<td>8</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Response</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LP1 RS1</td>
<td>Initial call fire in Building Cat.1: First Appliance in 6mins</td>
<td>85%</td>
<td>80%</td>
<td>94% (173/185)</td>
<td>85%</td>
<td>80%</td>
<td>94% (173/185)</td>
</tr>
<tr>
<td>LP1 RS2</td>
<td>Initial call fire in Building Cat.2: First Appliance in 10mins</td>
<td>90%</td>
<td>85%</td>
<td>93% (13/14)</td>
<td>90%</td>
<td>85%</td>
<td>93% (13/14)</td>
</tr>
<tr>
<td>LP1 RS3</td>
<td>Initial call fire in Building Cat.3: First Appliance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>95% (40/42)</td>
<td>95%</td>
<td>90%</td>
<td>95% (40/42)</td>
</tr>
<tr>
<td>LP1 RS4</td>
<td>Full PDA mobilised to Initial call fire in Building</td>
<td>95%</td>
<td>90%</td>
<td>100% (341/341)</td>
<td>95%</td>
<td>90%</td>
<td>100% (341/341)</td>
</tr>
<tr>
<td>LP1 RS5</td>
<td>Initial call fire - all other: First attendance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>90% (498/459)</td>
<td>95%</td>
<td>90%</td>
<td>90% (498/459)</td>
</tr>
<tr>
<td>LP1 RS6</td>
<td>Life threatening SSCs: First attendance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>100% (47/47)</td>
<td>95%</td>
<td>90%</td>
<td>100% (47/47)</td>
</tr>
<tr>
<td><strong>Business As usual</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Call Handling</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LP1 P001</td>
<td>Number of 999 calls received</td>
<td>53</td>
<td>4122</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 P002</td>
<td>Number of incidents attended as emergency</td>
<td>1818</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 P003</td>
<td>% incidents attended as emergency/999 calls</td>
<td>52.8%</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### Community Fire Safety Activity

<table>
<thead>
<tr>
<th>Measure</th>
<th>YTD Actual</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor No. of school visits conducted by station personnel</td>
<td>53</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Monitor No. of off-station community events attended to deliver fire safety message</td>
<td>31</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Monitor No. of on-station community events</td>
<td>43</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Monitor Total HFSVs completed (this year)</td>
<td>1358</td>
<td>12698</td>
<td>30324</td>
<td>4024</td>
<td>9257</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Health and Safety - quarterly

<table>
<thead>
<tr>
<th>Measure</th>
<th>YTD Actual</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP1 ET2</td>
<td>Energy consumption in kWh (compared to 201/12 baseline)</td>
<td>-25%</td>
<td>4886252</td>
<td>0</td>
<td>reported July</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 ET3</td>
<td>Carbon emissions (compared 2015/16)</td>
<td>-5%</td>
<td>2136</td>
<td>0</td>
<td>reported July</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 ET6</td>
<td>Water consumption</td>
<td>-5%</td>
<td>8991</td>
<td>0</td>
<td>reported July</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LP1 ET8</td>
<td>Renewable energy 20% by 2020</td>
<td>20%</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

### People - Reported Monthly

<table>
<thead>
<tr>
<th>Measure</th>
<th>YTD Actual</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP1 12i</td>
<td>Working days/shfts lost to sickness wholetime uniformed staff</td>
<td>6.10</td>
<td>1.44</td>
<td>1.92</td>
<td>1.12</td>
<td>1.29</td>
<td>↑</td>
</tr>
<tr>
<td>LP1 12ii</td>
<td>Working days/shfts lost to sickness all staff (excl. RDS)</td>
<td>1.41</td>
<td>1.02</td>
<td>1.12</td>
<td>1.21</td>
<td>↑</td>
<td>7%</td>
</tr>
<tr>
<td>LP1 HR4</td>
<td>% of RTW interviews completed within 15 days</td>
<td>90%</td>
<td>95.0%</td>
<td>90%</td>
<td>85%</td>
<td>97% (70/72)</td>
<td>↓</td>
</tr>
</tbody>
</table>

### Resources and Value for Money - quarterly

<table>
<thead>
<tr>
<th>Measure</th>
<th>YTD Actual</th>
<th>% change compared to last year</th>
<th>Benchmarking Data $</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP1 HR5</td>
<td>PDR completion</td>
<td>100%</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

---

*Includes all incidents on PMS records are complete

$ source is either FG4 or CFOA

> Not currently able to measure vs. Target

** Performance: YTD Actual vs. Target

<table>
<thead>
<tr>
<th>Annual Target 16/17</th>
<th>Target figure for this year and end of reporting month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scorecard 2016-17</td>
<td>YTD Target</td>
</tr>
</tbody>
</table>

Produced: 23/06/2016
SUMMARY

A report was presented to Members at the Fire Authority meeting on 3 June 2016 informing them of the progress being made with producing the Integrated Risk Management Plan (IRMP) and a savings plan, which is in response to the spending review and reduction in government grants by 21% up to 2020.

Proposals for a new initiative following on from the Investing for the Future programme entitled Re-investing for the Future was also presented.

At that meeting it was agreed by Members that the public should be consulted on:

1. The IRMP - Area Risk Assessment
2. Plans to achieve savings totaling £5m as per the approved Medium Term Financial Plan, whilst at the same time introducing a 'Re-investing for the Future’ programme from capital receipts and capital savings.

These plans are summarised later in this report. Work on preparing the consultation has commenced and will be presented to the Committee at a later date.

