1 March 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 9 March 2018 commencing at 10.30am.

The meeting will be held in the Ante 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 Inquorate Meeting of the Performance Review and Scrutiny Committee held on 19 January 2018 – for ratification
6. Public Access
7. Performance Report
8. Improvement Programme – recommendations from the Improvement Working Group
9. Replacing the Ancillary Fleet with alternative fuelled low emission vehicles
10. Date of Next Meeting – Thursday 10 May 2018 (10.30am) (Extraordinary Meeting)
AVON FIRE AUTHORITY

PERFORMANCE REVIEW AND SCRUTINY COMMITTEE (INQUORATE)

19 JANUARY 2018

PRESENT: Councillors Barrett, Davis (Chair) and Phipps.

The meeting started at 10.40am.

40. APOLOGIES FOR ABSENCE
Apologies were received from Councillors Shelford and Dudd. Councillor Williams was absent.

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

42. DECLARATION OF INTERESTS – None.

43. CHAIR’S BUSINESS
The Chair noted that the meeting was not quorate. The meeting would proceed as far as possible, however some items would have to be rolled over to the next meeting.

44. MINUTES OF THE MEETING FOR THE PERFORMANCE REVIEW AND SCRUTINY COMMITTEE HELD ON 10 NOVEMBER 2017
Approval of the minutes was deferred to the next meeting.

45. PUBLIC ACCESS – None.

46. PERFORMANCE REPORT
The Corporate Performance Manager introduced the performance report which presented various metrics against targets for the period April to November 2017.

Members’ attention was particularly drawn to the following matters:

- The period of monitoring is short (8 months only) so there are some short term variances which are likely to be smoothed out as the monitoring period extends into the future.

- For future periods, the charts will be further improved and the information grouped to improve coherence.
• Appraisal rates are improving. At present staff, who are on long term sickness absence are included in the appraisal rates and this makes the statistics misleading. They will be excluded in future Performance Reports.

• All four fire indicators are off target due to high numbers of fires in the first two months of the monitoring period. Interventions will continue to be implemented to contribute to the control of risks in this area.

Cllr Barrett asked for more information about the underlying factors contributing to the off-target sickness figures. In response it was stated that short term sickness absence was less of a problem; the critical area is the high number of personnel on long term sickness absence. The Interim Chief Fire Officer (CFO) explained that musculoskeletal injuries and mental health are the predominant reasons for long term sickness absence. In response to further questions from Cllr Barrett, the following information was provided:

• A Lead Fitness Advisor was appointed 12 months ago. The Advisor aims to reduce injuries to staff and contribute in the long term to reduced sickness absence.

• Causes of sickness absence are carefully logged and monitored in a monthly report.

• Benchmarking against other Fire and Rescue Services is carried out to ensure that sickness and injury rates are monitored carefully and appropriate actions are taken.

Cllr Phipps asked for further information about the application of the sickness policy when decisions have to be made about staff returning to work. In response the Interim Director of Corporate Services and the ACFO (Service Delivery Support) gave the following information:

• There has been insufficient flexibility in the Attendance Management policy to deal with all the circumstances in which staff are on long term sickness.

• A new Capability Policy has been developed to enable a better response to staff who have long term issues.

• The new policy will help reduce uncertainty and give a quicker response time to individual staff and to the organisation. It will also help reduce long term sickness absence.

• The Medical Intervention Fund is available to provide help outside the NHS.

• Redeployment can be helpful where there is a qualifying injury under the Equalities Act.

Cllr Barrett asked for a comparison of the sickness absence rates between firefighters and other staff. In response the Officer replied that:

• The Scorecard attached to the report shows the sickness absence of firefighters, and the sickness absence of the whole organisation.
In future an additional statistic showing the sickness absence of staff who are not firefighters will also be included.

The Interim CFO stated that it is important to keep a focus on sickness absence by reporting statistics to the Committee. Short term sickness needs to be monitored and reduced. Long term sickness occurs for various reasons including musculoskeletal injury and mental health. Mental health sickness is concerning and may reflect the significant load in the fire service. There will be work in this area, and Occupational Health and all line managers will assist in this work.

The ACFO (Service Delivery) gave further information about the mapping which is available to assist with the monitoring of trends and clumping of fires. Mapping enables joint working to take place with relevant local authorities, community volunteers and the police. For example, these bodies / groups work together with the fire service to reduce car crime and surveil, report and remove abandoned vehicles, thus reducing the risk of fire.

The Chair noted that long term sickness accounts for two-thirds of the sickness absence in the reported period. He stated that the fire service has experienced a difficult period and that there is more change ahead, this means that staff morale and mental health is under pressure.

The Interim CFO replied that he was committed to tackling this issue. He also noted that:

- Nationally fire statistics have plateaued and are now rising.
- Response indicators are good.
- The national picture reflects austerity measures across the UK.

It was also pointed out that there were 3% more 999 calls, and 5% more incidents attended.

