11 January 2018

(1) MEMBERS OF THE AVON FIRE AUTHORITY

Councillors Barrett (C), Davis (Chair), Dudd, Phipps, Shelford and Williams.
1 Avon Fire Conservatives vacancy

(2) 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 19 January 2018 commencing at 10.30am.

The meeting will be held in the Gordano Room, Police and Fire HQ, Valley Road, Portishead, Bristol, BS20 8JJ.

The Agenda is set out overleaf.

Yours sincerely

Guy Goodman
Clerk to the Fire Authority
Notes

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

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.

Emergency Evacuation Procedure:
- If the fire alarm sounds Members must leave the building by the nearest exit.
- The assembly point is situated in the Visitor’s car park.

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.

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 on 0117 926 2061 ext. 231 or at Police and Fire HQ, Valley Road, Portishead, Bristol, BS22 8JJ but only by appointment and during normal office hours.

Public Access: under Standing Order 21 and providing 2 clear working days’ notice has been given to the Clerk (the.clerk@avonfire.gov.uk) any resident or representative of a business or voluntary organisation operating in Bristol, South Gloucestershire, Bath and North East Somerset or North Somerset Council may address the Fire Authority or one of its Committees (for no more than 5 minutes) to present a petition, make a statement, or as leader of a deputation. This is a time limit of 30 minutes for Public Access

Reports: reports are identified by the relevant agenda item number.

Substitutes (for Committees only): notification of substitutes should have been received from Group Leaders by the Clerk prior to the meeting.
1. Apologies for Absence
2. Emergency Evacuation Procedures
3. Declaration of Interests
4. Chair’s Business
5. Minutes of the Meeting of the Performance Review and Scrutiny Committee held on 10 November 2017
6. Public Access
7. Performance Report
8. Proposed Scrutiny Arrangements for the Improvement Programme
9. The work of the Lead Fitness Advisor – Presentation
10. Date of Next Meeting – Friday 9 March 2018 (10.30am)
The meeting started at 10.40am.

27. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Barrett (N). Councillors Shelford and Williams were absent.

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

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

30. CHAIR’S BUSINESS

The Committee observed a minute’s silence in remembrance of Chief Fire Officer Kevin Pearson.

31. MINUTES OF THE COMMITTEE MEETING HELD ON 14 JULY 2017

RESOLVED that the minutes be approved as a true record and signed by the Chair.

32. PUBLIC ACCESS – None.

33. PERFORMANCE REPORT

The Corporate Performance Manager presented the report. The target tracker is now presented in the Appendices in both tabular and graphic formats.

The targets that are off track were identified. The figures for fires have had a difficult start to the year but these are now getting back towards target. Automatic false alarms are 3 incidents above target and there is confidence that this will be improved. The figures are used to identify pockets of increased activity in local areas where prevention work can be targeted.

The sickness indicator target has been changed to match the average from the National Fire Chiefs Council (NFCC) database. This figure is slightly off target, mainly due to long term sickness in uniformed officers.
The Fire Authority is benchmarked against the Family Group for a range of indicators and nationally via the NFCC for sickness.

Consideration is being given to benchmarking outside the fire service sector for corporate services but there is a cost and no other Fire Authorities are involved in this.

The Home Office has recently released information which shows an increase in incident numbers over the last 12 months. Whilst nationally there has been a 14% rise in the number of fires attended nationally the rise in Avon has only had 9.9% more calls to emergency incidents and attended 8.9%.

Cllr Barrett asked whether there were any historical records of the number of malicious alarms as these have an impact on the organisation. In response reference was made to the work of the control operators in making an informed decision and 17% of such calls were not responded to. In addition, it was pointed out that it is a criminal offence to make a malicious call and a prosecution is being considered in one such call currently.

Cllr Dudd asked what the policy was around attending high risk properties with automatic alarms.

The ACFO (Service Delivery) explained that the response was determined by the risk involved. Control operators scrutinise the calls received from alarm receiving companies and respond as appropriate on a risk based approach e.g. a sleeping risk presents a greater risk and therefore attendance is more likely.

Cllr Dudd asked whether the sickness figures reflected a small number of serious incidents or large number of small incidents; and why the personal development reviews completed were off target. In response it was indicated that the first question could be addressed in Item 11. In terms of reviews it was explained that the scheduling of these had been changed but it was accepted that the figure needs to improve. The ACFO indicated that there was a general upward trend in performance.

Cllr Barrett asked if the meeting of response times were reviewed on a regular basis. In response it was said that the data was run each month and any failure to meet the target investigated. The response times are matched to the risk profile. These will be reviewed as part of the improvement journey. In response to a follow up point on the location of stations it was stated that these are built into the risk management plan. It is to be seen whether national response standards are reintroduced.

Cllr Phipps asked why there was an increase in accidental fires and whether there were seasonal factors. In response it was stated that seasonality had not be identified as a factor with accidental fires unlike with deliberate secondary fires which are affected by the weather and time of year. Causes are looked into for accidental fires. At the moment the target is off track by a small number. The ACFO indicated that local managers are provided with maps clustering vehicles and dwelling fires to assist with targeted
interventions. Home Fire Safety Checks are geared towards education around cooking and fires.

Cllr Dudd asked whether the sickness targets were acceptable to the FBU.

Mr Spindler indicated that he felt that the figures were down to long term sickness and the rise in mental health and stress issues.

The Chair felt the turnout policy around automatic false alarms was right. He felt that historical data would be useful in some areas such as call handling and asked that this be added to the tracker for next time. Finally, the Chair recognised the impact of long term sickness on the figures and asked that in future the days lost to both types of sickness be separated out in the tracker. Also relevant to know is the number of individuals behind the figures.

RESOLVED to note the report.

34. TURNTABLE LADDERS – UPDATE

The Health and Safety Manager presented the report highlighting the 3 remaining actions. The remedial actions are on track.

In response to questions it was explained that the ladders used on these vehicles were 30 meters and would reach up to 10 storeys. There are practical issues with longer ladders including the possibility of overloading and the space requirements for deployment. Other measures have been developed to prevent high rise fires and a holistic response is adopted involving greater prevention activities as well as different firefighting techniques.