Additionally, one of the functions for the Committee as outlined in the Terms of Reference is to have oversight of the preparation of Service Plans, priorities and aims, and regularly monitor their achievement. Therefore, it is recommended that progress on these initiatives are regularly reported to the Committee and this forms part of the Annual Work Plan (to be discussed under agenda item 8)

RECOMMENDATION

To agree that progress regarding the IRMP and Re-investing for the Future Programme form part of the Annual Work Plan for the Committee.
BACKGROUND

Whilst much of the following information was presented to the Fire Authority, as this report is for a new Committee and there are new Members, it was felt beneficial to include the following summary:

1. Integrated Risk Management Plan

Members are reminded that Fire and Rescue Authorities (FRAs) are required by the National Framework 2012 to produce a local IRMP that sets out the authority’s strategy in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

The priorities in this Framework are for FRAs to:

- identify and assess the full range of foreseeable fire and rescue related risks their areas face, make provision for prevention and protection activities and respond to incidents appropriately
- work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
- be accountable to communities for the service they provide.

Furthermore FRAs need to assess all reasonably foreseeable fire and rescue related risks that could affect their communities (from local fires to terrorist attacks) and put in place arrangements to mitigate these risks, either through adjusting existing provision, more effective collaboration and partnership working, or building new capability. They need to deliver effective and proportionate prevention and protection activities and be ready to respond to incidents within their areas and across the country to keep communities safe.

FRAs are required to produce a publicly available IRMP that:

- is regularly reviewed and revised and reflects up to date risk information and evaluation of service delivery outcomes
- demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way
- provides details of how FRAs deliver their objectives and meet the needs of communities through working with partners.

The Fire Authority has previously agreed that it is more beneficial for the new IRMP to cover a five year time span up to 2020, in accordance with the Government’s Spending Review and the following savings plans.

1.1 IRMP - Public Consultation

FRAs have a statutory duty to consult the public and business ratepayers, service users and others with an interest. The aim is to engage with stakeholders to help
decide how secure continuous improvement and to take a broader view of needs and priorities. This will be the means by which FRAs will routinely inform and consult their communities about how they are meeting the targets and standards set.

The Fire Services and Rescue Services Act 2004 contains no explicit statutory requirement to consult on any proposal to make any variation in the establishment. However, Secretaries of State have long considered it desirable that any such proposal should have been widely publicised, in sufficient detail and with adequate time allowed to enable any interested party to make representations.

2 Summary of Plans - Mitigating Risk and Planning for the Future

2.1 Planning

Whilst the operational and community risks within our area are wide ranging, varied and challenging, the Fire Authority currently has two key Service Delivery Strategies – the Operational Response and Community Risk Reduction Strategies.

These outline how operational and community risk is mitigated. The key areas of the original IRMP which focused on - preventing, protecting and responding are still key to this day. However, in short, the financial pressures are now greater and this has impacted on the organisation and its communities. Our communities are also increasingly diverse and the threat of natural disasters or terrorism are more prevalent since the original IRMP plans were produced. Therefore, future plans will need to reflect those changes. Any changes to plans, new initiatives or proposals are reported in an IRMP action plan.

Other organisational strategies such as the Learning and Development Strategy, the Health and Safety Strategy, Asset Management Strategy and ICT Strategy, are all designed to mitigate risk and ensure the organisation continually improves. These will need to align with the new IRMP and the plans for a Re-investing for the Future Programme.

These will be focused on making the best use of our resources, ensuring value for money and creating capacity.

2.2 Savings Plans

Following the last Comprehensive Spending Review in 2010 the Investing for the Future Programme was also introduced, which enabled the Fire Authority to make savings, but also instigate improvements to some stations. It is estimated that by the end of the last Comprehensive Spending Review period the cumulative annual savings were approximately £11m.

During that time the Fire Authority supported the Investing for the Future Programme and as a result, the new fire station at Hicks Gate was built and opened, Kingwood Fire Station was improved and the Temple Back Fire Station is being redeveloped and will be opened in the late summer of 2016.
Brislington and Keynsham Fire Stations have closed and have been replaced by the new Fire Station at Hicks Gate. This new station has been well received by staff and there are plans being discussed to expand its use in the future. Its position, together with new development of the ring road, will result in further improvements to its capability.

Substantial capital receipts from the disposal of land at Temple Back and Keynsham are expected. Whilst reports will be submitted to the Fire Authority on the options available regarding these sites, it is clear that they will result in capital receipts.

Some of these receipts will be required to repay prudential borrowing, but it is proposed that a new programme entitled ‘Re-investing for the Future’ is introduced. This will enable the Fire Authority to make improvements and benefit from the previous Investing for the Future Programme.

The Programme will consider making necessary improvements to certain stations or locations that require investment. It will also consider whether relocating stations to new sites, disposing of current sites and at the same time considering sharing any premises with other partners, is cost effective, viable or beneficial to the Fire Authority. This will include examining Bath, Yate, Patchway, Southmead and Weston-super-Mare Fire Stations. Clearly the priority is to ensure that response standards are not compromised in these decisions. This requires research, analysis, consultation with local partners and other important work. The results of this work would be presented to Members for approval.

3 Spending Review 2015 – Savings

The Fire Authority needs to make further savings and financial efficiencies up to 2020 following a 21% grant reduction. It is estimated that £5m annual savings will need to be made by the end of the period. We also need to continue to make improvements in the service and re-invest in some areas. Therefore, this will also form part of the Re-investing for the Future Programme.

The savings will be achieved from:

<table>
<thead>
<tr>
<th>Analysis of Savings 2016/17 - 2019/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
</tr>
<tr>
<td>--------------------------------------</td>
</tr>
<tr>
<td>2016/17</td>
</tr>
<tr>
<td>Employees</td>
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<td>Premises</td>
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<td>Transport</td>
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<td>Supplies and Services</td>
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<td>Other Costs</td>
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<td><strong>Total Savings</strong></td>
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All of the previous savings from the revenue budget were achieved without the requirement for compulsory redundancies and was achieved through natural attrition rates. Officers have identified that the further £2.8m in posts can be achieved using the same methodology. Therefore, there is still no need for compulsory redundancies. Estimated rates of attrition have been identified up to 2020, but due to changes in pension legislation, Officers are unable to be 100% accurate. However, so far the numbers have been on track and Officers are confident with the estimates.