Cllr Barrett observed that a lot of statistics had been provided and he asked for information about how it was decided what figures to report. In response the following information was given:

- There are no statutory indicators which must be reported.
- It is up to the Fire Authority to determine the indicators it requires.
- The organisation is trying to drive down risk; in turn this will reduce incidents and therefore attendance. Also, reducing risk will contribute to a reduction in the seriousness of events, for example this may mean that an appliance attends a scene but it is not required to fight a fire.
- Other fire and rescue services provide many more statistics.
- It has been decided to use a small suite of targeted indicators to best enable scrutiny and management of the service.
- The indicators used will be reviewed and revised as necessary.
Cllr Phipps noted that the indicators provided are all useful, she would not like to see the number reduced. She also stated that the statistics are only helpful if the quality of the data on which they are based is good.

The Interim CFO responded that he had confidence in the quality of the information upon which the indicators are based. He said that:

- The statistics provide helpful information to monitor the service.
- They help everyone monitor progress and indicate areas which need attention.

The Officer said that timeliness of reporting was also important. For example, in the report provided to the Committee only two incidents were not yet recorded. This means that the information is very up to date and therefore more relevant to decision makers in the organisation.

In conclusion the Chair said that he was pleased that the information was used as a management tool as well as a tool to enable better scrutiny.

**RESOLVED** to note the report.

47. PROPOSED SCRUTINY ARRANGEMENTS FOR THE IMPROVEMENT PROGRAMME

The Interim CFO introduced the proposed Improvement Programme scrutiny arrangements to the Committee. The Fire Authority needs to make sure that the improvement journey is managed and signed off as each step is taken. A key part of this is a revision to the scrutiny arrangements. The first tranche of changes made after the Statutory Inspection Report will be presented today to the Committee. Future progress updates and requests for actions to be signed off will be presented to the Improvement Working Group (IWG) for approval. This group has been created to challenge and scrutinise progress being made on the Improvement Programme Action Plan.

The Temporary Area Manager (Internal Improvement Team) (TAM) presented further detail to the Committee. There are 62 recommendations in the Fire Authority’s approved action plan. Further detailed analysis of these has resulted in the Internal Improvement Team (IIT) action plan which has developed additional action points and work packages against most of the 62 recommendations. In total there are currently 112 action points / work packages which must be completed.

The Statutory Inspection Report set out four themes for improvements to the service: Governance, Leadership, Culture and Driving Change. From the feedback contained in these themes, 7 projects and 5 smaller work packages have been developed to transform the service:

<table>
<thead>
<tr>
<th>Projects</th>
<th>Work Packages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Organisation</td>
<td>Secondment Policy</td>
</tr>
<tr>
<td>Governance</td>
<td>Firefighter Pension Scheme</td>
</tr>
<tr>
<td>Corporate Planning</td>
<td>Abatement Policy</td>
</tr>
<tr>
<td>Diversity, Inclusion, Cohesion</td>
<td>Whistleblowing Policy</td>
</tr>
</tbody>
</table>

Page 007
<table>
<thead>
<tr>
<th>and Equality</th>
<th>• Funding Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Procurement and Transport</td>
<td></td>
</tr>
<tr>
<td>• Performance</td>
<td></td>
</tr>
<tr>
<td>• Change Management</td>
<td></td>
</tr>
</tbody>
</table>

The IWG will be the mechanism through which project managers will present evidence of progress for Member scrutiny. If the IWG is satisfied it will recommend to the Committee that the relevant action point is approved as complete. If the IWG or the Committee are not content, then further work must be carried out until the IWG and the Committee are able to recommend sign off as complete by the Fire Authority.

The Fire Minister and the Independent Improvement Programme Board will continue to be updated as projects and work packages progress.

Basecamp, an online project management tool, has been selected to help manage the improvement process. All Members have access to Basecamp so that they can monitor, scrutinise and challenge activity. Basecamp can hold links to relevant reports, agenda items and other supporting documentation, enabling Members to easily examine evidence presented and assess progress. The TAM demonstrated how a recommendation awaiting scrutiny would appear on the Basecamp screens, and how evidence is attached to recommendations and actions to enable scrutiny.

There are many action points and work packages, therefore to make sure that scrutiny is manageable, evidence will be presented to the IWG in two ways:

1) As a whole recommendation; or
2) As a number of action points / work packages within a particular recommendation.

Where it is the latter, the evidence will be collated by the IIT, and then represented to the IWG along with all other action points / work packages for a particular recommendation.

It is proposed that the IWG should meet at least quarterly. However, more frequent meetings are likely to be necessary at times to keep up with the scrutiny activity required.

IIT staff have completed Programme Management Qualifications to support their work.

Cllr Phipps reported that she had logged on to Basecamp and spent some time looking at the webpages, structure and information presented.

Cllr Barrett asked if there was a traffic light colour coded system on Basecamp to help identify projects which were ahead or behind. In reply it was explained that there was colour coding which will be seen on future dashboard reports. This will indicate the levels of completion.

Members were asked to scrutinise the first tranche of evidence as the IWG will not be able to hold its first meeting until after the next Fire Authority
meeting on 9 February 2018. Evidence relating to each of the relevant work packages and recommendations had been made available on Basecamp to all Fire Authority Members in advance of the meeting.

Seven recommendations were presented for scrutiny and sign-off:

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation</th>
<th>Result of Scrutiny</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>A revised protocol has been issued 27/6/17 between the DCFO and new Chair. The Chair has made clear that working relationships will remain formal and in accordance with the protocol.</td>
<td>Approved</td>
</tr>
</tbody>
</table>

**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. | Approved |

**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  | 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. | Approved |

**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  | A lead officer interim appointment will be considered. | Approved |

**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. | Approved |

**Summary:** This is linked to recommendation 49 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. Now 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 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.