In response to questions from Councillor Barrett it was stated that developers do consult the Fire Authority in respect of high rise builds but cladding sits outside the Authority’s legislative powers and falls under building regulations. British Standards and Building Regulations deal with issues to do with preventing fire spread.

In response to Councillor Dudd it was confirmed that there is no national asset which operates above 10 storeys. Mobilisation of any such asset would be problematical. In terms of cladding similar to that at Grenfell within Bristol it was confirmed that 5 premises have been identified and discussions held with the owners.

The Chair asked if there are individual plans for high rise buildings and it was confirmed that there were and these are carried on the mobile data terminal on fire appliances. There are also grab packs for dealing with such incidents on station. In terms of the robustness of the TTLs it was confirmed that they were fit for purpose. The problems had stemmed from issues with the training given to staff which has been dealt with.

Councillor Phipps asked about succession planning for the lead trainer given the need to bring in an external provider and whether it was more expensive.
It was confirmed that the training was “Train the Trainer” and cascade training would still occur for operatives and maintenance of competencies. Costings are not available today. The impact of the change was recognised and there was a need to increase resilience.

RESOLVED to note the report.

35. EMPLOYMENT OF SPORTS/WELFARE SPECIALISTS – COST BENEFIT ANALYSIS

The HR Manager presented this report.

There are 33 people on long term sick with 20 of those being wholetime firefighters, 3 from Control and 6 from the Support staff. Most arise from musculoskeletal injuries (14) and mental health illness (10). Support is provided to individuals on long term sick including from Occupational Health (OH). The cases are reviewed by the ACFOs. There is a long standing policy dealing with these cases which needs review. If staff are unable to return to work then consideration needs to be given to further steps in respect of their employment.

The work undertaken has been successful in getting staff to return to work on modified duties and although that brings some benefits to both parties staff are still being paid as firefighters but they are unable to undertake the role.

There is a medical intervention fund of £40,000 but the Fire Authority has always committed to increase this sum if necessary. Current spend is £9,000 for the year. The arrangements for access to a private physiotherapist have been widened so staff can access a provider nearer their home. There has been positive feedback. Support is also provided where there are delays in accessing NHS facilities e.g. scans. Mental health support is provided via Red Poppy which is a self-referral service of 6 sessions. More can be arranged via HR if needed. Red Poppy has been used on station to assist with trauma and group counselling. The current arrangements are cost effective and staff can easily access the services. In addition, the Lead Fitness Advisor works on station providing support and there is a contract for an external OH Service.

Cllr Barrett felt that morale could be affected by uncertainty and could be a major factor in sickness. In response it was indicated that the planned cultural survey to be undertaken with staff should assist.

Councillor Dudd asked whether staff knew about the Fund and the prevention activities undertaken. In response it was indicated that staff did know of the Fund but it was accepted that information on accessing the Fund could be clearer. It was pointed out that in some areas the NHS has improved leading to less demand and that there tax implications for employees who were supported. In terms of prevention the Lead Fitness Advisor works on station providing a holistic approach. Previously a massage service was used but with little impact.
Mr Spindler indicated that sickness rates had improved in the new buildings opened so building condition did impact on morale and sickness.

The Chair asked about access to sports injury treatment for example for sprains given treatment was time critical. In response it was indicated that such treatment was available via the Fund at £30 a session. Mr Spindler felt that when staff booked sick with a musculoskeletal injury they should be offered this service.

RESOLVED to note the report.

36. ALTERNATIVES TO THE DIESEL FLEET AND THE INCREASED USE OF RENEWABLES

The Interim Property Services Manager presented this report and indicated that a strategy for dealing with the 2 issues would be brought to a future meeting.

In terms of diesel there has been an increase from 30% to 50% of total energy costs largely down to the improvement to buildings. Liquid fuel prices are also more volatile than gas and electricity. The fleet is constantly being reviewed to ensure engines of the highest quality but there is no set emissions standard for the ancillary fleet. Hybrid/electric vehicles are only being used to a limited extent and workshops are geared up to maintain these types of vehicles. There are no ready alternatives to diesel for fire appliances. The IRMP will need to drive the nature of response vehicles and the costs of mobilisation. Work is ongoing having a van using bio-methane fuel. Recent changes to tax legislation are affecting lease cars which may lead to an increase in the procurement of cars.

In terms of renewals 100% of electricity is now from renewals with no additional cost. There is a need to reduce energy demand in buildings and each will have an asset strategy going forward. The new builds are helping to reduce consumption via planning and enhanced specifications. The greatest use and cost arises from heating and hot water.

In response to a question from Councillor Dudd on the split in energy costs it was indicated that £350,000 is spent on fuel, £200,000 on electricity, £60,000 on gas and £10,000 on oil. In terms of whether petrol cars could be replaced with hybrids/electric vehicles it was stated that this would need to be analysed depending on the purpose of the vehicle.

Councillor Barrett asked what percentage of the vehicles use diesel and this was stated to be about 90%. In terms of whether diesel needed to be kept due to potential fuel strikes it was indicated that part of the Local Resilience Forum’s mitigation plan is that the Fire Authority does hold diesel stock.

Mr Spindler expressed some disquiet about linking mobilisation to the cost of fuel.
The Chair indicated he would like to see a plan for change in terms of the ancillary fleet. In response it was indicated that a cross-directorate team had been formed to address this issue.

RESOLVED to:
   a) Note the report
   b) Request that a report be brought to the March 2018 meeting of the Committee with a plan for change the ancillary fleet to hybrid/electric.

37. **ANNUAL HEALTH AND SAFETY PERFORMANCE REPORT 2016/17**

The Health and Safety Manager introduced the report and highlighted the key issues.

Cllr Barrett asked if there was a correlation between the graphs on pages 3 and 12. It was indicated that the 2 graphs showed injuries and illnesses and they dealt with separate issues. Next year’s figures may reflect the impact of the relocation of HQ. It is felt that there is not the full picture on mental health issues. There should be a better view on morale following the cultural survey. In terms of transfers more than one station was affected. Problems usually arise from the impact on family.

