13 October 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 21 October 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
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 Kathlin Baty 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 exemption 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. **APOLOGIES FOR ABSENCE** - Notification of substitutes should have been received by the Clerk prior to the meeting.

2. **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.

3. **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.

4. **CHAIR’S BUSINESS**

5. **MINUTES OF THE COMMITTEE MEETING HELD ON 15 JULY 2016**

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. **PERFORMANCE REPORT**

8. **INTEGRATED RISK MANAGEMENT PLAN, SAVINGS PLAN AND RE-INVESTING FOR THE FUTURE INITIATIVE – UPDATE**

9. **MANAGEMENT OF SICKNESS**

10. **HOME FIRE SAFETY - CASE STUDY**

11. **UPDATE ON HICKS GATE FIRE STATION AND POTENTIAL FUTURE PLANS**

12. **ENERGY AND ENVIRONMENTAL PERFORMANCE - UPDATE**

13. **DATE OF NEXT MEETING – FRIDAY 20 JANUARY 2017 (10.30am)**
AVON FIRE AUTHORITY

PERFORMANCE REVIEW AND SCRUTINY COMMITTEE

15 JULY 2016

PRESENT: Councillors Davis (left at 12.00 noon) Davies (substitute for Stevens, left at 12.00 noon) Dudd, Phipps, Shelford (arrived 10.50am) and Windows.

Chris Taylor represented Fire Brigade Union.

The meeting started at 10.30am

1 ELECTION OF CHAIR

The Clerk to the Fire Authority requested member’s confirmation of Councillor Davis as Chair.

RESOLVED, that Councillor Davis to chair the Committee.

2 APOLOGIES FOR ABSENCE

Apologies were received from Councillors N Barrett and Stevens.

3 EMERGENCY EVACUATION PROCEDURES – The Chairman drew attention to the emergency evacuation procedures as set out in the Agenda.

4 DECLARATION OF INTERESTS – The Chairman drew attention to the requirements of the Code of Conduct as set out in the Agenda.

5 CHAIRMAN’S BUSINESS – The Chairman requested that Item 8 on the agenda (Annual Work Plan) be moved to the end of the meeting.

6 PUBLIC ACCESS - None

7 TERMS OF REFERENCE

Members considered the Terms of Reference for the Performance Review and Scrutiny Committee.

RESOLVED, that the Terms of Reference be noted.
The Corporate Performance Manager summarised the Performance Report stating that the two main areas of focus were:

- The Performance Report from the last financial year - The Performance Report was previously a statutory obligation under the Best Value Performance regime which ended in 2008. It is no longer a statutory obligation to produce a report but it is seen as prudent to be transparent to the public by way of the report. It was outlined that all the indicators had met their target other than sickness.

- The Performance Scorecard – the scorecard displays monthly performance progress and compares annual targets, year to date targets, positive or negative progress and comparisons to national benchmarking data.

The Corporate Performance Manager reported that in terms of sickness the target was to have no more than 6.1 shifts of days lost per member of staff per year. This would replicate the best performance year of 2011/12. There was some discussion amongst Members relating to monitoring sickness and the Deputy Chief Officer (DCO) assured members that the Bradford System is in place to identify any sickness issues. Response standards were discussed by Members and the DCO drew attention to the fact that standards are still being achieved despite a reduction in staff. A Member wished it to be recorded that obtaining objectives in spite of staff reductions reflects well on the Authority and its staff.

A Member requested operational assessments be examined when deaths in fire occur to assess if methods could be improved.

RESOLVED, that the report be noted.

The Chairman requested that in future the Scorecard is presented on A3 paper to aid viewing and analysis.

The DCO reiterated on the report presented to the Fire Authority meeting on 3 June 2016. Progress was reported on 2 initiatives:

- The IRMP – Area Risk Assessments
- Plans to achieve savings totalling £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 at a later date.

A Member suggested that as part of the work plan complete operational assessment is scrutinised, looking at a range of responses that are dealt with and then examining
the range of capability of equipment. It can then be ascertained how many appliances are necessary are going forward.

RESOLVED, that progress regarding the IRMP and Reinvesting for the Future Programme would form part of the Annual Work Plan for the Committee.

The Chairman requested that a glossary of terms be produced for Committee Members.

11 LEARNING AND DEVELOPMENT STRATEGY 2016-2020

The Assistant Chief Fire Officer presented a report on the Learning and Development strategy for 2016 - 2020. The Strategy sets out the objectives on the key Learning and Development priorities to be focused on over the next four years.

Members discussed Learning and Development funding and a discussion ensued around the development of a trading arm for the Fire Authority to generate revenue. This is to be discussed at greater length at the next Fire Authority Meeting on 22 July 2016.

RESOLVED, to endorse the Learning and Development Strategy 2016-2020

12 ANNUAL WORKPLAN

The Annual Work plan was discussed by Members.

RESOLVED, that the following form the basis of the Annual Workplan

- The Scorecard is to reviewed at each meeting
- IRMP matters are to be reviewed at each meeting
- 2 /3 reports to be presented for each meeting with topics to include:
  - Annual Operational Incident Statistics
  - Management of sickness absence
  - Prevention measures case study
  - Hicks Gate - update
  - Health and Safety - vehicle incidents
  - Update on enforcement activity
  - Learning from Serious Case Reviews
  - Training arrangements

The meeting closed at 12.10pm
AVON FIRE AUTHORITY

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<th>MEETING:</th>
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<td>MEETING DATE:</td>
<td>21 OCTOBER 2016</td>
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<tr>
<td>REPORT OF:</td>
<td>CHIEF FIRE OFFICER / CHIEF EXECUTIVE</td>
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<td>SUBJECT:</td>
<td>PERFORMANCE REPORT</td>
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SUMMARY

The purpose of this report is to inform the Committee on the organisation’s performance against targets for the first five months of 2016/17

RECOMMENDATION

To note the report.

BACKGROUNDS

Summary of the Performance Scorecard August 2016

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

- Performance,
- Corporate risks,
- Community risks.

Members are reminded that the scorecard (see the Appendix) 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 five months (April – August) 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 42 recorded in August
against a target of 33. Year to date 179 have been recorded against a target of 164.

**Alarms**

The number of attendances to Automatic Fire Alarms (AFA’s) in non-domestic premises has met target. 8% (7 out of 91 incidents) of Malicious False Alarms were successfully call challenged, meeting the 5% target.

**Deaths, injuries and escapes**

Zero fire fatalities have been recorded. 31 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 96.5% answered within the seven second target.

**Call handling**

8,219 calls for emergency assistance have been received and 4,809 (58.5%) were attended under emergency conditions.

**People**

Both sickness indicators are off target, however we are making good progress.

Return to work interviews completion is on target.

Personal Development Reviews have been undertaken for 81% of staff (693 out of 851). Our target was to complete for all staff by the end of August. We are taking action to ensure that Reviews are undertaken for the remaining 158 staff.

**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 the first quarter of financial year 2016/17.

For incident data we compare favorably for Accidental Dwelling, Deliberate Primary (excluding vehicle) and Deliberate Secondary fires but less good for
Deliberate Vehicle fires and Attendance at Alarms. Performance for Attendance at Alarms is very much an outcome of the Authority’s attendance policy.

Sickness benchmarking shows that though we are off target we are performing better than average against other Fire and Rescue Authorities.

**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:

- Corporate Plan 2015/18
- The Fire Service National Framework
- 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 Act 1974

**DIVERSITY IMPLICATIONS**

Equality impact assessments are carried out in all aspects of the Fire Authority. 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 Authority, in particular CR1 and CR15.

**ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS**

None

**CRIME AND DISORDER REDUCTION IMPLICATIONS**

Targets and objectives are set to contribute to making improvement in this area. Progress and improvement is monitored closely at the Performance and Risk Management Forum.

**HEALTH & SAFETY IMPLICATIONS**

None

**APPENDIX**
List of background documents:
None

Report Contacts:
Rob Davis, Assistant Chief Fire Officer (Ext 346)
Simon Flood, Corporate Performance Manager (Ext 358)
## Scorecard 2016-17: YTD Aug 2016

### Performance

| Measure | Annual Target 2016/17 | YTD 2015/16 | YTD Target | Amber Target | YTD Actual | Prog. res. | % change compared to last year | Benchmarking Data |
|---|---|---|---|---|---|---|---|---|---|
| **Fire** | | | | | | | | | |
| LP143ii* No. of calls to accidental fires in dwellings attended | 1% reduction | 525 | 184 | 219 | 241 | 170 | ↑↑ | -8% | n/a |
| LP206ii* No. of deliberate primary fires (excluding deliberate primary fires in vehicles) | over | 297 | 106 | 124 | 136 | 99 | ↑↑ | -10% | 0.53, 0.19, 0.91 |
| LP206 Veλ* No. of deliberate fires in vehicles | previous | 394 | 146 | 164 | 181 | 179 | ↓↑ | 23% | 0.52, 0.16, 1.39 |
| LP206ii* No. of deliberate secondary fires (excl. deliberate secondary fires in vehicles) | targets | 1433 | 603 | 804 | 884 | 814 | ↑↑ | -15% | 3.11, 0.79, 9.23 |
| LP1 NFF% of accidental fires in dwellings where no firefighting action | Monitor only - last year 36% | 44.7% | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| **Alarms** | | | | | | | | | |
| LP1 FAMS% Total No. of malicious false alarms | Monitor only | 91 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| LP1 FAMS* % of false alarms not attended | 5% | n/a | 31% | 5% | 2% | 3% | ↑↑ | -10% | n/a, n/a, n/a |
| **Deaths, Injuries & Escapes** | | | | | | | | | |
| NL 49i* No. of deaths arising from primary fires | Monitor only, last year 3, YTD 1 | 0 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| NL 49ii* No. of injuries arising from primary fires | Monitor only, last year 45, YTD 19 | 31 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| **Response** | | | | | | | | | |
| LR01 Initial call fire in Building Cat.1: First appliance in 8mins | 85% | 80% | 92% (444/482) | ↑↑ | 92% | n/a | n/a | n/a | n/a |
| LR02 Initial call fire in Building Cat.2: First appliance in 10mins | 90% | 85% | 94% (48/51) | ↑↑ | 95% | n/a | n/a | n/a | n/a |
| LR03 Initial call fire in Building Cat.3: First appliance in 15mins | 95% | 90% | 100% (100/100) | ↑↑ | 100% | n/a | n/a | n/a | n/a |
| LR04 FDF mobilised to initial call fire in Building | 95% | 90% | 100% (99/99) | ↑↑ | 100% | n/a | n/a | n/a | n/a |
| LR05 Initial call fire - all other: First attendance in 15mins | 95% | 90% | 99% (115/116) | ↑↑ | 97% | n/a | n/a | n/a | n/a |
| LR06 Life threatening SSCs: First attendance in 15mins | 95% | 90% | 99% (125/126) | ↑↑ | 98% | n/a | n/a | n/a | n/a |
| LR09 Calls for assistance to Service Control | 94% | 89% | 95.5% (2114/2214) | ↑↑ | 97.4% | n/a | n/a | n/a | n/a |
| **Call handling** | | | | | | | | | |
| LP001 Number of 999 calls received | Monitor Only | 8219 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| LP002 Number of incidents attended as emergency | Monitor Only | 4809 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| LP003 % incidents attended as emergency/999 calls | Monitor Only | 58.5% | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| **Community Fire Safety Activity** | | | | | | | | | |
| Monitor No. of school visits conducted by station personnel | Monitor Only | 93 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Monitor No. of off-station community events attended to deliver fire safety message | Monitor Only | 150 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Monitor No. of on-station community events | Monitor Only | 93 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| Monitor Total HFSVs completed (this year) | Monitor Only | 3514 | 2821 | 7376 | 961 | 2189 | n/a | n/a | n/a |
| **Health and Safety - quarterly** | | | | | | | | | |
| HLS 2 Vehicle Incidents where hit fixed/stationary & at fault | -5% | 54 | 10 | 10 | 10 | 10 | n/a | 5% | 0% |
| HLS 1 Days/shifts lost to work related injury/sickness | -10% | 1137 | 356 | 320 | 337 | 431 | n/a | 21% | n/a |
| **Resources and Value for Money - quarterly** | | | | | | | | | |
| LP1 ET2 Energy consumption in kWh (compared to 201/12 baseline) | -25% | 4882632 | 0 | reported Sept | n/a | n/a | n/a | n/a | n/a |
| LP1 ET3 Carbon emissions (compared 2015/16) | -5% | 2136 | 0 | reported Sept | n/a | n/a | n/a | n/a | n/a |
| LP1 ET6 Water consumption | -5% | 8991 | 0 | reported Sept | n/a | n/a | n/a | n/a | n/a |
| **People: Reported Monthly** | | | | | | | | | |
| LP1 12i Working days/shifts lost to sickness wholetime uniformed staff | 6.10 | 1.44 | 2.54 | 2.80 | 3.25 | 1.80 | 0.79 | 3.16 | 1.32 |
| LP1 12ii Working days/shifts lost to sickness all staff (excl. RDS) | 1.41 | 2.54 | 2.80 | 3.25 | 1.80 | 1.80 | 1.20 | 3.30 | 1.28 |
| LP1 HR4 % of RTW interviews completed within 15 days | 90% | 95.0% | 90% | 85% | 94% (152/161) | 94% | 93% (842/891) | n/a | n/a |
| LP1 HR5 PDR completion | 100% by end of August | 17.0% | n/a | n/a | n/a | 81.3% (842/991) | n/a | n/a | n/a |

**Note:** If indicator only as % IRS records are incomplete

5 source is either FG4 or CFOA

> Not currently able to measure

Benchmarking data compares AF&RS’s performance against 20 other FRSs with whom we share data

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<th>YTD Actual</th>
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<td>vs. Target</td>
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<td></td>
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Produced: 10/10/2016
Integrated Risk Management Plan (IRMP) – SUMMARY

Having undertaken a comprehensive area risk assessment and acknowledging the significant financial savings we have to make between now and 2020, we have developed a set of proposed strategic actions for the next two years which are based on a set of guiding principles.

Rather than reduce our response standards or withdraw any of the discretionary services we currently provide (such as swift water rescue, animal rescue or rope rescue) we will focus on reconfiguring the way we do business – and collaborating with partners where it’s in the overall interests of our communities – to maintain our services whilst realising the financial savings required. Maintaining our current response standards against a backdrop of reducing budgets and increasing population across our area is a significant challenge in itself and reconfiguration is the key to success.

We are confident that we can continue to improve in many areas of the organisation, maintain our existing high standards of operational capability, continue to reduce risk in our communities and meet the emerging risks identified in the area risk assessment.