51 Reports provided monthly to the Fire Minister, General Purposes Committee and the SMB. Regular reports will also be provided to the authority and/or appropriate Committees.

Summary: links to recommendations 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.

Fourteen Work Packages were presented for scrutiny and sign-off:

2(2) 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).

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) In anticipation of the forthcoming change in the law, agree to the Police and Crime Commissioner for Avon and 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) Co-locate our headquarters function with Avon and Somerset Constabulary’s headquarters at Portishead.

Summary: Headquarters relocated on 18 September 2017.

8(1) 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) 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 the Public Sector Audit Appointments Ltd for five years form 2018/19.

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 2018/19.

10(1) In the absence of the current CFO, appoint an interim Chief Fire Officer / Chief Executive with the support of the National Fire Chiefs’ Council.
10(2) 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) 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) As part of approved improvement board 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) 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) 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) 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) As part of approved improvement architecture establish an Internal Improvement Team.
Members were asked to scrutinise each of the above recommendations and work packages. All were approved. Cllr Phipps noted that detailed evidence had been presented.

Members discussed the establishment of the IWG and the draft Terms of Reference. The Chair observed that the workload for the IWG Chair will be heavy, and it will be important that the person appointed can work closely with the TAM.

Cllr Phipps proposed that Cllr Davis should be Chair of the IWG. Cllr Davis confirmed he would be interested in taking the role.

Cllr Barrett said that continuity would be essential to keep the work of the IWG and Committee going.

Cllr Phipps pointed out that in May 2018 Bristol City Councillors would be reconsidered for their appointments on all committees, therefore there may be changes.

The Chair said that the other councils appoint for 4 years, and as a South Gloucestershire Member he was appointed to serve on the AFA until May 2019.

Members agreed that Chair of the Committee and the Chair of the IWG should be the same person to ensure continuity and fluidity of work between the two bodies.

Cllr Phipps asked for clarification about the membership of the IWG. The Interim CFO confirmed that all Members would be invited to join the IWG. The Chair and the Interim CFO thanked the IIT for their excellent work.

RESOLVED to recommend to the Fire Authority to:

a) Approve the establishment of the Improvement Working Group, its Terms of Reference and elect the Chair of the Committee as its Chair.

b) Approve the sign off of Recommendations 11, 28, 46, 47, 48, 50 and 51 of the Action Plan.

48. THE WORK OF THE LEAD FITNESS ADVISOR – PRESENTATION
The Lead Fitness Advisor delivered a presentation giving Members detailed information about his role, and how he is working to reduce injuries in the fire service. The slides are attached to the minute book.

In the discussion which followed, the following comments were made:

Cllr Barrett observed that there were many risks of injury to firefighters. He asked if the remit of the Advisor covered the whole fire service. It was confirmed that this was the case, the risk of injury is considerable and his role is a significant challenge. An holistic approach is taken to address all the issues as much as possible.

The Interim CFO stated that all firefighters must do a fitness assessment and managers and team leaders must set a good example in maintaining their own fitness.

The Chair thanked the Advisor for his presentation.

49. DATE OF NEXT MEETING – FRIDAY 9 MARCH 2018 (10.30am)

The meeting closed at 12.40pm.

----------------------------------
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 January 2017/18. The report also details the performance targets that have been agreed for 2018/19.

2. **RECOMMENDATIONS**

   The Committee is asked to discuss and comment upon the report.

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 and 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 ten months (April – January) of financial year 2017/18.
3.5. Overall numbers of calls for emergency assistance received have increased by 2% compared to last year (16,396 compared to 16,125) and attended incidents have increased by 4% (10,095 compared to 9,685). This increase is reflected in the national fire statistics published by the Home Office.

3.6. **Fires** – Deliberate secondary fires are on target by 10 incidents and have improved through the year. Deliberate primary fires (excluding vehicle) are just off target by six incidents mainly due to some isolated high monthly numbers. Accidental dwelling fires are off target by 42 incidents. Deliberate vehicle fires are off target by 78 incidents. The organisation will continue to monitor the performance and implement interventions to mitigate risk where necessary.

3.7. **Alarms** - the number of attendances to Automatic Fire Alarms (AFAs) in non-domestic premises is off target by only 24 incidents, mainly due to high numbers in July. Fire crews are targeting premises with high numbers of repeated alarm attendances to drive down risk. 14% (30 out of 220 incidents) of Malicious False Alarms were successfully “call challenged”, meeting the 5% target.

3.8. **Deaths and injuries** – since the last report no further fire fatalities have been recorded therefore the total remains at five. 43 injuries in fire (where hospital treatment was required) have been recorded compared to 51 over the same period last year.

3.9. **Response** - all of the response indicators have met target. The handling of 999 calls (LPIR9) continues to be good with 96.0% answered within the seven seconds against the target of 94%.

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. However, Short Term sickness has also had higher than usual numbers this winter. Return to work interviews completion is on target. The Target Tracker wall charts display long term and short term sickness divided by the Full Time Equivalent staffing numbers.