Members are aware that it is increasingly difficult to achieve savings without a detrimental impact on the current standards and model of service delivery we currently provide.

£2.8m equates to a reduction equivalent to 50 firefighter posts. This is in addition to 153 posts from the operational establishment, since 2010. How and where a further reduction in posts is achieved has been a significant challenge.

Members should note that any reductions in establishment do affect the resilience of the organisation and create pressures. This is one of the main concerns of the Trade Unions.

The following plans represent changes in the crewing arrangements, but it is important to note that no stations will be closed in this financial period, operational assets will not be removed and are still available. In effect there will not be reduction in the capability of the Service. How that capability is delivered will however be affected and will change.

Members are aware that due to the rapid rates of attrition and the need to maintain the front line establishment, a number of these initiatives have had been already been implemented. Two of these changes (at Bath and Weston-super-Mare) are ‘pilots’ which will enable the change to be monitored and data gathered.

Officers have taken into account a number of factors that are important to the public, the staff and the Trade Unions when deciding upon which changes to implement.

Therefore, it was agreed to protect where possible:

- Response standards – the standards of response times agreed and accepted by the Fire Authority in 2012 (the aim is not just to get a first appliance to incidents quickly, but to mobilise enough appliances and firefighters to the incident to deal safely, whatever the situation is)
- CAST Standards (CAST) - standards developed by the FBU which provide the baseline from which risk-based emergency response planning can proceed, and including task analysis for a range of operational incidents leading to the number of operational staff required to safely deal with a range of scenarios.
- Frontline services / operational capability, where possible (these changes present no reduction in appliances or the need for station closures in this
financial period – they do however, present changes to crewing arrangements

- Key budgets – training, learning and development and health and safety have all been protected
- Conditions of Service (changes are Grey Book compliant)
- Access to leave and time off (the more pressure there is to maintain the minimum level required to crew appliances, the more difficult it is to grant short term requests for leave)
- No compulsory redundancies

3.3 The Plan - changes to operational capacity

3.3.1 Alternate/Switch crewing - Dedicated crewing arrangements have existed and the crews are exclusively available for that specialist vehicle e.g. turntable ladders and rescue tenders. Alternate/switch crewing is where the crew are available to operate more than one vehicle. As a result only one of the vehicles can be mobilised at a time.

Officers are confident that the changes involving alternate crewing are appropriate, as the Fire Authority has other resources and safe systems in place to ensure risk is minimised. Most other fire and rescue services operate the alternate crewing methodology.

3.3.2 Avonmouth Fire Station - Change crewing arrangements of the Rescue Tender – alternate crewing (change is complete) resulting in a reduction of 12 posts

Justification:

- The rescue tender was crewed with dedicated resources.
- Limited number of mobilisations to warrant continuing dedicated crewing.
- Other safe systems of work in place - provision of Rescue Pumps (four in total), a heavy transportation rescue model within Urban Search and Rescue (USAR) and the Heavy Rescue Tender at Avonmouth is still available to respond.

3.3.3 Weston-super-Mare - Change crewing arrangements of Turntable Ladder (Pilot taking place) – Alternate crewing resulting in a reduction of 12 posts.

Justification:

- The turntable ladder was crewed with dedicated resources.
- Limited number of mobilisations to warrant continuing with dedicated crewing.
- Aerial appliances from Bristol will be available. In addition, the Fire Authority has three other aerial provisions (at 12 Bath, 09 Temple and 15 Bedminster).
3.3.4 Bath Fire Station - Change crewing arrangements of Turntable Ladder (Pilot taking place) – Alternate crewing resulting in a reduction of 12 posts.

Justification:

- The turntable ladder is currently crewed with dedicated resources.
- Limited number of mobilisations to warrant continuing with dedicated crewing.
- Aerial appliances from Bristol will be available. In addition, there are 3 other aerial appliances (at Weston-super-Mare, 09 Temple and 15 Bedminster).

3.3.5 Yate Fire Station – Proposed change to crewing arrangements to a day crewed system with retained duty system staffing. This will result in a reduction of 14 posts. The original anticipated increase in housing and demographics, which resulted in changing the station to a wholetime station have not materialised in increased incidents.

Justification:

- Lowest operational activity level for a wholetime station in the organisation.
- This station will continue to have 24 hour operational cover, with 2 appliances, one wholetime and one Retained Duty System (RDS).
- Response standards can still be achieved and risk to the communities is minimised.
- The day crewing model used previously prior to becoming a wholetime station will require review, but due to the low numbers of incidents since that time there is no evidence to support this remaining a wholetime station.
- It should be recognised that the large population / business community and the need to carry out community safety work, warrants a change to a day crewed / RDS station, rather than just an RDS station.
- Whilst it is recognised that there are further plans for a substantial increase in housing in this area and that life styles can also affect risk, these properties are new build and are constructed to high standards. We are confident that this crewing arrangement is sufficient to continue to provide agreed response standards.

This proposal is the change that the Fire Brigade Union has raised most concerns about. The focus of the proposed consultation on the IRMP will concern this proposal.

3.4 Timescales

Members will note that some of these changes have been implemented as pilots and will be reviewed at an appropriate stage. With regard to the proposal to change Yate Fire Station to a Day Crewed / RDS station this will only be implemented following the consultation and approval from Members. Should this proposal be supported and approved an implementation timescale will be recommended and this
will be determined from the rate of attrition of staff from the organisation and the rate of saving to be achieved at an appropriate point up to 2020.