Mr Spindler highlighted the impact of the changes/cuts mentioned on page 48 and the impact on sickness.

RESOLVED to:
   a) Note the report.
   b) Invite the Lead Fitness Instructor to provide a presentation on his work to the next meeting of the Committee.

38. **COMMUNITY SAFETY – CASE STUDY**

The ACFO (Service Delivery) presented the case study highlighting the excellent work done by Watch Manager Steve Nicholas in pulling the agencies together to address the real causes of concerns. Reference was also made to the new Community Resilience Team in partnership with SARAID and the work they had done here in tidying up the front garden to reduce one of the signs of vulnerability.

RESOLVED to congratulate the Vulnerable Adults Team for the excellent work undertaken on bringing the relevant agencies together.

39. **DATE OF NEXT MEETING – Friday 19 January (10.30am)**

The meeting closed at 1.00pm

............................................
Chair
1. **SUMMARY**

The purpose of this report is to inform the Committee of the performance of the organisation against targets for the period April to November 2017.

2. **RECOMMENDATIONS**

The Committee is asked to consider the report and make recommendations as necessary.

3. **BACKGROUND**

3.1. The intention of this report is to provide the Committee with a regular update on the work being undertaken to manage:

- Performance
- Corporate risks
- Community risks.

3.2. Members are reminded that the scorecard (see Appendix 1) 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’.

3.3. A subset of the performance information is also made available in the form of Target Tracker wall charts (see Appendix 2). These are produced at organisation, Unitary Authority and Station level and are displayed in fire stations. They are designed to inform the public and staff as to progress against targets but also may assist Members by displaying performance information in a more graphic format.
3.4. The following summary provides an indication of progress against targets for the first eight months (April – November) of financial year 2017/18.

3.5. **Fires** – all four fire indicators are off target. Deliberate secondary fires are off target by only five incidents and Deliberate Primary Fires (excluding vehicles) by 22 incidents. The organisation will continue to monitor the performance and implement interventions to mitigate risk where necessary.

3.6. **Alarms** - the number of attendances to Automatic Fire Alarms (AFAs) in non-domestic premises is off target by only 35 incidents. 15% (29 out of 189 incidents) of Malicious False Alarms were successfully “call challenged”, meeting the 5% target.

3.7. **Deaths and injuries** – since the last report no further fire fatalities have been recorded therefore the total remains at five. 39 injuries in fire (where hospital treatment was required) have been recorded.

3.8. **Response** - all of the response indicators have met target. The handling of 999 calls (LPIR9) continues to be good with 95.7% answered within the seven seconds against the target of 94%.

3.9. **Call handling** – 13,693 calls for emergency assistance have been received and 8,307 (60.7%) were attended under emergency conditions. The number of calls for emergency assistance (compared to the same period last year) has increased by 3% (428 calls) and the number attended under emergency conditions has increased by 5% (401 incidents).

3.10. **People** - both sickness indicators are off target mainly due to higher numbers of shifts/days lost to Long Term (over 28 day) sickness for uniformed staff. Return to work interviews completion is on target. Personal Development Reviews (PDRs) have been undertaken for 80.4% of staff (656 out of 816). The organisation’s target is to ensure that 95% of PDRs are completed within 12 months of the last PDR. Completion rates are slowly improving and we are working to ensure that our reporting is able to exclude staff who are long term absent and therefore unable to undertake a PDR.

3.11. An update to the Target Tracker wall charts is in progress which will display long term and short term sickness divided by the Full Time Equivalent staffing numbers.


3.13. For incident data the organisation compares favourably for Accidental Dwelling, Deliberate Primary (excluding vehicle) and Deliberate Secondary
Fires but less favourably for Deliberate Vehicle Fires and Attendance at Alarms. Performance for Attendance at Alarms is very much an outcome of the Fire Authority’s Attendance Policy.

3.14. Sickness benchmarking shows that though off target performance is above average compared to other Fire and Rescue Authorities.

3.15. Scorecard acronyms and terminology:

Cat   Category defining population density  
CFOA  Chief Fire Officers Association  
FG4   Family Group of Fire & Rescue Services used for benchmarking  
FRS   Fire & Rescue Service  
HFSV  Home Fire Safety Visit  
LPI   Local Performance Indicator  
PDA   Pre-determined Attendance  
PDR   Personal Development Review  
Primary Fire Fire incident affecting non derelict property  
Secondary Fire All other fire incidents  
RTW   Return to Work  
SSC   Special Service Call (emergency non fire related incident)  
YTD   Year to date

4. **CONSIDERATIONS**

4.1. **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:

- The Fire Service National Framework  
- Corporate Plan 2015/18  
- Corporate Risk Register

4.2. **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.
4.3. **Legal Implications**

None specifically identified.

4.4. **Equality & 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.

4.5. **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.

4.6. **Environmental/Sustainability Implications**

None.

4.7. **Health & Safety Implications**

None.

4.8. **Crime & Disorder Implications**

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

5. **BACKGROUND PAPERS**

None.