3.11. Personal Development Reviews (PDRs) have been undertaken for 84.4% of staff (693 out of 821). The organisation’s target is to ensure that 95% of PDRs are completed within 12 months of the last PDR. Completion rates continue to improve and the organisation is targeting managers to ensure completion.


3.13. For incident data the organisation compares favourably for Deliberate Primary (excluding vehicle) and Deliberate Secondary Fires. Accidental Dwelling fires
are about average. The organisation compares less favourably for Deliberate Vehicle Fires and Attendance at Alarms. Performance for Attendance at Alarms is very much an outcome of the Attendance Policy.

3.14. Sickness benchmarking shows that for both indicators the organisation compares less favourably.

3.15. **Performance targets for 2018/19** – the Service Management Team (SMT) has agreed for incident indicators to continue with the principle applied in 2017/18 to match the performance average over the last six years. For sickness indictors the SMT has agreed a target of 7.5 days/shifts lost per person. It is anticipated that the target reduction will be achieved after two years.

3.16. Scorecard acronyms and terminology:

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

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 and the 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 January 2017/18
2. Target Tracker January 2017/18

7. REPORT CONTACT

Simon Flood, Corporate Performance Manager, extension 358
## Appendix 1

### Scorecard 2017-18: YTD Jan 2018

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Target 2017/18</th>
<th>YTD 2016/17</th>
<th>YTD Target</th>
<th>YTD Actual</th>
<th>Progress</th>
<th>% change compared to last year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fires</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI142ii No. of fires in dwellings attended</td>
<td>438</td>
<td>5.71</td>
<td>23/02/2018</td>
<td>5.91</td>
<td>52%</td>
<td>42% (182-140)</td>
</tr>
<tr>
<td>LPI142e No. of fires in vehicles</td>
<td>209</td>
<td>1.23</td>
<td>22/02/2018</td>
<td>1.58</td>
<td>53%</td>
<td>48% (129-94)</td>
</tr>
<tr>
<td>LPI142f No. of fires in premises</td>
<td>371</td>
<td>2.16</td>
<td>23/02/2018</td>
<td>2.21</td>
<td>5%</td>
<td>6% (192-185)</td>
</tr>
<tr>
<td>LPI142g No. of fires in premises</td>
<td>14%</td>
<td>22%</td>
<td>23/02/2018</td>
<td>22%</td>
<td>9%</td>
<td>10% (22-20)</td>
</tr>
<tr>
<td>LPI142h No. of fires in premises</td>
<td>6%</td>
<td>8%</td>
<td>23/02/2018</td>
<td>8%</td>
<td>2%</td>
<td>3% (6-5)</td>
</tr>
<tr>
<td><strong>Alarms</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI FAMS Total No. of false alarms</td>
<td>220</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LPI FAMS % of false alarms</td>
<td>5%</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LPI NFF % of fires attended</td>
<td>36%</td>
<td>18%</td>
<td>22/02/2018</td>
<td>18%</td>
<td>14%</td>
<td>15% (18-16)</td>
</tr>
<tr>
<td><strong>Deaths, Injuries &amp; Escapes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 49i No. of deaths arising from fires</td>
<td>3</td>
<td>18%</td>
<td>23/02/2018</td>
<td>21%</td>
<td>10%</td>
<td>12%</td>
</tr>
<tr>
<td>NI 49ii No. of injuries arising from fires</td>
<td>3</td>
<td>2%</td>
<td>23/02/2018</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>LPI 143i No. of deaths in accidental dwelling fires</td>
<td>26</td>
<td>1%</td>
<td>23/02/2018</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>LPI 143ii No. of injuries in accidental dwelling fires</td>
<td>3</td>
<td>1%</td>
<td>23/02/2018</td>
<td>1%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Responses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI RS1 Initial call fire in Building Cat.1: First Appliance in 8mins</td>
<td>85%</td>
<td>80%</td>
<td>23/02/2018</td>
<td>80%</td>
<td>80%</td>
<td>80% (165/206)</td>
</tr>
<tr>
<td>LPI RS2 Initial call fire in Building Cat.2: First Appliance in 10mins</td>
<td>90%</td>
<td>85%</td>
<td>23/02/2018</td>
<td>85%</td>
<td>85%</td>
<td>85% (159/186)</td>
</tr>
<tr>
<td>LPI RS3 Initial call fire in Building Cat.3: First Appliance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>23/02/2018</td>
<td>90%</td>
<td>90%</td>
<td>90% (159/186)</td>
</tr>
<tr>
<td>LPI RS4 Full PDA mobilised to Initial call fire in Building</td>
<td>95%</td>
<td>90%</td>
<td>23/02/2018</td>
<td>90%</td>
<td>90%</td>
<td>90% (159/186)</td>
</tr>
<tr>
<td>LPI RS5 Initial call fire - all other: First attendance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>23/02/2018</td>
<td>90%</td>
<td>90%</td>
<td>90% (159/186)</td>
</tr>
<tr>
<td>LPI RS6 Life threatening SSCs: First attendance in 15mins</td>
<td>95%</td>
<td>90%</td>
<td>23/02/2018</td>
<td>90%</td>
<td>90%</td>