4. Recruitment

With the above savings and reduction in staff linked to the natural attrition / retirement rates there will come a point where recruitment will be necessary. With the plans to reduce the establishment by 50 posts and with the retirement profile for the next 4 - 5 years being 95, recruitment will need to be considered. It is proposed to recruit in the first half of 2018, which will increase establishment for a short period, where the retirement profile will then equalise this number to a fixed and projected crewing level. Should the rates of attrition change or there are other organisation pressures that would influence this date, approval will be sought from the Fire Authority to alter this date if necessary.

5. Restructure of Service Delivery

A review of the management structure within Service Delivery has taken place.

Following feedback from staff and a recognition that they are under increasing pressures, together with an analysis of performance / risk information and assessments such as the Fire Peer Challenge and recent incident command review, all these matters have led to the decision to implement a restructure.

6. The Urban Search and Rescue (USAR) Team

The USAR team will become part of the wholetime establishment. Our USAR capability is centrally funded by Government to provide 14 USAR technicians for a Level 4 incident within the country.

This change will make better use of the grant received from Government and make better use of our resources. Whilst this change does not form part of the savings plan, this will add capacity to the establishment until the levels of attrition fall beyond that point. This will help with resilience and ensure appliances are fully crewed. It will also help with creating training capacity and for staff to access more leave or time off, alleviating some of the problems with the amount of leave that has accumulated.

Whilst we need to be mindful of how this decision impacts on national capability, we are one of the FRAs in the minority of those who have a dedicated USAR Team. Therefore, this model works in other FRAs. Officers have agreed to form a working group to resolve any problems that may result.

5.3 Day duty establishment

Operational staff are also employed in roles other than frontline. Our statutory roles under the Fire and Rescue Services Act concern the delivery of community safety
initiatives and providing technical fire safety advice. Operational staff are also employed as trainers and in other non-operational roles.

Due to the pressures on the establishment and changing priorities, these roles are being revised. The objective is to ensure that best use or these resources and best value is being achieved, to create capacity to support the frontline or to be redeployed into other areas of priority.

This includes increasing resilience for support to departments and supporting corporate risk management across the service.

CONSIDERATIONS

CONTRIBUTION TO KEY POLICY PRIORITIES

The IRMP, Savings Plan and Reinvesting for the Future Programme outlined in this report are important matters for the Fire Authority. The changes ensure community risk is mitigated to its lowest possible level whilst also ensuring a balanced budget is achieved. Agreement on the recommendations within the report will assist with certainty, stability and direction for to the organisation up to 2020.

FINANCIAL IMPLICATION

The financial implications are those as set out in the report. The actions identified will ensure that the Fire Authority can deliver its medium term financial plan in good time. Work will be ongoing to identify any additional savings or efficiencies.

LEGAL IMPLICATIONS

The Legal Implications are also set out in this report.

EQUALITY & DIVERSITY IMPLICATIONS

Those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Fire Authority is required to pay due regard to the impacts of organisational changes and, as and when required, Equality Impact Assessments (EIA) are carried out. Outcomes are used to influence organisational strategies or plans.

CORPORATE RISK ASSESSMENT
The Fire Authority has a Corporate Risk Register in place and this is regularly reviewed. The plans, proposals and organisational changes outlined in this report are designed to mitigate organisational risk to its lowest possible level, where possible.

It should be noted that the main risks highlighted within the report concern the impact on the organisation’s resilience when reducing staff numbers and the impact on maintaining the current model of Service Delivery. Therefore, Members should note that Officers have, where possible, paid consideration to the risks and instigated organisational changes and made recommendations accordingly.

ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS

None

HEALTH & SAFETY IMPLICATIONS

It should be noted that the H&S implications of each decision was a prime consideration. This was from an operational perspective, regarding the changes to crewing arrangements, and where reducing resources, organisational change and uncertainty can cause pressures on staff.

Staff and the trade unions have been consulted on these matters and a communications strategy is in place. Whilst all concerns or changes which affect the personal circumstances of staff cannot be alleviated we are working with staff to alleviate as many concerns as possible.

List of background documents:
Corporate Plan 2015 to 2018
Fire and Rescue National Framework 2012
Operational Response Strategy 2014 to 2017
Community Risk Reduction Strategy 2014 to 2017
Learning and Development strategy 2016 to 2020

Report Contact:
Lorraine Houghton, Temporary Deputy Chief Officer (Extension 234)
SUMMARY

The purpose of this report is to consider and comment upon the Learning and Development 2016-2020.

RECOMMENDATIONS

To endorse the Learning and Development Strategy 2016-2020

BACKGROUND

About the Strategy

Our Service Management Board is committed to protecting the learning and development of our staff as much as possible especially during these times of austerity. This has been supported by the Members of the Fire Authority who have agreed that the development of our staff must be a priority going forward in line with our strategic aims.

There is an increasing expectation for our staff to have more diverse roles and a greater understanding and use of technology. Other issues such as an ageing workforce, a decrease in exposure to skills and experiences gained on operational incidents, and potential changes in national and local structures are all issues that the Fire Authority and subsequently this Learning and Development Strategy (see the Appendix) needs to take into consideration.

Purpose of the Strategy

It is recognized that the staff employed by the Fire Authority are our greatest asset and it is essential that they receive the highest level of support possible to see us through these challenges. This support will be assisted by this Strategy which will set out clear objectives on the key priorities we will focus on over the next four years with regard to learning and development.
Sign off of audits and Peer Review

This strategy is linked to the audit reports and findings of the Health and Safety BS 18001 (item 21) audit and the Peer Review carried out 2015 (3.4/9.1/9.2 Peer Review action list). This strategy and embedding it will sign off the action plans associated with the above audit findings.