Guiding principles

The guiding principles are as follow:

We will:

1. **mitigate** foreseeable community and corporate risk through our key strategies for preventing, protecting and responding;

2. **reconfigure** our resources to ensure we have the capacity to achieve our objectives and priorities, whilst maintaining our current emergency response standards and operational capability. At the same time we will ensure we are delivering best value and continually making better use of our resources in all areas of the organisation.

3. **collaborate** and support our partners wherever there is mutual benefit, but recognising the need to protect our standards of operational service delivery.

   (This is in anticipation of the forthcoming statutory duty on the emergency services as laid out in the Policing and Crime Bill and in line with government expectations)

4. **be accountable and transparent** by introducing new governance arrangements and by ensuring our communities are informed and consulted on the key decisions we make in the IRMP process. We also welcome the new Home Office inspection regime and we will be open to further Fire Peer Challenge reviews.
We believe that by following these guiding principles we will position ourselves favourably to be able to respond quickly and effectively to the government’s Fire Reform agenda.

The IRMP Actions (Summary)

In terms of a summary of the key issues and the priorities emerging from the area risk assessment, the IRMP action plan will focus on continuing to build upon the successes we have seen in reducing risk in our communities, but also ensure we are continually improving the services we provide. In summary:

Review our strategies - We will ensure the Operational Response, Risk Reduction, Learning and Development, Health and Safety, and Asset Management strategies be updated and contain objectives that will reflect the three guiding principles and the changing risk profile highlighted in the risk assessment.

Particular areas of emerging risks that will require the focus of our attention and resources for the next 2 years are:

Flooding – we will work with partners and voluntary agencies to improve our current capability. We will also contribute to the national capability through high volume pumping.

Business continuity – we will ensure our business continuity arrangements are robust and we are able to cope with such eventualities as pandemic flu or cyber attacks.

Terrorism – we will contribute to the government’s CONTEST Strategy, but in particular we will assist with the PREPARE agenda. And, we will ensure we are able to respond and support other emergency services with dealing with such incidents and casualty recovery. This will involve working more closely with other Fire and Rescue Services and sharing good practices and learning with all stakeholders.

Changes to the local road networks and the composition of vehicles – We will ensure our response standards reflect such changes in our service area. We will also continue to provide our rescue and HGV extrication capability, and continue to support initiatives concerning road safety and other local or national initiatives.

Increases in housing – we will continue to lobby for the use of domestic sprinkler systems and contribute to building control standards. We will maintain our current operational response standards to new developments.

Mental health and dementia - we will work with local authorities, the NHS and other agencies to contribute to the care of vulnerable people, supporting them and helping them maintain independence, in particular focusing on safety in the home. We will also ensure that our staff and aging workforce are well supported in matters of mental health at work.

Increase in population and the diversity of that population – we will review our risk assessment processes to ensure we understand our communities. Introduce a community resilience team, working closely with the Local resilience Forum to achieve this. Continue to develop our main community safety intervention – the Home Fire
Safety Visit and contribute to the overall safety of our communities. In particular, focusing on areas such as falls.

**Improve Firefighter Safety and Incident Command Processes** – We will replace the Incident Command Unit with a vehicle with the latest technology and risk information. Introduce body worn cameras and the use of other technology. Introduce new incident command software and for recording and managing risk. Introduce fitness standards and provide our staff with support and facilities in order for them to maintain the fitness standards expected.

DCFO Lorraine Houghton
18/09/2016
1. SUMMARY

Members have previously received papers and a presentation concerning the new Integrated Risk Management Plan (IRMP). The Fire Authority agreed that it is beneficial for the new IRMP to cover a five year time span up to 2020, in accordance with the government’s spending review and reduction in government grants by 21% up to 2020. The government’s decision resulted in delays to the production of the IRMP as the impact on the Fire Authority was determined. The subsequent production of a savings plan then formed an integral part of the plan as this affected resources and operational capability and capacity.

The IRMP needs to reflect the risk profile in the Fire Authorities area and indicate how we use our resources and capability to mitigate foreseeable risks. Members will be aware that risk in our communities and in the Fire Service environment is changing, and the Fire Authority must have the capacity and capability in place to respond to these changes despite the challenge of making savings. In particular as the further savings that needed to be made had the potential to impact upon this ability.

The new IRMP and action plan is in final preparation and whilst there are no significant changes to the front line capability and range of services the Fire Authority is able to provide for its communities, the main changes concern a new approach to delivering services and reducing risk through reconfiguration of resources and by collaboration with key partners, where beneficial. These approaches were determined to have less impact than other potential options.

Officers are confident they are now in a position to commence consultation with key stakeholders and this will take place in the near future. The results will be made available to Members. It is envisaged that at its meeting on 10 February 2017 the Fire Authority will then be in a position to endorse the publication of the IRMP and instigate the savings plan and organisational changes required.

The following information updates Members on the associated savings plans and reinvesting for the future aspects of the IRMP.
2. **RECOMMENDATION**

- To consider and comment upon the plans outlined in this report.

3. **BACKGROUND**

3.1 **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.

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.

The Fire Authority has previously agreed that it was more beneficial for the new IRMP to cover a five year time span up to 2020, in accordance with the Governments spending review and savings plans. This delayed the publication of the new IRMP. However, on 3 June 2016 it was agreed by Members that appropriate consultation should take place regarding:

1. The IRMP - Area Risk Assessment and Actions

2. Plans to achieve savings totaling £5m as per the approved Medium Term Financial Plan, whilst at the same time introducing a ‘Reinvesting for the Future’ Programme from capital receipts and capital savings.

In order to plan the consultation it was imperative to time the necessary decisions with the rates of attrition of staff from the organisation and the impact that has on maintaining the services the Fire Authority currently provide. The latest information has been used and these decisions have now been determined and are as follows.

3.2 **The Savings Plan (see also financial considerations section)**

It was reported that the savings required up to 2020 amount to £5m. A large proportion of these savings must be found from the employee budget (£2.8m).

Maintaining minimum crewing levels is essential in order to maintain front line capacity, response standards and the service the public expect. The saving in the employee budget equates to 49 firefighters posts. This is in addition to 153 posts already reduced from the operational establishment, since 2010. How and where a further reduction in 49 posts is achieved has been a significant challenge.
Please note that it was previously reported that the budget savings would equate to 50 posts but additional savings have been made since that time to reduce the number of posts required to 49. Paragraph 3.7 below sets out the details of the changes proposed.

### 3.3 Reinvesting for the Future

There are two aspects to the ‘Reinvesting for the Future’ initiative:

1) a proportion of the expected capital receipts from the previous ‘Investing for the Future’ project regarding Keynsham and Temple Back stations will invested into making improvements on stations that were deemed to be a priority due to their condition.

2) ensuring best value and best use of those resources - where possible and where the risk is manageable, current capacity will be reconfigured to create resources that can be redirected to areas of organisational need and priority, rather than achieving this by changing the frontline operational response capability.

For example it has been identified that in order to deliver all risk critical core operational training an additional training capacity of 4 additional staff will be required in the learning and development function.

Additionally, due to the increased threat of terrorism and new functions such as capability to carry out casualty recovery from a marauding terrorist firearms attack (MTFA) a training post is required. Other critical areas such as Health and Safety and the production and continual updating of operating procedures (SOPS) needs increased resources in order to mitigate risks.

The alternative way of resourcing these areas would be to close stations, remove fire appliances or special appliances, change the operational management structure or stop discretionary services such as rocks rescue, mud rescue or animal rescue.