<td>90% (159/186)</td>
</tr>
<tr>
<td>LPI RS9 Calls for assistance to Service Control answered within seven seconds</td>
<td>90%</td>
<td>80%</td>
<td>23/02/2018</td>
<td>80%</td>
<td>80%</td>
<td>80% (165/206)</td>
</tr>
<tr>
<td><strong>Call handling</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPH001 Number of 999 calls received</td>
<td>n/a</td>
<td>2%</td>
<td>Monitor Only</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>LPH002 Number of incidents attended as emergency</td>
<td>10095</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>LPH003 % incidents attended as emergency/999 calls</td>
<td>61.6%</td>
<td>57.0%</td>
<td>22/02/2018</td>
<td>57.0%</td>
<td>57.0%</td>
<td>57.0% (61.6/206)</td>
</tr>
<tr>
<td><strong>Community Fire Safety Activity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor No. of school visits conducted by station personnel</td>
<td>182</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Monitor No. of off-station community events attended to deliver fire safety message</td>
<td>323</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Monitor No. of on-station community events</td>
<td>198</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Monitor Total HFSV/Safe &amp; Well completed (this year)</td>
<td>7790</td>
<td>n/a</td>
<td>Monitor Only</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Health and Safety - quarterly</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HHS 2 Vehicle incidents where hit fixed/stationary &amp; at fault</td>
<td>-5%</td>
<td>47</td>
<td>22/02/2018</td>
<td>47</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>HHS 1 Days/shifts lost to work related injury/sickness</td>
<td>-10%</td>
<td>950</td>
<td>22/02/2018</td>
<td>950</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td><strong>Resources and Value for Money - quarterly</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI ET2 Energy consumption in kWh (compared to 2016/17)</td>
<td>-10%</td>
<td>2619889</td>
<td>23/02/2018</td>
<td>2619889</td>
<td>2619889</td>
<td>2619889</td>
</tr>
<tr>
<td>LPI ET3 Carbon emissions (compared 2016/17)</td>
<td>-5%</td>
<td>1371</td>
<td>22/02/2018</td>
<td>1371</td>
<td>1371</td>
<td>1371</td>
</tr>
<tr>
<td>LPI ET6 Water consumption (compared 2016/17)</td>
<td>-5%</td>
<td>7581</td>
<td>22/02/2018</td>
<td>7581</td>
<td>7581</td>
<td>7581</td>
</tr>
<tr>
<td>LPI ET8 Renewable energy 20% by 2050 (10% in 2017/18)</td>
<td>10%</td>
<td>2758844</td>
<td>22/02/2018</td>
<td>2758844</td>
<td>2758844</td>
<td>2758844</td>
</tr>
<tr>
<td><strong>People - Reported Monthly</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI 12i Working days/shifts lost to sickness at work</td>
<td>7.93</td>
<td>7.33</td>
<td>22/02/2018</td>
<td>7.33</td>
<td>7.33</td>
<td>7.33</td>
</tr>
<tr>
<td>LPI 12ia Working days/shifts lost to sickness at work</td>
<td>8.79</td>
<td>8.79</td>
<td>22/02/2018</td>
<td>8.79</td>
<td>8.79</td>
<td>8.79</td>
</tr>
<tr>
<td>LPI 12ii Working days/shifts lost to sickness at work</td>
<td>7.45</td>
<td>7.45</td>
<td>22/02/2018</td>
<td>7.45</td>
<td>7.45</td>
<td>7.45</td>
</tr>
<tr>
<td>LPI 12b % of sick leave completed within 15 days</td>
<td>99%</td>
<td>99%</td>
<td>22/02/2018</td>
<td>99%</td>
<td>99%</td>
<td>99% (999/1000)</td>
</tr>
<tr>
<td>LPI 12c % of sick leave completed within 30 days</td>
<td>95%</td>
<td>95%</td>
<td>22/02/2018</td>
<td>95%</td>
<td>95%</td>
<td>95% (950/1000)</td>
</tr>
<tr>
<td>LPI 12d % of sick leave completed within 90 days</td>
<td>95%</td>
<td>95%</td>
<td>22/02/2018</td>
<td>95%</td>
<td>95%</td>
<td>95% (950/1000)</td>
</tr>
<tr>
<td><strong>H&amp;S 3 Vehicle incidents where hit fixed/stationary &amp; at fault</strong></td>
<td>-10%</td>
<td>950</td>
<td>22/02/2018</td>
<td>950</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td><strong>H&amp;S 1 Days/shifts lost to work related injury/sickness</strong></td>
<td>-10%</td>
<td>950</td>
<td>22/02/2018</td>
<td>950</td>
<td>950</td>
<td>950</td>
</tr>
<tr>
<td><strong>Resources and Value for Money - quarterly</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI ET2 Energy consumption in kWh (compared to 2016/17)</td>
<td>-10%</td>
<td>2619889</td>
<td>23/02/2018</td>
<td>2619889</td>
<td>2619889</td>
<td>2619889</td>
</tr>
<tr>
<td>LPI ET3 Carbon emissions (compared 2016/17)</td>
<td>-5%</td>
<td>1371</td>
<td>22/02/2018</td>
<td>1371</td>
<td>1371</td>
<td>1371</td>
</tr>
<tr>
<td>LPI ET6 Water consumption (compared 2016/17)</td>
<td>-5%</td>
<td>7581</td>
<td>22/02/2018</td>
<td>7581</td>
<td>7581</td>
<td>7581</td>
</tr>
<tr>
<td>LPI ET8 Renewable energy 20% by 2050 (10% in 2017/18)</td>
<td>10%</td>
<td>2758844</td>
<td>22/02/2018</td>
<td>2758844</td>
<td>2758844</td>
<td>2758844</td>
</tr>
</tbody>
</table>