Linkage to other documents

The below flowchart indicates the layout of the service plans and strategies, this shows the relationship with other strategies within the service and the 'golden thread' principle of working and linking within the Vision, Mission, Corporate plan and objectives of the Fire Authority.

Review and monitoring

The ongoing monitoring of the Strategy and the ability to measure the outcomes is within the Action Reports, where the strategic objective is described and linked to one of the 5 Operational Themes. This is then broken down into specific action plans with
owners, timeframes and resource requirements. A traffic light system is in place to monitor each action is on target.

CONSIDERATIONS

CONTRIBUTION TO KEY POLICY PRIORITIES

FINANCIAL IMPLICATIONS

The following training course resources have been included in the Fire Authority’s medium term financial plan and 2016/17 budget.

<table>
<thead>
<tr>
<th></th>
<th>2016/17 (£’000s)</th>
<th>2017/18 (£’000s)</th>
<th>2018/19 (£’000s)</th>
<th>2019/20 (£’000s)</th>
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</thead>
<tbody>
<tr>
<td>Training Budgets</td>
<td>446</td>
<td>456</td>
<td>464</td>
<td>478</td>
</tr>
<tr>
<td>Severn Park Fire and Rescue Service Training Centre</td>
<td>532</td>
<td>550</td>
<td>561</td>
<td>572</td>
</tr>
<tr>
<td>Total</td>
<td>978</td>
<td>1,005</td>
<td>1,025</td>
<td>1,050</td>
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LEGAL IMPLICATIONS
Compliance with the Health and Safety at Work etc. Act 1974.

DIVERSITY IMPLICATIONS
Equality Impact Assessment undertaken

CORPORATE RISK ASSESSMENT
Captured under CR4 Corporate Risk Register-Recruitment and Training (Risk level 4-Low)

ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS
None.

HEALTH & SAFETY IMPLICATIONS
Compliance with the 1974 Act and the BS18001 H&S audit

APPENDIX
**List of background documents:** *(state if none)*
Chief Fire Officer Association (CFOA), Professional Firefighter Framework.

**Report Contact(s):**
Rob Davis ACFO & Director of Service Delivery (Risk Reduction and Learning and Development) (Extension 234)

Neil Liddington, Area Manager of Service Delivery (Head of Risk Reduction and Learning and Development) (Extension 234)
LEARNING & DEVELOPMENT

Strategy

2016-2020
Our vision
For our people to be motivated and inspired to make all of our communities safer.

Our mission
To improve public safety through preventing, protecting and responding.

Our values
- Integrity
- Trust
- Respect
- Learning
- Can-do
- Openness
Foreword

Avon Fire & Rescue Service (AF&RS) covers the four unitary areas of Bath and North East Somerset, Bristol City, North Somerset and South Gloucestershire. These are places that can and should be where everyone can live, work, and enjoy safe and fulfilling lives.

Achieving this is no easy task but we shall strive to reduce the risks faced by local people, communities and our staff while improving their wellbeing and safety.

We have ambitious plans set against a number of challenges, not least to reduce our budget over the next four years in line with the government’s second Comprehensive Spending Review (CSR). This will not deter us and through this strategy we will continue to provide an effective and efficient service and that our people are professionally trained, developed and supported in their roles.

We expect organisational change throughout the period of this strategy. The need to achieve greater efficiencies and improvements in every aspect of the Service will continue against a backdrop of an increased risk in our communities such as the changing environment and the threat of terrorist activity.

Our Service Management Board is committed to protecting the learning and development of our staff as much as possible especially during these times of austerity. This has been supported by the Members of Avon Fire Authority (AFA) who have agreed that the development of our staff must be a priority going forward in line with our strategic aims.

There is an increasing expectation for our staff to have more diverse roles and a greater understanding and use of technology. Other issues such as an ageing workforce, a decrease in exposure to the skills and experiences gained on operational incidents, and potential changes in national and local structures are all issues that the Service and subsequently this Learning & Development Strategy needs to take into consideration.

Our status as one of the most highly regarded and efficient public services is very important to us and, as such, Avon Fire Authority will strive for continuous improvement by taking an innovative, imaginative and partnership based approach to risk management, emergency response and learning and development.

It is recognised that the staff employed by Avon Fire & Rescue Service are its greatest asset and it is essential that they receive the highest level of support possible to see us through these challenges. This support will be assisted by this strategy which will set out clear objectives on the key priorities we will focus on over the next four years with regard to learning and development.

Elected Members will also be supported to enable them to fully embrace their leadership and governance role.

The key priority for Avon Fire & Rescue Service is ensuring that the public’s expectation of us is met and that the services we provide are efficient and of the highest quality. We are determined that our emergency response arrangements, alongside our commitment to reduce risk through protection and prevention activities, are designed to ensure both public and firefighter safety and as such we will ensure our staff are well supported and their health, safety and welfare is a priority.
Developing our strategy

In developing our strategy we have listened to and taken account of stakeholder groups, relevant legislation and documentation – including central and local Government, the public, our partners our internal departments and Elected Members of Avon Fire Authority.

We fully recognise the very important role we have to play as strategic partners within the Local Government framework. Therefore we have sought the views of key stakeholders and taken account of legislation, horizon scanning, local knowledge, discussion groups, local priorities, empirical data, existing policies and procedures and other relevant documentation in developing a strategy which represents the long-term approach of our Learning and Development Department.

Our Learning & Development Strategy also consolidates legislative and guidance documents into appropriate actions.