### 3.4 Consultation

General consultation will take place regarding the IRMP and a more focused consultation will take place on the proposed changes at Yate Fire Station. The timing of the consultation on these matters was dependent on when the changes needed to be made. Therefore, Officers have carefully examined information from four key areas in order to determine the timescales - 1) staff rates of attrition 2) the savings that need to be achieved 3) the impact on the organisation as a result of the new IRMP area risk assessment 4) other factors or important projects that require capacity and resources.

The consultation relating to changes at Yate Fire Station will be completed prior to the Fire Authority meeting so that Members will have the relevant information related to this change.
3.5 The Timescales for Change

The following outlines the timescales regarding the decisions required by the Fire Authority in order to maintain a balanced budget.

The Fire Authority has been informed that Officers are confident they can make the savings without the need for redundancies as the rate of attrition through retirements of staff up to 2020 is sufficient. The rates of attrition are closely monitored for their impact on maintaining services. Forecasts are carried out using as much available information as possible and when forecasts indicate a critical level is approaching, it is necessary to implement actions and organisational changes to address the impact on services.

The following recommendations for the reconfiguration of crewing arrangements will achieve savings that equates to 49 posts. Decisions regarding the following matters will be required at the Fire Authority meeting in February 2017 as the rates of attrition reach a critical level in March 2017.

In addition, the recommendations include proposals to make ‘best use of our existing resources’ and ensure ‘best vale’ from these resources, creating capacity and the ability to redirect resources to areas of priority and need. Therefore, we will be reinvesting our assets into the service in order to meet the challenges we face. In order that risks in these areas are mitigated, it is recommended that the following decision regarding USAR is also made at the meeting on 10th February 2017.

3.6 Projected Changes to the Establishment

The following graph represents the rates of attrition of staff leavers from the operational establishment – both actual and forecast figures. It also indicates the current level of establishment required to maintain the front lines appliances and services to the current configuration and a revised front line establishment based on the following changes, which equates to 49 less posts.

Members will note that in March 2017 the staffing establishment is likely to drop to a level where the front line services will not be adequately crewed. Therefore, it is essential that in March 2017 the following changes are implemented to achieve a new minimum level. It is essential that decisions are made by Members at the Fire Authority meeting on 10 February 2017 in order for the plans to be implemented in time to mitigate this risk.

A further significant drop in establishment occurs in May 2018 and therefore recruitment of new staff must take place to bring this level up to the minimum required. Recruitment will need to commence in October 2017 in order to mitigate this risk.
3.7 Proposed Changes

The following plans were presented to the Fire Authority on 3 June 2016 and indicate the proposed changes to 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 organisation. How that capability is delivered will however be affected and will change and be reconfigured.

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

3.7.1 Changes to operational capacity:

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 we have other resources and safe systems in place to ensure risk is minimised. Most other fire and rescue services operate the alternate crewing methodology.
3.7.2 **Avonmouth Fire Station** - Change crewing arrangements of the Rescue Tender – alternate crewing (change is complete)

**Resulting in a reduction of 8 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 within the Service (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.

3.7.3 **Weston-super-Mare** - Change crewing arrangements of Turntable Ladder 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 Service has three other aerial provisions (at 12 Bath, 09 Temple and 15 Bedminster).

3.7.4 **Bath Fire Station** - Change crewing arrangements of Turntable Ladder – Alternate crewing

**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 the Service has 3 other aerial provisions (at Weston-super-Mare, 09 Temple and 15 Bedminster).

3.7.5 **Yate Fire Station** – Proposed change to crewing arrangements to a day crewed system with retained duty system staffing.

**A reduction of 14 posts.**

Justification:
- Lowest operational activity level for a Wholetime station in the Service.
- 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. A Wholetime day crewing model will be based upon two instead of 4 Watches of
7 (14 instead of the current model of 28). The shift pattern is likely to be 5 shifts of 9 hours allowing which will allow for detachments into and out of the Station to other locations to ensure the overall service ridership factor is maintained.

- Highest cost per call out of all Wholetime stations

- This station will continue to have 24 hour operational cover. This is achieved with 2 appliances, one Wholetime and one Retained Duty System (RDS) during the day. From 17.00 cover reverts to 1 pump RDS cover as the primary cover with supporting evidence night cover will be provided by supporting appliances from Kingswood (Second pump). Additionally in a normal resilience manner Patchway are listed as 3rd pumping appliance into the Yate area.

- Response standards can still be achieved and risk to the communities is minimised. In particular, the latest performance monitor indicates that the RDS pump at Yate 03P4 was available 95% of the time during August (99% in July). RDS availability statistically remain at approx. 95% per annum

- 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.

- The evidence in support of the proposal, using a risk based approach enable Officers to be confident that this crewing arrangement is sufficient to continue to provide agreed response standards.

Yate Fire Station changed from Day Crewing with Retained cover to a Wholetime crewed station in January 2009 due to a perceived likelihood of increased demand over the next few years.

The original anticipated increase in housing and demographics, which resulted in changing the station to a Wholetime station have not materialised in increased incidents

The following diagram demonstrates a 7 year call analysis and shows that the average calls for both appliances based at Yate Fire Station has not increased. Therefore, the risk factor of increased housing has not had any material effect on request for appliances.
The following diagrams indicates that the second appliance based at Yate is averaging between 12-15 calls per month.
The following diagram indicates there is no significant increase in incidents at night. Below is a typical example of the spread of availability over a week, which illustrates that the cover is particularly good in the evenings. This would ensure good 24-hour cover should the W/T pump change to day crewing.
3.7.6. The Urban Search and Rescue (USAR) Team

Three USAR posts will form part of the savings plan to achieve 49 posts.

The remaining USAR team will become part of the wholetime establishment. Our USAR capability is centrally funded by Government to provide USAR technicians for a level 4 incident within the country. Since the National Resilience Programme (New Dimension before this) has been running (from 2001 to present) the country has not seen one USAR level 4 incident. However USAR staff have been deployed to a number of other incidents and in particular equipment such as the High Volume Pumps have been deployed and used effectively at major floods. It is important that we maintain the specialist skills and capability of the USAR facilities and staff.

This change will however make better use of the grant received from Government and make better use of our resources. This will add capacity to the establishment and will help with concerns regarding resilience and help to ensure appliances are fully crewed. It will also alleviate pressures on staff and assist staff with being able to access their leave or time off, alleviating some of the problems with the amount of leave that has accumulated.

Consideration has been given to how this decision impacts on national capability. However, 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.

3.8 The Impact on the Establishment of the Proposed Changes

The combination of these changes in terms of staff numbers is as follows:

**Savings**

Alternate crewing of special appliances at Avonmouth, Bath and Weston-super-mare Fire stations = 32 posts

Yate Fire Station to day crewing = 14 posts

**Total reduction** 46 posts

Shortfall in savings = 3 posts

**Reinvesting resources into areas of need**

USAR (existing capability and Specialisms redistributed in service) = +14 posts

3 USAR posts will form part of the remaining savings required (as shown above) = -3 posts
Redistribution of remaining staff to areas of need -

Hicks Gate (a further report is included
in the agenda of the PRSC outlining this need) = -4
1 extra post in Risk Intelligence (Crew Manager) = -1
1 (WMA) USAR and MTFA training support = -1
4 extra trainers for L&D (CM) = -4
1 extra post H&S (CM) = -1

Total of 11 posts redistributed to areas of priority and need

CONSIDERATIONS
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.