6. **APPENDICES**

1. Scorecard 2017/18
2. Target Tracker 2017/18

7. **REPORT CONTACT**

Simon Flood, Corporate Performance Manager, extension 358.
<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Target 2017/18</th>
<th>YTD 2016/17</th>
<th>YTD Target</th>
<th>Amber Target</th>
<th>YTD Actual</th>
<th>Progress % change compared to last year</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>
</tr>
<tr>
<td>LPI14II*</td>
<td>No. of calls to accidental fires in dwellings attended</td>
<td>6 yrs average</td>
<td>475</td>
<td>298</td>
<td>317</td>
<td>348</td>
<td>351</td>
<td>↓</td>
<td>18%</td>
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<tr>
<td>LPI12II*</td>
<td>No. of deliberate primary fires (excluding deliberate primary fires in vehicles)</td>
<td>6 yrs average</td>
<td>243</td>
<td>161</td>
<td>162</td>
<td>178</td>
<td>164</td>
<td>↑</td>
<td>14%</td>
<td>1.23</td>
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<tr>
<td>LPI20 IV*</td>
<td>No. of deliberate fires in vehicles</td>
<td>6 yrs average</td>
<td>351</td>
<td>286</td>
<td>324</td>
<td>357</td>
<td>335</td>
<td>↑</td>
<td>14%</td>
<td>1.11</td>
</tr>
<tr>
<td>LPI20DII*</td>
<td>No. of deliberate secondary fires (excl. deliberate secondary fires in vehicles)</td>
<td>6 yrs average</td>
<td>1099</td>
<td>733</td>
<td>855</td>
<td>941</td>
<td>890</td>
<td>↑</td>
<td>17%</td>
<td>8.07</td>
</tr>
<tr>
<td>LPI NFF%</td>
<td>% of accidental fires in dwellings where no firefighting action attended</td>
<td>Monitor only - last year</td>
<td>36%</td>
<td>43%</td>
<td>(151/351)</td>
<td>↔</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
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</table>

| **Alarms** | | | | | | | | | | | |
| LPI FAMs* | Total No. of malicious false alarms reported | Monitor only | 189 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |
| LPI FAMs% | % of malicious false alarm calls attended | n/a | 10% | 5% | 2% | 15% | ↔ | 9% | 18.62 | 0.26 | 37.72 | 31.9 |
| LPI 149* | No. of alarms caused by automatic fire detection attended (Non Domestic Props.) | 6 yrs average | 2147 | 1533 | 1431 | 1574 | 1458 | ↓ | -4% | 18.62 | 0.26 | 37.72 | 31.9 |
| LPI 20BIII* | % of fires attended in dwellings where no smoke alarm was fitted | Monitor only | 37% | (150/404) | ↔ | n/a | n/a | n/a | n/a | n/a |

| **Deaths, Injuries & Escapes** | | | | | | | | | | | |
| NI 49* | No. of deaths arising from primary fires | Monitor only, last year | 2 | 3 | | | | | | n/a | n/a | n/a |
| NI 49III* | No. of injuries arising from primary fires | Monitor only, last year | 58 | 39 | | | | | | n/a | n/a | n/a |
| LPI 143I* | No. of deaths in accidental dwelling fires | Monitor only, last year | 1 | 3 | | | | | | n/a | n/a | n/a |
| LPI 143II* | No. of injuries in accidental dwelling fires | Monitor only, last year | 22 | n/a | n/a | n/a | n/a | n/a | n/a | n/a |

| **Response** | | | | | | | | | | | |
| LPI R51 | Initial call fire in Building Cat.1: First Appliance in 8mins | 85% | 80% | 90% | 90% | (223/453) | ↓ | 92% | n/a | n/a | n/a | n/a |
| LPI R52 | Initial call fire in Building Cat.2: First Appliance in 10mins | 90% | 85% | 95% | 90% | (344/436) | ↔ | 97% | n/a | n/a | n/a | n/a |
| LPI R53 | Initial call fire in Building Cat.3: First Appliance in15mins | 95% | 90% | 95% | 90% | (174/184) | ↔ | 98% | n/a | n/a | n/a | n/a |
| LPI R54 | Full PDA mobilised to initial call fire in Building | 95% | 90% | 95% | 90% | (311/363) | ↔ | 99% | n/a | n/a | n/a | n/a |
| LPI R55 | Initial call fire - all other: First attendance in 15mins | 95% | 90% | 97% | 97% | (174/175) | ↔ | 99% | n/a | n/a | n/a | n/a |
| LPI R56 | Life threatening SSCs: First attendance in 15mins | 95% | 90% | 97% | 97% | (174/184) | ↑ | 97% | n/a | n/a | n/a | n/a |
| LPI R9 | Calls for assistance to Service Control answered within seven seconds | 94% | 89% | 95.7% | 99% | | ↑ | 95.6% | n/a | n/a | n/a | n/a |

| **Call Handling** | | | | | | | | | | | |
| LPI001 | Number of 999 calls received | Monitor Only | | | | | | | | n/a | n/a | n/a |
| LPI002 | Number of incidents attended as emergency | Monitor Only | | | | | | | | n/a | n/a | n/a |
| LPI003 | % incidents attended as emergency/999 calls | Monitor Only | Last year | 59.6% | 60.7% | | | +1.1% | pt | n/a | n/a | n/a |

| **Community Fire Safety Activity** | | | | | | | | | | | |
| Monitor No. of school visits conducted by station personnel | Monitor Only | 146 | | | | | | | | n/a | n/a | n/a |
| Monitor No. of off-station community events attended to deliver fire safety message | Monitor Only | 292 | | | | | | | | n/a | n/a | n/a |
| Monitor No. of on-station community events | Monitor Only | 160 | | | | | | | | n/a | n/a | n/a |
| Monitor Total HFSV Safe & Well completed (this year) | Monitor Only | 6683 | | | | | | | | 6639 | 21280 | 1641 | n/a |

| **Health and Safety - quarterly** | | | | | | | | | | | |
| H&S 2 | Vehicle incidents where hit fixed/stationary & at fault | -5% | 54 | 22 | 21 | 21 | -10% | 0.0% | n/a | n/a | n/a | n/a |
| H&S 1 | Days/shifts lost to work related injury/sickness | -10% | 1136 | 665 | 599 | 632 | 788.0 | | 18.5% | n/a | n/a | n/a |

| **Resources and Value for Money - quarterly** | | | | | | | | | | | |
| LPI ET2 | Energy consumption in kWh (compared to 2016/17) | -10% | 2026 | 824 | 5530 | 5806 | 4399 | | 34.4% | n/a | n/a | n/a |
| LPI ET3 | Carbon emissions (compared 2016/17) | -5% | 9446 | 5821 | 5530 | 5806 | 4399 | | 34.4% | n/a | n/a | n/a |
| LPI ET6 | Water consumption (compared 2016/17) | -5% | 9446 | 5821 | 5530 | 5806 | 4399 | | 34.4% | n/a | n/a | n/a |
| LPI ET8 | Renewable energy 20% by 2020 (10% in 2017/18) | 10% | Total consumed: 1375654 | 137565 | 68783 | 290930 | | 21.1% | n/a | n/a | n/a |