The following legislation and guidance sets out the expectations of central Government in delivering our services to the public:
- Fire and Rescue Services Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Equalities Act 2010
- Health and Safety at Work Act 1974
- Civil Contingencies Act 2004

The Learning & Development Strategy has taken into consideration important internal documents such as policies and department and team objectives. This strategy represents part of the Service’s ‘golden thread’, alongside the following documents (in order of hierarchy):
- AF&RS Vision
- Mission Statement
- Organisational Strategic Aims
- Corporate Plan
- Integrated Risk Management Plan
- Unit Objectives (i.e. Health and Safety, Unitary Plans & HR etc.)
- Team Objectives (i.e. Station Plans, CYP, Operational training Plans)
- Sub Team Objectives (i.e. Watch Targets, TFS Audit statistics, Incident Command competency %)
- Individual (i.e. Personal Development Review PDR Personal Improvement Plans PIP and Personal Development Plans PDP)
- Other relevant documentation which has been referenced as part of this strategy includes, but are not limited to:
  - National and Local Risk Registers
  - Fire Peer Challenge audits
  - Local Authority Joint Strategic Needs Assessments (JSNAs)
  - Government CSR
  - Crime and Disorder Act
  - Avon Census

However effective our risk reduction strategies are, there remains the need to be in a position of operational preparedness as there will always be emergencies within our area and we must have a capability to respond. The potential risks across our area have been assessed as part of the Integrated Risk Management Plan (IRMP). The IRMP is the overarching document which gives the direction of travel to this strategy which then breaks down into the areas of learning and development our staff need to be able to prepare for and subsequently deal with the emergencies which ultimately may occur within our geographical area. We will continue to ensure that our firefighters have the best equipment and training available therefore ensuring as a Service that we support them in their health, safety and welfare.
Developing our strategy

Major partners
- CLG / Home Office
- Audit
- Public & staff
- Other Blue light partners
- Good practice
- Benchmarking
- Representative bodies

Vision
For our people to be motivated and inspired to make all of our communities safer

Mission
To improve public safety through preventing, protecting and responding

Values
- Integrity
- Trust
- Respect
- Learning
- Can-do
- Openness

Corporate Plan and objectives
- Become more effective and efficient
- Make the Avon area safer by preventing, protecting and responding
- Support our staff

Integrated Risk Management Plan (IRMP)

Community Risk Reduction Strategy

Learning and Development Strategy

Operations Response Strategy

Unitary Area Plans

Department Plans

Individuals’ objectives, targets, and personal development reviews
Our priorities and aims

Our aim is to maintain a workforce that is competent and safe in their diverse roles, whilst ensuring, where possible, staff have opportunities, choice and pathways for promotions and development and are able to gain skills in specialist areas. We hope to bring positive change through opportunities, allowing staff to reach their full potential and understand how they can have a fulfilling, challenging and worthwhile career. We must also ensure appropriate succession to enable individuals to have foresight, opportunity and choice to meet the Service requirements.

The community risk is changing and we must be prepared for any eventuality including terrorism, animal rescues, and severe flooding. We must be flexible in our approach to response, and have the ability to develop and learn new skills, thereby ensuring the safety of the community and our staff.

However we are faced with significant financial pressures which means our learning and development must be streamlined, relevant and timely. In this challenging financial climate there are opportunities to explore and capitalise on partnership working. Whether this is with the private sector, or other public sector partners, we should ensure we are delivering the most effective and economic training and development which can be provided.

With the reduction of operational fire incidents, training becomes even more important so we must create realistic, safety critical training to ensure that when incidents occur the workforce is prepared.

The Fire Authority has allocated the following budgetary provision for training for the next four financial years in support of the Learning & Development Strategy. This is to ensure that this realistic and valuable training is at the forefront of the commitment to ensure the welfare and safety of staff remains a strategic priority.

<table>
<thead>
<tr>
<th>Training budget allocations (£’000s)</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
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The current workforce will have experienced significant changes to the way we deliver training over the years. It has become necessary to be smarter with course allocations to ensure we maximise the efficiency of training events. The consequence of this is an expectation that our staff may have to commit to training events outside of their normal shift patterns, and have a flexible approach to the training provided.

Making it happen

Professional workforce

Now more than ever, there is a need to maximise the skills and adaptability of the workforce to face any future challenges. We will ensure that by investing in skills today, we will be more likely to produce high returns in the form of improved outcomes in the future.

Outstanding leadership

We will make leadership key to implementing organisational strategy, fostering an environment that supports change and transformation, and sustaining high performance teams.

Operational competence

We will ensure that staff have the necessary skills, knowledge and understanding in order to fulfil the vast array of operational and non-operational demands placed upon them, therefore developing a safe and competent workforce.

Organisational excellence

Organisational excellence is the delivery of a sustainable, enhanced performance that meets and exceeds expectations. It addresses how the culture of the workforce and organisational transformation can continue to deliver a fire and rescue service that is community focused and provides value for money services.

Sustainable workforce

A sustainable workforce is a potential outcome of medium to long term strategic planning which will be facilitated by this document. We view our people as valuable individuals and do not simply focus on the short term; enabling them to plan for the future with regards to their requirements.
Our directions of travel
Theme one - Professional workforce

What is a professional workforce?
A professional workforce has the core skills required to carry out its function, set against specific standards.
National Occupational Standards (NOS) have been set out by the Skills for Fire & Rescue as part of the Fire Professional Framework. The aim is to develop common standards for fire and rescue services in the delivery of prevention, protection, response and National Resilience services.

As well as the NOS for operational staff, all support staff have specific job descriptions against which they are assessed for competency through the PDR process. This process allows the individual, their line manager and the organisation to discuss potential development pathways which will benefit all, thereby ensuring they have the core skills required not only for their current position but also preparing them should they wish to develop into other roles or management positions.
This will assist in the development of core, generic managerial skills required for fire and rescue service professionals. These skills will form a developmental pathway for all staff within the service.