* indicative only as 3 IRS records are incomplete

$ source is either FG4 or NFCC

---

Annual Target 17/18 = target set this year in % and/or number

YTD Target = target figure for this year to end of reporting month

Performance: YTD Actual vs. Target

Progress: (Compared with last month)

- on target
- Getting Better
- No Change
- Getting Worse

---

Produced: 22/02/2018
Avon Target Tracker: April - January 2017/18

Monthly Message
The cultural survey is coming soon! Find out more on the Intranet and make sure your voice is heard.

We have a new poster which details some of our performance statistics during 2017. A copy of the poster is also on its way to stations for you to display on your notice boards. If you’d like any additional copies, please contact the Corporate Communication team.

Operational competencies

<table>
<thead>
<tr>
<th>Staff</th>
<th>In Date</th>
<th>Total</th>
<th>% In Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>All HT</td>
<td>31749</td>
<td>32268</td>
<td>98%</td>
</tr>
<tr>
<td>All RDS</td>
<td>13601</td>
<td>14611</td>
<td>93%</td>
</tr>
<tr>
<td>All Uniform</td>
<td>45350</td>
<td>46879</td>
<td>97%</td>
</tr>
</tbody>
</table>

Staff Appraisal Completion

<table>
<thead>
<tr>
<th>Staff</th>
<th>Completed</th>
<th>Total</th>
<th>% Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whistle</td>
<td>431</td>
<td>454</td>
<td>95%</td>
</tr>
<tr>
<td>RDS</td>
<td>133</td>
<td>160</td>
<td>83%</td>
</tr>
<tr>
<td>Control</td>
<td>32</td>
<td>32</td>
<td>100%</td>
</tr>
<tr>
<td>Support</td>
<td>71</td>
<td>104</td>
<td>68%</td>
</tr>
<tr>
<td>All Staff</td>
<td>693</td>
<td>821</td>
<td>84%</td>
</tr>
</tbody>
</table>

Absence Due To Sickness: Avon Total

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>Actual Shifts Lost per Staff</th>
<th>Total Shifts Lost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Shifts Lost Per Member of Staff</td>
<td>6.64</td>
<td>Long Term</td>
<td>5.91</td>
</tr>
<tr>
<td>Full time equivalent</td>
<td>645.5</td>
<td>Short Term</td>
<td>3.14</td>
</tr>
<tr>
<td>Return to Work Interview Completion</td>
<td>90%</td>
<td>98% (307/312)</td>
<td></td>
</tr>
</tbody>
</table>

Sickness Figures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Target</th>
<th>Actual</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average</td>
<td>178.9</td>
<td>178.9</td>
<td>178.9</td>
</tr>
<tr>
<td>Average</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

Energy Consumption

<table>
<thead>
<tr>
<th>Energy</th>
<th>Input</th>
<th>Output</th>
<th>Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term</td>
<td>300</td>
<td>300</td>
<td>100%</td>
</tr>
<tr>
<td>Short Term</td>
<td>200</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Graphs

Legend
- Incident (1571)
- Graphs
- On Target
- Off Target
- Actual
- Day
- Week
- Month
- Year
1. **SUMMARY**

   The purpose of this report is to receive the recommendations on “sign-off” from the Improvement Working Group (IWG) 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 consider the recommendations from the IWG and make recommendations to the Fire Authority as appropriate.

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.

**First Tranche of Scrutiny**
3.3. At its inquorate meeting on 19 January 2018 the Committee considered the first tranche of seven recommendations which covered 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) submitted for scrutiny. The Committee recommended “sign-off” of the seven recommendations to the Fire Authority at its meeting on 9 February 2018 and these were agreed.

Second Tranche of Scrutiny

3.4. The IWG met for the first time on 1 March 2018 to consider the issues set out in the Appendix.

3.5. The Chair of the IWG will provide a verbal update on the recommendations from the IWG at the Committee’s meeting for its consideration.

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

Corporate Risk owners are required to pay due cognisance to the improvement programme impact when reviewing their respective Corporate Risks.

4.6. Environmental/Sustainability Implications

None.

4.7. Health & Safety Implications

None.
4.8. Crime & Disorder Implications

None.

5. BACKGROUND PAPERS

None.

6. APPENDIX

Summary Report for the IPWG meeting on 1 March 2018

7. REPORT CONTACT

Steve Imrie, Temporary Area Manager (Internal Improvement Team), extension 204.
Summary of Recommendations and/or Work Packages for scrutiny

1. Recommendations

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

![Fig. 1: Extract from status dashboard showing recommendations awaiting scrutiny](image1)

NB - While there are no Fire Authority Action Plan recommendations awaiting scrutiny at this meeting a further 14 are ‘in progress’ compared to the last submission (19/01/18).