| **People - Reported Monthly** | | | | | | | | | | | |
| LPI 12I | Working days/shifts lost to sickness where fulltime uniformed staff | 7.83 | 4.62 | 5.23 | 5.75 | 6.70 | ↓ | n/a | 3.72 | 1.87 | 5.12 | 4.17 |
| LPI 12II | Working days/shifts lost to sickness all staff (excl. RDS) | 7.83 | 4.85 | 5.23 | 5.75 | 7.05 | ↔ | n/a | 3.73 | 2.18 | 5.71 | 5.01 |
| LPI HR4 | % of RTW interviews completed within 15 days | 90% | 95% | 90% | 85% | 97% | (226/233) | ↔ | n/a | n/a | n/a | n/a |
| LPI HR5 | PDR completion | 95% | n/a | 95% | 85% | 80.4% | (656/816) | ↔ | n/a | n/a | n/a | n/a |

* indicative only as 2 IRS records are incomplete
$ source is either FG4 or NFCC

Produced: 05/01/2018
Avon Target Tracker: April - November 2017/18

Appendix 2

Monthly Message
The Home Office has released figures from fire and rescue services in England from 1 July 2016 to 30 June 2017. 175,673 fires were attended by fire and rescue services in England in the year ending June 2017. This is a 14 per cent increase compared with the previous year but a 48 per cent decrease compared with ten years ago.

Next week, the successful candidates from the recruitment campaign we ran in the spring will graduate after ten weeks of intensive training. No sooner will they have graduated, than the recruitment process will start all over again. In January, we'll be looking to recruit another group of firefighters to join AF&RS.

Performance Summary
We remain off target for all the five incident Key Performance Indicators, but two of these KPIs are off target by small margin. These incidents figures are better understood with the fact that emergency calls received was 2.5% higher than the same period last year, while emergency attended was 3.5% higher (by 277 incidents).

Sick absence is off target, mainly due to long term sickness. RTWI completion is on target.

The total Energy consumption in April - November is on target.

Sickness Figures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Shifts Lost to Sickness Per Member of Staff</td>
<td>5.23</td>
<td>7.05</td>
</tr>
<tr>
<td>Full time equivalent</td>
<td>647.1</td>
<td></td>
</tr>
<tr>
<td>Total Number of Shifts Lost to Sickness By All Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term</td>
<td>3035.5</td>
<td></td>
</tr>
<tr>
<td>Short Term</td>
<td>1525.5</td>
<td></td>
</tr>
<tr>
<td>Return to Work Interview Completion</td>
<td>90%</td>
<td>97%</td>
</tr>
<tr>
<td>Completion</td>
<td></td>
<td>(226/233)</td>
</tr>
</tbody>
</table>
1. **SUMMARY**

The purpose of this report is to present the proposed Improvement Programme scrutiny arrangements to the Committee for approval and to enable scrutiny of the first tranche of evidence, as an interim measure pending the establishment of the Improvement Working Group, with a view to recommending to the Fire Authority that the relevant recommendations and/or work packages from the Fire Authority's 62-point action plan be considered as ‘complete’.

2. **RECOMMENDATIONS**

The Committee is asked to:

a) Approve the proposed scrutiny arrangements for the Improvement Programme.

b) Formally establish the Improvement Working Group, approve its draft Terms of Reference and elect the Chair.

c) Scrutinise evidence presented and recommend to the Fire Authority that the relevant recommendations and/or work packages from the 62-point action plan be considered as ‘complete’.

3. **BACKGROUND**

3.1. At its meeting held on Friday 24 November 2017, the Independent Improvement Programme Board (IIPB) provided constructive feedback on the need for a formal process through which the Fire Authority will monitor, challenge and scrutinise progress with the Improvement Programme Action Plan (a more detailed plan derived from the approved Fire Authority Action Plan produced by the Internal Improvement Team). In particular, members of the IIPB queried the way in which the Fire Authority will exercise scrutiny over the Improvement Programme and, in particular, sign off actions as ‘complete’.
3.2. This discussion was carried forward to the Fire Authority’s meeting on 1 December 2017 where Members debated the most effective way of considering progress updates and requests for actions to be signed off as ‘complete’. The Fire Authority resolved to establish an Improvement Working Group under the auspices of the Performance Review and Scrutiny Committee whose meetings would be open to all Members, reporting back to the Committee which in turn would report back to the full Fire Authority.

**Proposed scrutiny arrangements**

3.3. Following detailed analysis of the 62 recommendations contained within the Fire Authority’s approved action plan, the Internal Improvement Team (ITT) created an IIT Action Plan resulting in additional action points/work packages against most of the 62 recommendations. In total the IIT Action Plan consists of, currently, 112 action points/work packages, all of which need to be completed to the satisfaction of the Fire Authority before each individual recommendation may be considered as ‘complete’.

3.4. The Improvement Programme consists of seven larger projects and five smaller, standalone work packages. Each project and standalone work package has been assigned a Service Management Board-level Project Executive, who will have overall responsibility for the delivery of their project(s)/work package(s) as well as resourcing their projects and allocating workloads accordingly. Details of assigned Project Executives are provided in Tables 1 and 2.