It is important to note that Officers have considered all other options available to
them and on 3 June 2016 justified to Members why these particular
recommendations for change were made. Therefore, it should be recognised that
there is a risk that the public consultation may influence Members decisions to such
an extent that matters will need reconsideration and delays to a decision, this will
impact on maintaining frontline services and appliances will need to be taken from
the front line services.

It will be important that if the public are significantly concerned to the extent that it
affects these decisions, it is suggested that we will need to reassure them that any
significant concerns will be addressed, where possible or feasible.

Members should also note that since these options were recommended to the Fire
Authority there have been changes in pension legislation, which has affected the
rates of attrition/staff leavers and rates are more critical than previously reported.
The timescales related to implementing these changes have become more
imperative since previously reported.

CONTRIBUTION TO KEY POLICY PRIORITIES
The Integrated Risk Management Plan, 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 IMPLICATIONS
The Fire Authority reduced its current Capital Programme by £9m following the
decision to relocate Headquarters to Portishead. This saving could be used to fund
a further round of investment in key sites which have been assessed as a priority
including Bath, Weston and Avonmouth.

The 2017/18 budget process will present a revised capital programme to Members.
Revenue Savings
It is anticipated that savings will be made from the following areas over the 4 year period:

<table>
<thead>
<tr>
<th>Area</th>
<th>2016/17 £'000</th>
<th>2017/18 £'000</th>
<th>2018/19 £'000</th>
<th>2019/20 £'000</th>
<th>Total £'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>-1,455</td>
<td>-1,039</td>
<td>-278</td>
<td>-80</td>
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<tr>
<td>Transport</td>
<td>-47</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-47</td>
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<tr>
<td>Supplies and Services</td>
<td>-111</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>-111</td>
</tr>
<tr>
<td>Other Costs</td>
<td>-497</td>
<td>-917</td>
<td>-293</td>
<td>-65</td>
<td>-1,772</td>
</tr>
<tr>
<td><strong>Total Savings</strong></td>
<td><strong>-2,258</strong></td>
<td><strong>-2,061</strong></td>
<td><strong>-571</strong></td>
<td><strong>-145</strong></td>
<td><strong>-5,035</strong></td>
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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 arrangements for consultation meet the Fire Authority’s legal obligations.

**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. In particular the reinvestment of resources into areas of risk and need will mitigate organisational risks in key areas.

It should be noted that the main risks highlighted within the report concern:
• the impact on the organisations resilience when reducing staff numbers
• the impact on maintaining the current model of Service Delivery
• the necessity to redirects staff to areas of organisational need and priority

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 implications for each decision were 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.

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, Deputy Chief Fire Officer (Ext 234)
AVON FIRE AUTHORITY

MEETING: PERFORMANCE REVIEW AND SCRUTINY COMMITTEE

MEETING DATE: 21 OCTOBER 2016

REPORT OF: CHIEF FIRE OFFICER / CHIEF EXECUTIVE

SUBJECT: MANAGEMENT OF SICKNESS ABSENCE

Amendment to Table on page 5

Year to date short term sickness count per station (April to end of August 2016)

<table>
<thead>
<tr>
<th>Station</th>
<th>FTE staff</th>
<th>(uniformed)</th>
<th>YTD shifts lost to short term sickness</th>
<th>Shifts lost by the FTE</th>
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<tr>
<td>Yate</td>
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<td>34.5</td>
<td></td>
<td>1.29</td>
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<tr>
<td>Patchway</td>
<td>28.0</td>
<td>38.5</td>
<td></td>
<td>1.38</td>
</tr>
<tr>
<td>Avonmouth</td>
<td>45.0</td>
<td>71</td>
<td></td>
<td>1.58</td>
</tr>
<tr>
<td>Southmead</td>
<td>28.0</td>
<td>49</td>
<td></td>
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<td>Temple</td>
<td>59.0</td>
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<td>Kingswood</td>
<td>46.8</td>
<td>66</td>
<td></td>
<td>1.41</td>
</tr>
<tr>
<td>Hicks Gate</td>
<td>27.0</td>
<td>35</td>
<td></td>
<td>1.30</td>
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<tr>
<td>Bath</td>
<td>56.0</td>
<td>112</td>
<td></td>
<td>2.00</td>
</tr>
<tr>
<td>Bedminster</td>
<td>46.0</td>
<td>90.5</td>
<td></td>
<td>1.97</td>
</tr>
<tr>
<td>Weston</td>
<td>46.5</td>
<td>101.5</td>
<td></td>
<td>2.18</td>
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AVON FIRE AUTHORITY

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<th>PERFORMANCE REVIEW AND SCRUTINY COMMITTEE</th>
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<td>MEETING DATE:</td>
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<td>REPORT OF:</td>
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</tr>
<tr>
<td>SUBJECT:</td>
<td>MANAGEMENT OF SICKNESS ABSENCE</td>
</tr>
</tbody>
</table>

SUMMARY

The Fire Authority has a challenging target of 6.10 days/shifts lost per person per year. Nationally the public/non-profit sector average is 8-15 days lost to sickness per employee per year. As at August 2016 we were off target to achieve the 6.10 but we are improving and our performance in the first quarter of 2016-17 remained better than average when benchmarked nationally to other Fire and Rescue Authorities. This report provides further information about sickness absence rates and the organisation’s management of sickness.

RECOMMENDATION

- To consider and comment upon the plans outlined in this report.

BACKGROUND

SICKNESS ABSENCE RATES AND OUR TARGET

The 2015 Chartered Institute of Personnel and Development (CIPD) annual report on absence management (based on 578 organisations across the UK) gives the average sick days lost as 6.9 days per employee per year, with considerable variation in absence levels across and within sectors, and depending on the type of job. On average sickness absence in the public and non-profit sector remains higher than private sector with 8-15 days lost per person per year. Manual workers average 1.5 days more absence per year than non-manual workers. On 2015 data NHS workers have 15 days sick per year with ambulance workers averaging 25 days. In financial year 2015-16 the Fire Authority lost 8.14 days/shifts lost per employee.

Our annual target for 2016-17 is 6.10 days/shifts lost per FTE (full time equivalent) (wholetime, control and support) and we set Year to Date (YTD) targets based on achieving this. The YTD target for August 2016 was 2.54 shifts lost per FTE and we were off target at 3.42 shifts lost. In the context of a largely manual, 24-7 public service 6.10 is a challenging target and nationally across fire and rescue authorities (FRAs) our sickness performance is better than average. We benchmark our sickness figures on a quarterly basis with 32 FRAs who are
part of the CFOA Occupation Health group and in the first quarter of 2016 (April to June 16) the average days/shifts lost across those FRAs was 1.86 FTE and the Fire Authority lost 1.85.

Based on end of year 2015/16 CFOA data, if we were to achieve our 6.10 target, we would be the 3rd best FRA nationally for sickness.