Working under testing conditions, such as with limited resources, a reduced workforce, and loss of skills as a result of retirement requires us to create a workforce that is better equipped to operate in a more dynamic, knowledge based work environment.

Why is this a key area of focus?
Strategic workforce planning will help to get the best out of our talent by providing an accurate picture of the availability, composition, age structure and capabilities of the workforce.
AF&RS will develop valid assessment methods and tools that measure the competencies and skills required of the changing workforce and workplace.
We will also ensure that all staff have the opportunities to map their career pathway and that there is transparency in the developmental opportunities available to them, be that horizontal (at their existing management level) or vertical (through the hierarchy of the organisation).

What are we going to do?

• Ensure all relevant policies across learning and development are reviewed, in date and fit for purpose.
• Ensure all relevant training is benchmarked against National Occupational Standards (NOS) where applicable.
• Ensure succession planning is a priority across the whole organisation.
• Ensure specialist training is available in a timely fashion to those identified.
• Ensure that the planning process for core competencies provides an early warning system for potential out-of-date occurrences.
• Ensure that we have the competent assessors required within our organisation to verify standards across all relevant training evolutions.
• Actively encourage all staff to undertake self-development, including sponsorship and bursaries, where resources permit.
• Commit to support learners with difference.
• Ensure that all Support Staff are able to maintain their continuing professional development needs and that they are, where possible, prepared for career development opportunities via the pathways laid out for them.
Theme two - Outstanding leadership

What is outstanding leadership?
Consistently effective leadership is key to implementing organisational strategy, fostering an environment that supports change and transformation, and sustaining high performance teams. Leadership traditionally has been focused on the leader and not the people who will be led.

AF&RS therefore carried out a study of the attributes required of its leaders, as seen by followers, to be able to guide its development strategy in this important area. The study identified the following consistent requirements the ‘followers’ saw as essential in outstanding leadership:
- Excellent communication skills
- Consistency
- Empathy
- Delegated empowerment

Why is this a key area of focus?
Leadership by definition is: the action of leading a group of people or an organisation, or the ability to do this.

The current changing environment in which the fire and rescue service exists requires leaders to be able to navigate the potential hurdles and take advantage of the opportunities which manifest themselves.

Historically, leadership within the fire and rescue service has predominantly been focused on the incident ground. With a growing need to collaborate with partners outside of the fire sector and the requirement for our support staff to receive clear and strong leadership, this focus needs to be widened.

The ability to lead beyond authority, in other words outside of the hierarchal chain of command, requires different skills and abilities hence the importance for the Service to focus on leadership as part of the overall Learning & Development Strategy.

What are we going to do?
- Review the Assessment & Development Centre (ADC) process including, annual programme, external qualifications (such as IFE) and communication to candidates.
- Introduce a pathway for development which is visible to all including the necessary training, qualification, experience and Personal Qualities and Attributes required.
- Our Maintenance Of Skills Training (MOST) recording system will be used to show a pathway for development and career progression.
- Review and fully embed a Personal Development Review (PDR) process to ensure all staff have a quality PDR within the time scales identified. Personal Development Pathways will be linked to job descriptions and role maps as will Personal Improvement Plans.
- Empower our workforce to take leadership forward by providing opportunities such as leadership seminars, 360 degree appraisals, assisting in talent management and acting as engagement champions.
- Ensure senior management actively engage with the workforce via station visits, Ask the Chief forums and staff engagement forums.
- Provide communication training where required such as Neuro-Linguistic Programming (NLP).
- Enhance the Service’s coaching and mentoring pool to support further the development of our staff.
- Work with our emergency service partners on the development of collaborative opportunities in the field of leadership development.
Theme three - Operational competence

What is operational competence?
AFRS operational employees work in ever changing critical environments. Individuals can be called upon at any time to respond to a wide range of emergency situations.
Avon Fire & Rescue Service has a duty:
- To ensure that operational staff have the necessary skills, knowledge and understanding in order to fulfil the vast array of operational demands placed upon them.
- To develop a safe, and competent operational workforce
- The main aspects of operational competence are:
  - Technical skills: The firefighter or commander having the required skills, knowledge and understanding to perform their routine duties.
  - Management and leadership skills: This relates to the ability to set direction, manage allotted activities, prioritise and balance demands of the role; and develop confidence and resilience.
  - Working with others: This involves problem solving and dealing with change in an organised, and safe and systematic way.
  - Multi-agency collaboration: Working as part of a team and in partnership with other agencies to reduce risk and safeguard communities.

Why is this a key area of focus?
Dealing with emergencies is core to our role; this is where risk is at its highest. Operational competence must have real meaning in this context. A person is operationally competent only when they can apply their skills, knowledge and understanding at operational incidents or in realistic simulation.
Designing and implementing an operational competence framework is about ensuring that operational firefighters and commanders have the right skills to deliver public safety by applying recognised operational procedures (or effectively applying operational discretion) and complying with appropriate health and safety legislation. These skills, where applicable, will be linked to our partner agencies working in the field of public safety, such as the ‘Prevent’ agenda.
We recognise that the requirements of our Service are changing, and now include areas including fire, flood rescue, road traffic collisions, terrorist incidents and animal rescue. The change in our community risk results in the need to ensure that we maintain a workforce that is competent and safe within their respective and diverse roles.
Understanding the changes within our community risk is key to ensuring our response activities, as well as, ensuring our risk reduction focus is effectively targeted.