<table>
<thead>
<tr>
<th>Table 1: Projects and Project Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Project Name</strong></td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td>Service Organisation</td>
</tr>
<tr>
<td>Governance</td>
</tr>
<tr>
<td>Corporate Planning</td>
</tr>
<tr>
<td>Diversity, Inclusion, Cohesion and Equality (DICE)</td>
</tr>
<tr>
<td>Procurement and Transport</td>
</tr>
<tr>
<td>Performance Information</td>
</tr>
</tbody>
</table>
Table 2: Work packages and proposed Project Executives

<table>
<thead>
<tr>
<th>Proposed Project Name</th>
<th>Linked to Rec. No.</th>
<th>No of actions (so far)</th>
<th>Proposed Project Executive</th>
<th>Proposed IIT SPOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondment Policy</td>
<td>53</td>
<td>1</td>
<td>Director Corporate Services</td>
<td>Pete Davis</td>
</tr>
<tr>
<td>Firefighter Pension Scheme</td>
<td>54</td>
<td>tbc</td>
<td>Treasurer</td>
<td>Matt Osborne</td>
</tr>
<tr>
<td>Abatement Policy</td>
<td>55</td>
<td>3</td>
<td>Director Corporate Services</td>
<td>Pete Davis</td>
</tr>
<tr>
<td>Whistleblowing Policy</td>
<td>57</td>
<td>2</td>
<td>Clerk</td>
<td>Steve Imrie</td>
</tr>
<tr>
<td>Funding opportunities</td>
<td>63</td>
<td>2</td>
<td>Director Corporate Services</td>
<td>Pete Davis</td>
</tr>
</tbody>
</table>

Current total number of all action points/work packages – 112.

3.5. The proposed Improvement Working Group will be the mechanism via which Project Executives and/or those with delegated authority will present evidence of progress for Member scrutiny. Assuming that the Improvement Working Group is satisfied with the evidence presented, the Committee will recommend to the Fire Authority that the relevant recommendation(s) from the Fire Authority’s 62-point action plan be considered as ‘complete’. However if, following scrutiny, the Improvement Working Group or the Committee are not satisfied with the evidence presented, then a recommendation for ‘sign off’ to the Fire Authority will not be forthcoming from the Committee until the matter is resolved. In addition, while the relevant Committee meeting minutes will provide a formal audit trail of the scrutiny provided, the Fire Authority minutes will provide a formal audit trail of the decisions made.

3.6. An extract from the Improvement Programme governance structure (see Appendix 1) providing a schematic of the proposed scrutiny process is provided in Figure 1.

![Fig. 1: Extract from the Improvement Programme governance structure (see Appendix 1) with the scrutiny, recommendation and decision making process highlighted in the red frame to the left.](image)
3.7. The IIT will maintain the overall IIT Action Plan and update it after each meeting of the Improvement Working Group to show the current status of each recommendation and its associated action(s) according to the following key:

<table>
<thead>
<tr>
<th>No.</th>
<th>Status definition</th>
<th>Symbol</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project / activity ongoing with known issues being resolved</td>
<td>✔️</td>
</tr>
<tr>
<td>2</td>
<td>Project / activity ongoing with unresolved issues / risks</td>
<td>🔄</td>
</tr>
<tr>
<td>3</td>
<td>Project / activity not yet started or halted</td>
<td>✗</td>
</tr>
<tr>
<td>4</td>
<td>Project / activity complete – awaiting Improvement Working Group scrutiny</td>
<td>✔️ tbc</td>
</tr>
<tr>
<td>5</td>
<td>Project / activity complete and Improvement Working Group scrutiny complete, recommended to the Committee/Fire Authority for sign off</td>
<td>✔️</td>
</tr>
</tbody>
</table>

3.8. Due to the number of action points/work packages and associated evidence and in order to ensure that scrutiny by the Improvement Working Group is manageable, evidence will be presented in two ways i.e. either as a whole recommendation or as a number of individual action points/work packages. When it is the latter, once the evidence relating to an individual action point/work package is deemed sufficient by the Improvement Working Group, the Internal Improvement Team will collate the outcome(s) and hold them in abeyance until all action points/work packages pertaining to a given recommendation are complete. At that point the whole recommendation will be submitted for scrutiny at the next Improvement Working Group Meeting.

3.9. Overall progress will continue to be reported to the IIPB, the Minister for Policing and the Fire Service and other key stakeholders in line with established reporting structures.

3.10. The draft Terms of Reference for the Improvement Working Party Group are set out at Appendix 2.

**Schedule of meetings**

3.11. It is proposed that the Improvement Working Group will meet at least quarterly and in sufficient time to report its deliberations to each meeting of the Committee in line with the procedure detailed in section 3.5 and 3.6 above.

3.12. However, in order to maintain momentum with the Improvement Programme and enable adequate progress reports to be submitted to the IIPB, the Minister for Policing and the Fire Service and others it is likely that, in practice, the Improvement Working Group may need to meet more frequently than once a quarter depending on the volume of work ready to be scrutinised.
3.13. As it will not be possible to hold the first Improvement Working Group meeting prior to the next Fire Authority meeting on 9 February 2018, it is proposed that the Committee scrutinise the first tranche of evidence at this meeting in order to make recommendations to that meeting.

**Scrutiny of the first tranche of evidence**

3.14. There are seven recommendations which cover 11 action points (derived from the approved Fire Authority Action Plan) and 14 other action points/work packages (derived from the Internal Improvement Team Action Plan) being submitted for scrutiny today (see Appendix 3 for recommendation and action point/work package detail). Members should note that a Fire Authority recommendation will be denoted by a whole number, for example, 50 whereas an action point/work package will be denoted as a subset of a whole number, for example 50(1) or 50(2).

3.15. Due to the large amount of data being collated evidence relating to each recommendation and/or work package, which is proposed as complete, will be accessible to Members at www.basecamp.com. Members will be informed on how to access this secure site prior to the meeting.

3.16. Members should note that during the analysis of the original Fire Authority Action Plan, noted in section 3.4 above, a number of duplications were identified and therefore there are instances where evidence pertaining to one recommendation is applicable to another; for example, in this submission evidence pertaining to recommendation 46 is also being submitted for recommendation 48.

4. **CONSIDERATIONS**

4.1. **Contribution to Key Policy Priorities**

The process for formal scrutiny of progress against the Improvement Programme resulting from the Statutory Inspection is a key requirement for demonstrable implementation of the Fire Authority’s 62-point action plan.

4.2. **Financial Implications**

None.

4.3. **Legal Implications**

None.

4.4. **Equality & Diversity Implications**

None.

4.5. **Corporate Risk Assessment**
The Improvement Programme’s Risk Register is incorporated into the relevant sections of the Corporate Risk Register.

4.6. **Environmental/Sustainability Implications**

None.