**SICKNESS TYPES AND MANAGEMENT**

*Long term sickness (28 days or over)*

Mirroring FRAs nationally the main causes of long term sickness are musculoskeletal and mental health conditions. By its nature long term sickness has a significant impact on the number of shifts lost but the number and proportion of staff on long term sick is low in the organisation, usually limited to 1-2% of wholetime FTE. This is comparable to operational police officers. Home Office data shows, as at 31 March 2016, 2% of police officers in England and Wales were on long term sick leave. The majority of our employees return to restricted/alternative duties within 6 months' and then full duties in a further 3-6 months.
The Fire Authority achieves and maintains long term sickness at 1-2% of FTE because of the following key management interventions:

- Systems to notify HR of employees reaching, or predicted to reach, 28 days to trigger additional support services.
- Early Occupational Health (OH) advice to provide support to the employee and information to the Service on the condition, prognosis and needs.
- Targeted use of the Medical Intervention Fund (private treatment funded by the Fire Authority) to speed up treatment or assessments.
- In addition to line managers, long term sick employees have a HR case manager who provides further support and co-ordinates specific interventions at the 3, 6, 9 and 12 months stage. These include regular case management meetings (OH, employee/rep, HR, line manager and health and safety) focused on aiding a return through risk assessments, changes to work duties, patterns and environment or (if not) redeployment or contract cessation.
- Application of restricted/alternative duties to return staff to work while recuperating. This provision is particularly important as a bridge back to operational duties.
- Preventative and wellbeing provisions including fitness support and monitoring, direct employee access to funded stress and trauma counselling.
- Consistent application of contractual sick pay limits (6 month full pay, 12 months half pay).

As at 1 September 2016 we had 11 wholetime employees (2% of wholetime FTE) on long term sickness absence: 8 for less than six months, 1 at 6-12 months and 2 over 12 months. A further 11 wholetime operational staff were on restricted/alternative duties progressing back to full duties. Our current approach is to work with long term sick employees until they can either return to operational duties or their medical cases are at a point where they have the best chance of accessing ill health pension benefits. We could change our approach, e.g. automatically instigate contract termination at 12 or 18 months to improve shifts lost to long term sickness but this would increase the number of capability dismissals (i.e. staff leaving through ill health without pension benefits).

**Short term sickness**

Shifts lost to short term sickness per FTE (control and wholetime staff) has increased over the last two financial years but our staffing has reduced in the same period (i.e. shifts lost per FTE may go up even if actual shifts lost go down).
We manage short term sickness through:

- Early OH involvement and stress counselling provision.
- Manager access to sickness data for their staff, watches and stations to monitor sickness, provide early support and management intervention.
- An attendance management policy which uses a combination of best practice methods: monitoring sickness, a trigger point for management reviews, additional support and target setting and, if there is a failure to improve, escalation to the discipline procedure.
- Targets for completion of Return to Work Interviews (90% completed within 14 days) and escalation processes for late GP and self-certificates (90% completed within 15 days of end of sickness).
- A fitness policy which includes fitness advisors and regular fitness monitoring GP or OH certification required for sickness before and after leave.
- A facility for all operational staff to have 1 hour paid time per shift (i.e. 4 hours each tour) to work on their fitness.
- A wide range of additional leave provisions for family circumstances including paid special leave, priority domestic and carers leave.
- Ongoing work with the National Fraud initiative to compare payroll data, identify potential sick pay fraud and take discipline action.

The main areas of improvement in short term sickness are peaks and patterns, and differentials between stations and individuals.

Short term sickness continues to peak in the summer, especially for wholetime operational staff, and to a lesser extent half term school holidays. Short term sickness peaks in summer are unusual when compared to other organisations and pre-exist staffing reductions through the Investing and Re-Investing for the Future Programmes.

Sickness absence is also not spread evenly across staff. On YTD data 56% of our staff (control, operational and support) had no sickness absence and therefore some employees contribute significantly more to the shifts lost than
others. Certain operational stations also continue to have higher levels of short term sickness than others.

<table>
<thead>
<tr>
<th>Station</th>
<th>FTE (uniformed staff)</th>
<th>YTD shifts lost to short term sickness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yate</td>
<td>98.5</td>
<td>34.5</td>
</tr>
<tr>
<td>Patchway</td>
<td>82.5</td>
<td>38.5</td>
</tr>
<tr>
<td>Avonmouth</td>
<td>173</td>
<td>71</td>
</tr>
<tr>
<td>Southmead</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Temple</td>
<td>192</td>
<td>111.5</td>
</tr>
<tr>
<td>Kingswood</td>
<td>136</td>
<td>66</td>
</tr>
<tr>
<td>Hicks Gate</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Bath</td>
<td>275.5</td>
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<tr>
<td>Bedminster</td>
<td>138.5</td>
<td>90.5</td>
</tr>
<tr>
<td>Weston</td>
<td>361.5</td>
<td>101.5</td>
</tr>
</tbody>
</table>

**PROPOSED MANAGEMENT ACTION**

Over the next 6-12 months we propose the following programme to address these differentials:

1. **Developing local evidence based improvement plans.** This work involves continuing the intensive work on sickness at Weston-super-Mare and Bath Stations, reviewing the impact and outcomes and, if effective, extending this programme to Temple and Bedminster. Weston and Bath have tailored improvement plans and targets, with the Station Managers working with a dedicated HR advisor.

2. **Back to Basics and improved line manager capability across all stations.** This work involves enhancing systems and processes to ensure managers fully and correctly apply existing policies (especially sickness reporting, managing stress issues, home visits and effective conversations on return to work). Increased manager capability will also facilitated by improvements in data, effective communications on why sickness matters and refocusing training on soft skills and real life scenarios. For employees, this work involves encouraging personal responsibility for health, fitness and nutrition signposting support and facilities available and sharing staff and team initiatives across the organisation.

3. **Fraud identification and prevention.** This involves further work on more flexible leave allocation (with the caveat that in a 24-7 service not all leave can be granted in peak periods) and case by case action plans for staff with patterns of sickness absence; exploring reasons and support but also potential removal of self-certification (GP/OH certificates only), removal of permission for secondary employment and disciplinary action.

4. **Change management support.** Over the last 12 months we have seen a trend of operational staff experiencing stress because necessary changes in workplace (to spread resourcing and skills) affected their home life or
did not meet their preferences. The Integrated Risk Management Plan (IRMP) also indicates further station based changes and the relocation of around 60 support staff to Portishead. Therefore this work includes support for employees and managers on change and stress management, revising the operational staff transfer policy with the FBU and working with Unison on the move to Portishead including Facing the Future Together change management workshops.

If these further interventions, which apply existing policies to the fullest, are not effective in terms of addressing the patterns and differentials identified a revision of the attendance management policy may be required.

**FINANCIAL & LEGAL IMPLICATIONS**

Sickness absence has financial implications in terms of sick pay and the cost of covering absence often at enhanced rates.

Sickness management has legal implications because employees can bring Tribunal claims if they consider they have been unfairly or constructively dismissed and/or treated unfairly, detrimentally or discriminated against due to a disability.

The cost of the suggested programme of work on sickness absence is within existing staffing and training budgets.

<table>
<thead>
<tr>
<th>List of background documents:</th>
</tr>
</thead>
<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Report Contact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lorraine Houghton, Deputy Chief Fire Officer (Ext 234)</td>
</tr>
</tbody>
</table>
Home Fire Safety - Case Study

On 15 July 2016 a request was received to attend a ‘bleeping’ smoke detector – as smoke detectors batteries come to the end of their lives the detector will emit a ‘chirp’ signalling that it should be replaced. We will replace these detectors as a matter of course and should the resident be identified as vulnerable then we will attend immediately.

The resident was 88 years of age and lived alone and as such we made an immediate attendance. The operational crew from Blue Watch Hicks Gate found that the lady was completely blind and she admitted that she falls over at least once a week, it was also felt that she was a low level hoarder and had a gas fire which she had used to dry clothes. Crews identified that this required a Level 2 Home Fire Safety Visit from one of our Community Safety Workers who would be better placed to signpost to other agencies where necessary. The crew replaced the detector and referred the resident for a Level 2 visit.