2. Work Packages

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

![Fig. 2: Extract from status dashboard showing 7 work packages (actions) awaiting scrutiny](image2)
NB – in addition to the 7 work packages awaiting scrutiny a further 13 are ‘in progress’ compared to the last submission.

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
</table>
| 2(3) | Action point/work package: Recommend that the Unitary Authorities amend their constitutional arrangements to restrict the duration of their Members’ appointments to a maximum of 8 municipal years, inclusive of current service, either consecutively or in aggregate (with retrospective effect).  
Summary: Although the 8 year tenure has yet to be approved in BaNES and South Gloucestershire, the action was to “recommend” which the Chair of the Fire Authority has done on the 12/09/17; 14/11/17 and 06/01/18. The implementation is beyond the Fire Authority control hence offering up as complete. |
| 22(1) | Action point/work package: Explore best practice in undertaking cultural reviews/audits in the emergency services’ sector.  
Summary: Extensive research of cultural reviews/audits in the emergency services’ sector and the private sector was carried out. Examples of research sources are the Local Government Association (LGA), South West Emergency Service’s Collaboration Programme (SWESCP), Essex Fire & Rescue Service, Gloucestershire Fire & Rescue Service and Private Sector providers. A Business Case based on this research, containing a set of recommendations/business options for providing a best practice cultural review of AF&RS was submitted to the Chief Fire officer for consideration, of which Option/recommendation 4 was accepted. |
| 22(2) | Action point/work package: Assess potential providers for undertaking cultural reviews.  
Summary: A Request for Quotation (RFQ) containing the service requirements and contractual information in relation to the cultural review of AF&RS, and the method by which potential providers will be assessed and evaluated, was submitted onto the EU-Supply Bluelight procurement portal. The 8 applications that were received from potential service providers were evaluated against a Standard selection questionnaire, Compliance statements and an overall score based on a Quality questions worth 60% and a Price score worth 40% of total marks available. These scores are contained within the Tender Scoring Matrix. |
| 22(3) | Action point/work package: Commission a baseline cultural review of Avon Fire & Rescue Service to report by May 2018.  
Summary: The Glass Lift Ltd has been commissioned to carry out a cultural review of AF&RS, which was officially communicated through the Contract award letter. |
| 40(1) | Action point/work package: Consult with Members sitting on the Performance Review and Scrutiny Committee to establish whether the existing format in which performance data is presented in the current Target Tracker and Scorecard is suitable and fit for purpose. |

44(1) Action point/work package: We will continue to benchmark our performance data against FRS Family Group 4 and report accordingly (taking into account the results of other actions to improve the presentation of performance data where required).

Summary: Benchmarking performance data against FRS Family Group 4.

55(3) Action point/work package: Publish the Authority's annual Pay Policy Statement as a standalone document suitably highlighted on our external website.

Summary: New intranet page created on the external website dedicated to the Pay Policy Statement.
1. **SUMMARY**

This report provides an update on considering alternative fuels for the ancillary fleet.

2. **RECOMMENDATIONS**

The Committee is asked to:

   a) Recommend to the Interim Chief Fire Officer / Chief Executive (CFO) that the ‘alternative fuel’ work stream including the scope of work outlined in 3.11 is fully integrated into the work of the Transport and Procurement Improvement Board.

   a) Invite the CFO to update the Committee on the progress of the ‘alternative fuel’ work stream in 12 months’ time.

3. **BACKGROUND**

3.1. At the Committee’s meeting on 10 November 2017, an update was provided regarding consideration of alternative fuels for the ancillary fleet. This outlined the financial and environmental opportunities and reasons for the Fire Authority to use alternative-fuelled or ‘Ultra Low Emission’ vehicles in the ancillary fleet (including electric, hybrid and biofuel vehicles). Members stated that they would like to see the development of a strategy to replace all ancillary fleet vehicles with alternative-fuelled vehicles over the next 10 years.

**Procurement and Transport Improvement Board**

3.2. Subsequent to this meeting and as part of the Internal Improvement Programme, a Transport and Procurement Improvement Board has been established to review and scrutinise the existing procurement and transport arrangements of the organisation. The objectives of the Board include:
researching current transport arrangements; identifying the most cost-effective and appropriate vehicles for the purposes that they are required; and, identifying collaboration opportunities. A risk-based approach to transport provision is required.

3.3. A comprehensive consideration of alternative-fuelled ancillary vehicles aligns with these objectives, and it is recommended that this now forms an integral part the work being progressed by the Board. In addition, the members of the Board represent all departments that would need to be involved in the ‘alternative fuel / low emission’ work (notably Fleet, Operational Response, Procurement and Finance).

**Broader context**

3.4. It is also important to consider the potential opportunities for replacing the ancillary fleet with alternative-fuelled low emission vehicles alongside a number of other work streams and options for the fleet, rather than in isolation. For example, determining whether there is a need to retain all ancillary fleet vehicles, and establishing a business case for ongoing ownership and/or use of vehicles needs to be established before considering alternative fuels.

3.5. It is recommended that the ‘alternative fuel’ work stream including the scope of work outlined in 3.11 is fully integrated into the work of the Board with a progress report to the Committee in 12 months’ time.