4.7. **Health & Safety Implications**

None.

4.8. **Crime & Disorder Implications**

None.

5. **BACKGROUND PAPERS**

Statutory Inspection of Avon Fire and Rescue Authority (July 2017)

6. **APPENDICES**

1. Improvement Programme Governance Structure
2. Draft Improvement Working Group Terms of Reference
3. Proposed Recommendations and Work Packages for Scrutiny

7. **REPORT CONTACT**

Steve Imrie, Temporary Area Manager (Internal Improvement Team), extension 204
Appendix 1

Improvement Programme Governance Structure

**IMPROVEMENT PROGRAMME GOVERNANCE STRUCTURE**

**Avon Fire Authority**
- AFA Chair & CFO/CE
- Performance Review & Scrutiny Committee (PRSC)
- PRSC Improvement Working Group (all AFA Members)
- Internal Improvement Board (IIB)
- Reports progress & provides feedback

**Independent Improvement Programme Board (IPB)**
- Chair
- NFCC
- Elected Member
- Elected Member
- FBU
- Unison
- Inclusion & Diversity Manager
- SARI
- LGA
- North Somerset Council
- SARI
- South Gloucestershire Council
- Police & Crime Commissioner
- Bristol City Council
- External scrutiny
- BANES Council
- VMCFRS

**Procurement & Transport Improvement Board (PTIB)**
- Elected Member (Chair)
- ACFO Service Delivery
- Fleet Engineer
- Group Manager, Technical Services
- Supplies & Services Manager
- Finance Manager
- Corporate Assurance Manager
- FBU
- Unison
- Area Manager, Ops Response
- Procurement Officer, Avon & Somerset Police
- Reports progress

**Diversity, Inclusion, Cohesion & Equality Improvement Board (DICEIB)**
- SARI
- ACFO Service Delivery Support
- Elected Member
- Elected Member
- HR Manager
- Inclusion & Diversity Manager
- FBU
- Unison
- Inclusion & Diversity Officer, Avon & Somerset Police

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- Elected Member
- HR Manager
- Inclusion & Diversity Manager
- FBU
- Unison
- Inclusion & Diversity Officer, Avon & Somerset Police
Draft Improvement Working Group Terms of Reference

Chair and membership

The Chair of the Improvement Working Group will be elected by the Performance Review and Scrutiny Committee (PRSC).

Membership of the Working Group will be open to every Member of the Fire Authority in order to ensure that they have the opportunity to provide formal scrutiny and challenge to the overall progress with the Improvement Programme.

Meeting frequency

The Working Group will meet at least quarterly and in sufficient time to report its deliberations to each meeting of the PRSC.

Purpose

The purpose of the Working Group is to provide formal Member challenge and scrutiny on the continual progress of the Improvement Programme including governance, leadership, culture and driving change.

(See also the current version of the Improvement Programme Governance Structure Chart.)

Objectives

- To review evidence provided by Project Executives and work package leads in support of a request for the Working Group to consider whether their specified action(s) may be considered ‘complete’.

- To provide adequate challenge and scrutiny over the evidence presented before reaching a conclusion as to whether the Working Group will recommend to the PRSC that the specified action(s) may be considered as ‘complete’.

- In the event that the Working Group cannot recommend that specified action(s) are ‘complete’, to provide guidance on the Working Group’s expectations for further development work before re-submission and further consideration.

Reporting lines

As part of the formal audit and governance process, the Working Group will report its recommendations to the PRSC which will, in turn, report to the Fire Authority in line with its current reporting mechanism.

Anticipated timescales

January 2018 – September 2019 (the current expected lifespan of the Improvement Programme)
Secretariat and administrative support

Meetings will be co-ordinated by the Clerk to the Fire Authority. This will include issuing invitations to the meeting and providing the agenda and supporting papers.

The recommendations of the Working Group will be documented by a member of the Internal Improvement Team on behalf of the Clerk.
Appendix 3

Proposed Recommendations and Work Packages for Scrutiny

1. Recommendations

The dashboard chart in Figure 1 shows the current status of all IIT Action Plan recommendations and those awaiting scrutiny.

![RECOMMENDATIONS PROGRESS](chart.png)

**Fig. 1: Extract from status dashboard showing seven recommendations ready for scrutiny**

The seven recommendations ready for scrutiny by the PRSC include:

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
</table>
| 11  | Recommendation: A revised protocol has been issued 27/06/17 between the DCFO and new Chair. The Chair has made clear that working relationships will remain formal and in accordance with the protocol.  
  
  **Summary:** A revised protocol was issued in line with the recommendation; however it has subsequently been re-issued following the appointment of the Interim Chief Fire Officer/Chief Executive. |
| 28  | A new Inclusion Committee to replace the Equalities Sub-Committee will be formed. The purpose is to demonstrate commitment to the inclusion agenda and drive organisational improvement.  
  
  **Summary:** Terms of Reference for the new Committee were approved at the Fire Authority Meeting on 13 October 2017. Subsequently the Committee, chaired by Cllr Lake, met on 2 November 2017 and |
provisionally agreed a change of name to the Diversity, Inclusion, Cohesion and Equality (DICE) Committee.

46 Recommendation: A detailed project (programme) plan will be produced by the Project (Programme) Management Office (PMO) to implement the actions detailed within this plan, in line with recognised programme management principles.

Summary: A detailed programme plan and associated programme/project documents have been produced, ratified and are being implemented in line with Managing Successful Programme (MSP) principles. Evidence for Recommendation 50 also applies.

47 Recommendation: A lead officer interim appointment will be considered.

Summary: An Area Manager was appointed to provide dedicated leadership and focus to the Internal Improvement Team and the Improvement Programme.

48 The project plan (as above) will include the relevant recommendations from the Monitoring Officer’s report.

Summary: This is linked to recommendation 46 above. Following analysis of the Monitoring Officer’s Report, the Internal Improvement Team identified two outstanding recommendations that were subsequently incorporated into the IIT Action Plan. This included:

Rec. 3: The Authority should confirm how temporary appointments to Principal and Statutory officer posts should be made in the future – this has been included in Recommendation 9, Action 9(2).