The Community Safety Worker attended to carry out the Level 2 visit on 18 July 2016 and whilst there also ascertained the following;

- She was on numerous types of medication
- Her neighbour has informed her that her roof is leaking (of which she is very worried about), although there was no evidence of any leaks at the time.
- She had lost a friend in March that looked after her and since then she has not found it easy to prepare meals, a Council carer called daily to give medication but did not seem to be providing food support.
- She did not seem to have a family network to support her.

The lady was very emotional during the visit as she did not wish to be a burden but did have her faculties and was receptive to the information discussed during the visit.

As a referring agency with the Bristol First Contact scheme we asked if she would be happy for us to refer her to the following agencies:

- Well Aware – lunch clubs, befriending, support groups, health and wellbeing.
- WE Care and Repair – repairs and adaptations
- Centre for sustainable energy – Advice and support for a warmer home
- Action for blind people – Advice and support
- Age UK (Bristol) – Foot health, financial support

As part of our follow up the Vulnerable Adult’s team contacted 5 partner agencies to confirm that they were aware of her and they confirmed that she was known to them and that they had or were carrying out interventions.

This case study demonstrates our multi-tiered approach to our Home Fire Safety Visits and the success of our signposting to partner agencies to ensure a holistic approach to safety in the home.
SUMMARY

The purpose of this report is to give Members an update on the early running of our new Fire Station at Hicks Gate and potential future plans for this state of the art station and training facility. The station has now been operational for five months and received 686 operational calls so far. It operates a wholetime four shift watch system and currently houses one pump, one environmental response unit, firefighting foam unit and housing the Red Cross-fire victim Support Unit. The station training facilities include a safe working at height tower, a cold smoke carbonaceous breathing apparatus training facility and Urban Search and Rescue (USAR) training facility.

The future development of the station is being considered at present, especially with the services requirement to set the budget following this round of Comprehensive Spending Review and how we could incorporate different skill sets on station that will provide financial savings and increase the training facilities to become self-sufficient, assist with the management of operational risk in training provision and potentially a range of facilities that will add to our business case for income generation.

RECOMMENDATION

- To consider and comment upon the plans outlined in this report.

BACKGROUND

The initial period of operating for Station 11, Hicks Gate Fire Station

The station established operational status on 19 April 2016, a public open day was held on 16 July 2016 with 1,800 members of the public attending and was officially opened on 9 September 2016 by HRH The Duke of Gloucester and the Chairman of the Fire Authority.
In the time the station has been operationally open it has responded to 686 calls, with a full breakdown of its calls detailed below:

<table>
<thead>
<tr>
<th>Call Type</th>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>FADA</td>
<td>(false alarm due to apparatus)</td>
<td>254</td>
</tr>
<tr>
<td>FADA NO ATTENDANCE</td>
<td></td>
<td>27</td>
</tr>
<tr>
<td>FAGI</td>
<td>(false alarm good intent)</td>
<td>69</td>
</tr>
<tr>
<td>FAGI NO ATTENDANCE</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>FAM</td>
<td>(false alarm malicious)</td>
<td>10</td>
</tr>
<tr>
<td>FDR1</td>
<td>(fire damage report)</td>
<td>72</td>
</tr>
<tr>
<td>FDR1 VEHICLE</td>
<td></td>
<td>24</td>
</tr>
<tr>
<td>FDR3</td>
<td></td>
<td>62</td>
</tr>
<tr>
<td>FIRE SAFETY</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>SSC</td>
<td>(special service call)</td>
<td>84</td>
</tr>
<tr>
<td>SSC NO ATTENDANCE</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>STANDBY</td>
<td></td>
<td>77</td>
</tr>
</tbody>
</table>

Now that we have settled into the station with the closure of Station 14 Brislington and Station 13 Keynsham, Station 11 Hicks Gate is now providing that central operational and community risk management profile for this area and with its location to the ring road is capable of greater mobilisation distances and decreasing response times within this area. A mobilisation footprint is provided below for an 8 minute response.

Mobilisation footprint - Hicks Gate
At present the crewing for the station is four watches of minimum 5 and maximum 7 Fire-fighters/Officers per watch. The feedback we have received from our staff at Station 11 Hicks Gate is extremely complimentary on the build quality, layout and finish of this new fire station.

The station layout comprises of a five-bay appliance room, various Personal Protective Equipment (PPE) drying rooms, muster bay, station offices, lecture room for station and lecture room for training department/community events, kitchen and mess room, fitted gymnasium, and individual dormitories.

The station also has excellent training facilities with a purpose built working at height tower, smoke training facility and confined space/USAR skills rig, with the space available on this station, the service can extend the training facilities to cover wider risk scenarios that our firefighters respond to in our communities.
Future plans- USAR combining with traditional Fire-fighting at Station 11 Hicks Gate

Following the last Comprehensive Spending Review (CSR) in 2010 a number of very challenging organisational changes were implemented. 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 CSR period the cumulative annual savings were approximately £11m.

Examples of where savings were found are:

- 23% reduction in support staff posts (now 5th lowest on costs nationally)
- The establishment for all uniformed staff has reduced by 153 staff (684 to 531)
- 25% reduction in Flexi Officers posts (Station Manager – Area Managers)
- Reduction in 2 senior posts from the Service Management Board
- Retained Duty System additional payments and Fire Control overtime budget were stopped

Following the recent CSR, the Fire Authority needs to make further savings and financial efficiencies up to 2020 following a 21% grant reduction. We also need to continue to make improvements in the organisation and re-invest in some areas. Therefore, this will also form part of the Reinvesting for the Future Programme.

All areas of the organisation have been examined to identify savings. As previously demonstrated, some staff groups cannot be reduced further as it presents an intolerable level of risk to the delivery of core services or to the support of those services.

As highlighted in the Fire Authority report of 3 June 2016, 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. Since the National Resilience Programme (New Dimension before this) has been running (2001- present) the country has not seen one USAR level 4 incident, national incident. USAR has been used on level 3 (Regional) and level 2 and 1 (local) scale incidents e.g. Stockline Plastic explosion and collapse, Glasgow 2004 and Bosley Mill explosion and collapse, 2015.

At present this team do not undertake any traditional firefighting response, unlike other USAR teams within the country. Our intention is to host USAR out of Hicks Gate as a traditional firefighting unit with USAR as an additional key skill, crewed over four watches with a one pump appliance plus the specialist USAR modules.

This change will make better use of the grant received from Government and make better use of our resources. This change does form part of the savings plan, and this will add capacity to the establishment until the levels of attrition fall beyond that
point. This will create 14 posts within the service which will allow us to achieve our budget savings and redirect some of these resources to risk critical functions that are essential for our risk management profile. An example would be additional trainers to undertake risk critical core competency training that the current trainer levels cannot achieve at present due to trainer numbers. This will also provide a level of support to forthcoming recruit selection and training. Additionally, risk critical work within our Standing Operating Procedure (SOP) production and management requires additional resources and support to our health and safety team and function.

Our current USAR station is Station 16 Nailsea, which is a Retained Duty System (RDS) station with USAR attached. This station will continue to be an RDS station, house our National Resilience High Volume Pump capability and firefighting foam capability, so will still be at the heart of the National Resilience response. Additionally, we are looking into Community Resilience Teams (CRT) via a voluntary agency scheme, and would be wishing to host such a team out of Nailsea for the future, linking in with the Local Resilience Forum (LRF).