What are we going to do?
- Ensure that all staff have access to the risk critical courses that are required for their role within the appropriate time frame.
- Ensure that sufficient mechanisms are in place to develop under performance in risk critical training events. Where appropriate, document and record learning and development and maintenance of competence within our FireWatch system.
- Ensure all relevant Course Training Plans are held centrally and are version controlled. Where Course Training Plans are held by a third party version control should also exist.
- Maximise all course places through effective and efficient planning.
- Design and implement an evaluation system for all relevant training courses, ensuring they are achieving the objectives stated in the Course Training Plans.
- Develop and review our e-learning packages, and ensure the e-learning platform is accessible for all staff.
- Ensure we prioritise our training in line with local and national risks.
What is organisational excellence?
Organisational excellence is the delivery of a sustainable, enhanced performance that meets and exceeds expectations. It addresses how the culture of the workforce and organisational transformation can deliver a future service that is community focused and provides value for money services.

Why is this a key area of focus?
• In 2014, the Operational Assessment and Fire Peer Challenge processes were updated to take account of changes within the sector and to also reflect the challenges facing FRSs as they manage reducing budgets whilst seeking to improve, thrive and innovate.
• In addition to reviewing the operational elements of the self-assessment, Fire Peer Challenge now also focuses on leadership, governance, corporate capacity and financial planning and how Fire and Rescue Authorities (FRA) deliver outcomes for the communities it serves.

The Operational Assessment and Fire Peer Challenge process is designed to:
• Form a structured and consistent basis to drive continuous improvement within the fire and rescue service.
• Provide Elected Members on fire authorities, and Chief Officers, with information that allows them to challenge their operational service delivery, and their organisational effectiveness, to ensure they are efficient, effective and robust.

The Operational Assessment and Fire Peer Challenge will:
• Assist the FRA to identify its service’s strengths and areas to explore.
• Inform the FRA’s strategic improvement plans.
• Deliver a robust process for assessing operational performance.
• Complement, not duplicate any national requirements for financial audit, including the value for money judgement.
• Be used as a tool to assist FRAs in the identification and dissemination of notable practice.
• Be flexible in design and simple in delivery.

What are we going to do?
• Publish the Learning & Development Strategy and ensure relevant stakeholder agreement, such as Service Management Board and representative bodies
• Ensure a robust corporate training needs process is in place to prioritise all operational and support staff training.
• Produce a clear process for succession planning across the service linked to PDR, PDP and PIP process.
• Review the Service’s Continuing Professional Development (CPD) process.
• Continue to engage with Elected Members via the Learning and Development forum to ensure appropriate governance and support from the Fire Authority.
• Ensure we investigate all opportunities to learn from our own and other sectors locally, regionally, nationally and internationally via such routes as peer review self-audit, CFOA and so on.
What is a sustainable workforce?
A sustainable workforce is a potential outcome of medium to long term strategic planning reviews carried out by our organisation to ensure we focus on our employees, enabling them and us to plan for the future with regards to workforce requirements.

Creating and maintaining a sustainable workforce requires us to take appropriate action to: recruit and retain the right workforce; address key future and occupational skill shortages; promote jobs, careers and the concept of employability; identify, develop and motivate talent; and address diversity and inclusion issues.

We also must ensure we signpost our staff to development opportunities within the organisation to best utilise the inherent latent talent that our workforce possess.

Why is this a key area of focus?
Workforce planning is about us predicting the future demand for different types of staff and skills and seeking to match this with supply. Effective workforce planning is an important tool to help us optimise our resources and build capacity in a structured, planned and cost effective way.

The following are some of the reasons why a sustainable workforce is a key area of focus for our service:

- Addresses the impact of external challenges.
- An organised, planned workforce focusing on the right things aligned to key business priorities should improve customer satisfaction, value for money and performance.
- Organisational capacity for change is linked to workforce capabilities and motivated and engaged staff.
- A continually refreshed, skilled workforce is more likely to regularly deliver improved high performance and customer excellence.
- Supporting staff when things go wrong in and outside work is likely to translate to improving performance.
- The more diverse and representative of our communities the workforce is, the better equipped organisations will be to understand and deliver customer service.

What are we going to do?
- Actively explore new and innovative ways of delivering relevant induction training to all new operational and support staff and FA members.
- Focus on medium to long term learning and development requirements linked to IRMP and corporate plans such as succession planning and experience loss.
- Ensure line managers assist in the development of their individuals in line with short and medium term succession planning needs via PDR, PDP, or PIPs.
- Carry out, when needed, cultural reviews.
- Recruit to ensure the sustainability of the current ageing workforce.
- Ensure where possible recruitment represents the diverse communities we serve.
- Develop the Training Management Group (TMG) to shape learning and development direction for the future, including the financial impact of training and needs of the organisation over the medium to long term.
- Ensure gaps in development between management levels are addressed by offering, where appropriate, the relevant training and/or exposure required to bridge the gap when the opportunity prevails.
- Learn from others with a local, regional national and international context.
Translating this strategy into action

The Learning & Development Strategy will ensure our workforce is competent and safe within their respective roles, thus creating a safe organisation that prides itself on best practice and minimises risk to staff and communities. An evaluation process will be implemented for training events where the Learning and Development Department will listen to staff feedback and ensure appropriate steps are taken to rectify learning barriers.

The Learning and Development Department will regularly ensure they are taking all steps necessary to have information available on opportunities for development through ADC and/or promotion processes and for opportunities for staff to develop into specialist or existing roles. These opportunities will be transparent and encourage a happy self-motivated workforce that strives to be the best they can be.

Career pathways will be developed for both operational and support staff which will give guidance and direction on how to reach their full potential within our organisation. This plan takes into consideration all of the staff which work for AF&RS and as such we must ensure that everyone is given the opportunity, when appropriate, to reach their potential so that their career is fulfilling.

Our next steps...

The Learning and Development Department and teams will produce action plans against each strategic objective that falls within their area of responsibility. Target completion dates as well as progress reviews will be carried out over the period of this strategy with each objective signed off before 2020, the lifespan of this Learning & Development Strategy.