Rec. 5: Reports concerning the CFO personally should from now onwards be prepared and presented by the Clerk. This has been included in Recommendation 13 Action 13(2).

Both of these recommendations have been incorporated into the IIT Action Plan and the Governance Project Initiation Document.

50 Recommendation: We will establish a dedicated Project (Programme) Management Office, staffed by suitably qualified programme management specialists, to coordinate and support the implementation of this action plan.

Summary: an Internal Improvement Team has been established to facilitate the Programme Management Office and, where applicable, upskilled with formal programme management qualifications. The Programme Office has established a governance framework to oversee and monitor the IIT Action Plan, liaised with relevant key stakeholders to develop agreed templates for progress reports and produced a communication strategy to ensure all stakeholders are kept informed on the current status of the improvement journey.
Recommendation: Reports provided monthly to the Fire Minister, General Purposes Committee and the SMB. Regular updates will also be provided to the Authority and/or appropriate Committees.

Summary: links to recommendation 50(4). However, progress reports are provided monthly to the Police and Fire Service Minister, the Fire Authority, the Service Management Team, the Internal Improvement Board, and the Independent Improvement Programme Board, however not the General Purposes Committee. Going forward, and in line with the proposed scrutiny arrangements outlined in this paper, papers will also be produced for the PRSC Improvement Working Group.

2. Work Packages

The dashboard chart in Figure 2 shows the current status of the IIT Action Plan action points/work packages and those awaiting scrutiny.

![WORK PACKAGES PROGRESS](image)

**Fig. 2**: Extract from status dashboard showing 25 work packages (actions) ready for scrutiny

**Note**: This figure includes 11 action points/work packages contained within the completed recommendations referenced in Figure 1. The remaining 14 action points/work packages (actions) ready for scrutiny by the PRSC include:

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2(2)</td>
<td>Action point/work package: Restrict the length of time a Member may serve as Chair or Vice Chair of the Fire Authority or any combination of either role to a maximum period of 6 municipal years either consecutively or in aggregate (with retrospective effect).</td>
</tr>
</tbody>
</table>
Summary: the motion was tabled and approved at the Fire Authority meeting 13 October 2017 with Standing Orders updated accordingly and published on 30 October 2017.

2(4) Action point/work package: In anticipation of the forthcoming change in the law agree to the Police and Crime Commissioner for Avon & Somerset becoming a voting member of the Fire Authority and pending this change reiterate the invitation to the PCC to sit on the Fire Authority as a non-voting member.

Summary: due to being a standing member of the Independent Improvement Programme Board and the potential conflict of interest, the PCC will not be taking a position on the Fire Authority at this time.

5(1) Action point/work package: Co-locate our headquarters function with Avon & Somerset Constabulary’s headquarters at Portishead.

Summary: Headquarters relocated on 18 September 2017.

8(1) Action point/work package: Set up a Members’ working party to review the governance structure in light of the findings of the Statutory Inspection and in accordance with the resolution of the Audit, Governance and Ethics Committee meeting held on 24 February 2017.

Summary: this action point has been superseded by Action 2(1) that will form the basis of a discussion paper at the General Purposes Committee 18 January 2018. The Project Executive therefore deems this action point closed and therefore, evidence is not applicable for Action 8(1).

8(2) Action point/work package: Following the expiry of the contract for external audit services let by the (then) Audit Commission to Grant Thornton until 2018/19, change our external auditors to Deloitte LLP under the ‘opt in’ arrangements provided by Public Sector Audit Appointments Ltd. for five years from 2018/19.

Summary: at its meeting on Friday 16 December 2016, the Fire Authority agreed to ‘opt in’ to the Public Sector Audit Appointments Ltd sector-led option and Deloitte LLP were confirmed as the Fire Authority’s external auditors for five years commencing in 2018/2019.

10(1) Action point/work package: In the absence of the current CFO, appoint an interim Chief Fire Officer/Chief Executive with the support of the National Fire Chiefs’ Council.

Summary: appointment of Interim CFO/CE Mick Crennell, ratified by the Employment Committee on 09 August 2017.

10(2) Action point/work package: Review the organisational structure and implement an interim structure.

Summary: following the Interim CFO/CE appointment, an interim organisational structure was implemented which included a reduction in the Service Management Board from CFO/CE, DCFO, two ACFOs,
Treasurer and Clerk to CFO/CE, two ACFOs and a Director of Corporate Services (net reduction of two posts). This enhanced the independence of the Statutory Officer roles of the Treasurer and Clerk and ensures the revised interim structure is fit for purpose to deliver the Service's improvement journey over the next two years.

13(2) Action point/work package: Ensure that Fire Authority reports concerning the CFO/CE personally are prepared and presented by the Clerk.

Summary: the Clerk reports that this is now in-being with example provided.

39(1) Action point/work package: As part of approved improvement architecture, establish an Independent Improvement Programme Board, chaired by an independent NFCC officer.

Summary: complete – chaired by CFO Huw Jakeway. Terms of Reference in place and three meetings have taken place to date.

39(2) Action point/work package: As part of approved improvement architecture, establish an Internal Improvement Board, chaired by the CFO/CE.

Summary: complete – the approved improvement architecture has been embedded into the programme management framework. Terms of Reference in place and three meetings have taken place to date.

39(3) Action point/work package: As part of approved improvement architecture, establish a Diversity, Inclusion, Cohesion and Equality Improvement Board.

Summary: complete – Terms of Reference in place and one meeting has taken place to date.

39(4) Action point/work package: As part of approved improvement architecture, establish a Procurement and Transport Improvement Board.

Summary: complete – chaired by Cllr Shelford. Terms of Reference in place and one meeting has taken place to date.

39(5) Action point/work package: As part of approved improvement architecture, establish an Internal Improvement Team.

Summary: complete – team of four appointed in September 2017.

39(6) Action point/work package: Secure Chief Officer peer support for the Interim CFO/CE.

Summary: complete – provided by CFO Stewart Edgar QFSM, Gloucestershire Fire & Rescue Service.