**Future plans - Extended training facilities**

The training facilities at Hicks Gate, are designed for the station to maintain their skills and competence, as with all station facilities these are available to other stations and agencies for their use in maintaining risk critical skills. With recent informal communication with the planning team at BANES, there does not seem to be any concern of extending these facilities on our existing footprint, a formal approach will be needed to progress this request.

With the existing training facilities at Hicks Gate able to cover some of our risk critical scenarios, we also have to send our crews to the Fire Service College, Moreton-in-Marsh, Gloucestershire at a significant cost to the Fire Authority for scenario training that we cannot replicate here. Additionally, our contract at Severn Park Training Centre in Avonmouth will expire in just over 10 years and there is no guarantee that this training facility will be available for us to use beyond the contract. Extending the training facilities at Hicks Gate, which we own, will allow us to
futureproof our risk critical training and save money by avoiding sending crews to the Fire Service College. An initial business case is seeking to build additional facilities such as:

- A carbonaceous high rise, and basement firefighting facility;
- Confined space training facility as part of the USAR training rig;
- Technical rescue rigs, such as a section of tower crane, agricultural silo, train, track and level crossing etc;
- Extension to the cold smoke training facility to provide a hot fire, two level compartment for training in Ship fire-fighting hatch access procedures and general compartment fire behaviour training; and
- Potential to put a rubble pile of masonry to simulate collapse buildings and a facility to train emergency responders to technically search for casualties.

These additional facilities will also cater for the needs of other agencies, especially other emergency services and could be a facility that could increase our income generation for provision and selling of training.

CONSIDERATIONS

CONTRIBUTION TO KEY POLICY PRIORITIES
The Integrated Risk Management Plan, Savings Plan and Reinvesting for the Future Programme outlined in this report are important matters for us and the changes balance the budget and provide stability and direction 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 and used to futureproof training facilities.

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.
We are 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
We have 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 and training risk management 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
It should be noted that the provision of additional training facilities will have the relevant environmental and sustainability checks and permissions applied.

HEALTH & SAFETY IMPLICATIONS
It should be noted that these implications for 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. Health and Safety implications of training and maintaining staff competencies in risk critical aspects.

APPENDICES
None

<table>
<thead>
<tr>
<th>List of background documents:</th>
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<tbody>
<tr>
<td>Corporate Plan 2011 to 2015</td>
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<td>Fire and Rescue National Framework 2012</td>
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<tr>
<td>Rob Davis, Assistant Chief Fire Officer, Risk Reduction and Learning and Development (Ext 346).</td>
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AVON FIRE AUTHORITY

MEETING: PERFORMANCE REVIEW AND SCRUTINY COMMITTEE

MEETING DATE: 21 October 2016

REPORT OF: CHIEF FIRE OFFICER / CHIEF EXECUTIVE

SUBJECT: ENERGY AND ENVIRONMENTAL PERFORMANCE – UPDATE

SUMMARY

This report provides Members with a brief update on our Energy and Environmental performance indicators as at the end of September 2016.

Key issues to note are that all performance indicators are showing positive trends with the exception of Water Consumption:

- Total Building Energy Consumption has fallen by a further 3% compared to last year, and is well ahead of Target.
- Total Reported Carbon Emissions have fallen by 12% compared to the same period last year.
- Water consumption has increased by 13% compared to the same period last year a number of major leaks have been discovered and have been repaired.

RECOMMENDATION

- To note the report.

BACKGROUND

1. Performance Indicators

For the year ending March 2017 the following Environment and Energy Performance indicators have been established:

**Energy Consumption in Buildings** (Electricity, Gas and Heating Oil).

*Target:* 5% yr on yr reduction from a 2011/12 baseline (total 25% this year)

*Q2 Result:* 35% reduction

**Carbon Emissions.**

*Target:* 5% reduction on 2015/16 Emissions)

*Q2 Result:* 12% reduction
Water Consumption (Metered Supply only).
Target: 5% reduction on 2015/16 consumption.
Q2 Result: 13% increase

2. Energy Consumption in Buildings

Energy used in our Buildings has been cut by 35% compared to the baseline year of 2011/12 (blue line) and is currently 3% below last year’s consumption (red line).

3. Carbon Emissions

The Fire Authority’s reported carbon emissions are made up of Building Energy Consumption (Gas, Electric and Heating Oil), Metered Water Consumption, Fleet Vehicle Fuel and Private and Lease vehicle mileage claims. This was the scope of emissions originally agreed with the Carbon Trust as part of the development of the Carbon Management Plan in 2010.

The vast majority of the organisation’s emissions are associated with property energy consumption and the operation of the fleet. The scope of CO2 reporting will continue to be reviewed and with consideration to extending this in the future to include:

- Employee commuting
- Operational and training use of water
- Procurement (goods and services)
- Waste and Recycling

The Carbon Management Plan published in 2010, established a Carbon Emissions Reduction Target of 30% over 5 years.

![Figure 3 – Avon Fire & Rescue Service Carbon Emissions](image)

Figure 3 shows the drop in emissions year on year from our 2008/9 baseline.

In March 2014 the Carbon Management Plan target of 30% reduction in emissions from the 2008/9 baseline was met. This year to date, emissions have fallen by a further 12% on the previous year.

4. Transport Emissions

Overall transport emissions have fallen by more than 20% compared to our 2008/9 baseline, and continue to fall with a reduction this year to date of a further 5%. A
significant reduction in business travel has been sustained; emissions have fallen by over 50% since 2008/9 equating to over 100 tonnes CO₂ / Yr.

5. Water Consumption

Water consumption has increased by 13% this year to date compared to last year. This increase can be attributed to a number of major leaks at Kingswood Fire Station and Chew Magna Fire Station. These leaks have been identified following regular analysis of water use. Both leaks have been investigated by Wessex Water with repairs carried out at Kingswood and further works identified at Chew Magna.

Despite these recent leaks, since annual consumption has been cut by approximately 8,800m³ per year (equivalent to an annual saving of over £25,000 based on current unit prices).

Progress has been made on plans to install "smart meters" to all whole time stations to get better real-time data on consumption and identify leaks and any erroneous consumption immediately via an alert system. The meters will be installed during the next 2 – 3 months.

CONSIDERATIONS

CONTRIBUTION TO KEY POLICY PRIORITIES
Environmental Policy and Carbon Management Plan
Providing a detailed action plan to deliver against our environmental priorities and risks.
Avon Fire Authority Climate Change Declaration
Underpinning our commitment to tackle both the causes and consequences of climate change establishing targets to reduce our CO2 emissions and implementing initiatives to achieve this.

Medium Term Financial Plan
Identifying efficiencies and delivering savings in our utility and fuel budgets.

Corporate Plan 2011 – 2015
Objectives for 2011 – 2015 and supporting Local Performance Indicators.

FINANCIAL IMPLICATION
The total energy budget (including utilities, water, and vehicle fuel) is approximately £900,000 per year. Energy costs are rising well beyond standard inflation rates and are expected to continue this rate of increase with some recent reports suggesting prices could rise by 60% or more over the next 10 years.

LEGAL IMPLICATIONS
None

EQUALITY & DIVERSITY IMPLICATIONS
None

CORPORATE RISK ASSESSMENT
None

ENVIRONMENTAL/SUSTAINABILITY IMPLICATIONS
None

HEALTH & SAFETY IMPLICATIONS
None

List of background documents:
None

Report Contact:
Simon Richards, Finance and Asset Management (Ext 214)