3.6. To demonstrate the need for a more comprehensive and holistic approach, Figures 1 & 2 below provide a comparison of the carbon emissions and fuel-related costs for the different aspects of business travel and fleet use throughout the organisation. It should be noted that these do not include any costs or emissions related to vehicle maintenance or detached duty claims – so are for illustrative purposes only.

3.7. It is clear that whilst the ancillary fleet is a significant contributor to transport and travel carbon emissions (15%), the most significant emissions are front-line appliances making up almost 75% of total Transport & Travel Carbon Emissions.
3.8. From a cost perspective, appliance fuel accounts for 43% of total fuel, car scheme and mileage claim costs. However, Lease, Essential and Casual car scheme costs and user mileage claims make up a more significant proportion at 48% with Ancillary at 9%. This indicates that a policy-led approach to managing Essential, Casual and Lease car schemes could have a significant financial impact in a relatively short time frame and should be one of the earliest considerations as outlined below in 3.11.

3.9. Whilst this simple analysis does not paint the whole picture, it is clear that alongside a consideration of alternative-fuelled ancillary vehicles, there needs to be a broader scope of work considered in order to comprehensively review and scrutinise travel and transport impacts and cost. Increased focus nationally around diesel emissions, air quality and the associated regulatory framework, road and driver safety, internal policy commitments, financial accountability and rising fuel prices all contribute to this.

3.10. Definitions:
• Ancillary: Non front-line vehicles owned and maintained by the Fire Authority including pool cars, station cars, delivery vans etc.

• Appliances: Front-line firefighting and rescue vehicles.

• Lease Cars: cars provided to specific staff, as part of their remuneration package, whose duties mean that it is either essential for them to have a car at their disposal or beneficial. Provided by Lex Autos and managed by Fleet.

• Essential Cars: cars provided to staff whose duties mean that it is either essential for them to have a car at their disposal or beneficial (depending on the nature of their role).

• Casual Users: use of private cars for casual mileage by staff, however should be only where prior authorisation has been received.

• Grey Fleet: refers to vehicles owned by employees in which ‘business travel’ is carried out & includes lease cars.

Scope of Work

3.11. It is recommended that the broader scope of work required includes the following key areas from an environmental and cost perspective, some of which are part of existing work programmes, notably the Risk Mapping exercise being undertaken to underpin the Integrated Risk Management Plan (IRMP) and guide the planning of buildings, people and transport. It is anticipated that due to the volume and far-reaching nature of these proposed work areas, a longer term work programme will be required which will be guided by the work of the Board:

• Whole Life Costing of all fleet vehicles including the Grey Fleet.

• Comparison of different use and ownership models (e.g. Lease, Shared Fleet, Car Club etc.).

• Reviewing options for smaller and alternative primary response appliances in the future.

• Review of use of appliances for non-emergency uses e.g. home smoke alarm replacements and community safety.

• Review research undertaken by the National Fire Chiefs Council and other Fire and Rescue Authorities (FRAs) into use of alternative fuels and abatement technologies in frontline appliances.

• Consideration of detached duty system and requirements for moving staff around operational sites via station car.

• Review of fuel management processes and data.

• Full review of all ancillary vehicles:
  ▪ Specification and types of vehicles
  ▪ Usage, capacity and organisational need
  ▪ Allocation to locations &/or individual teams
Fuel type and options for the most effective provision of alternative-fuelled pool cars: owned/maintained pool cars, externally provided car club pool cars, shared use of Police pool cars etc.

Opportunities for rationalisation of deliveries, technical services and support function journeys to/from stations

Use of consolidated distribution services with partners (e.g. Bristol City Council, Avon & Somerset Police)

Review of research and approaches being taken by other FRAs and public-sector organisations on alternative-fuel options for ancillary fleet vehicles

- Full review of essential, casual and lease car schemes (Grey Fleet) to address numerous issues including:
  - Application of a robust travel hierarchy promoting alternatives to travel
  - Criteria for access to Lease and Casual & Essential car schemes
  - Consideration of emissions limits for vehicles permissible within all car schemes and graduated payments according to CO2 and NOx emissions ratings
  - Establish alternatives to the Grey Fleet

- Explore the option of establishing a single policy and procedure framework to incorporate all relevant travel, accommodation, mileage and expense claims requirements.

4. **CONSIDERATIONS**

4.1. **Contribution to Key Policy Priorities**

a) Environmental Policy - provides the parameters for the objectives, targets and plans of our environmental programme.

b) Climate Change Declaration - underpinning the commitment to tackle both the causes and consequences of climate change establishing targets to reduce CO2 emissions and implementing initiatives to achieve this.


4.2. **Financial Implications**

Medium Term Financial Plan - identifying efficiencies and delivering savings in our fuel and energy budgets.

4.3. **Legal Implications**

None.
4.4. **Equality & Diversity Implications**

None.

4.5. **Corporate Risk Assessment**

None.

4.6. **Environmental/Sustainability Implications**

Key subject matter of the report.

4.7. **Health & Safety Implications**

None.

4.8. **Crime & Disorder Implications**

None.

5. **BACKGROUND PAPERS**

None

6. **APPENDICES**

None.

7. **REPORT CONTACT**

Simon Richards, Temporary Property Services Manager, extension 214.
Annabel Harford, Environmental Project Officer, extension 350.