



2 May 2018

(1) MEMBERS OF THE AVON FIRE AUTHORITY

Councillors Ashe, Barrett (C), Davis (Chair), Dudd, Phipps, Shelford and Williams.

(2) APPROPRIATE OFFICERS

(3) PRESS AND PUBLIC

Dear Member

You are invited to attend an Extraordinary meeting of the **Performance Review and Scrutiny Committee** to be held on **Thursday 10 May 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

PROVIDING AVON FIRE & RESCUE SERVICE



Clerk to Avon Fire Authority
Police and Fire HQ, Valley Road, Portishead, Bristol BS20 8JJ
Telephone 0117 926 2061 Extension 231 Fax 0117 927 2908
the.clerk@avonfire.gov.uk



Working in partnership with the Gambia Fire & Rescue Service (GF&RS)

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 Democratic Services 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.

A G E N D A

- 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 9 March 2018**
- 6. Public Access**
- 7. Improvement Programme – recommendations from the Improvement Working Group**
- 8. Date of Next Meeting – Friday 13 July 2018 (10.30am)**

AVON FIRE AUTHORITY**PERFORMANCE REVIEW AND SCRUTINY COMMITTEE****9 MARCH 2018****PRESENT:** Councillors Davis (Chair), Dudd, Phipps, and Shelford.

The meeting started at 10.29am.

50. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Barrett and Ashe. Councillor Williams was absent.

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

52. DECLARATION OF INTERESTS – None.

53. CHAIR'S BUSINESS

The Chair expressed concern about the number of Councillors who missed meetings. He asked if there was any information indicating how many Councillors were interacting with Basecamp but it was indicated that this information was not yet available.

Cllr Shelford noted that prior to the next full Fire Authority meeting training could be provided to Members so that they could gain confidence in interacting with Basecamp.

The Clerk stated that there is a facility on Basecamp which enables Members to leave comments, so that they can have input even if they cannot attend meetings.

The Chair noted the comments made and asked all Members present to push other Members both to attend meetings and to use Basecamp to scrutinise the Improvement Plan.

54. MINUTES OF THE INQUORATE MEETING OF THE PERFORMANCE REVIEW AND SCRUTINY COMMITTEE HELD ON 19 JANUARY 2018

The minutes were ratified as an accurate record of the meeting.

55. PUBLIC ACCESS – None.

56. PERFORMANCE REPORT

The Corporate Performance Manager (CPM) introduced the Performance Report which presented a range of metrics against targets for the period April 2017 to January 2018.

Members' attention was particularly drawn to the following matters.

There has been progress against fire targets after a difficult start to the year which began with an upswing in the number of accidental fires, deliberate fires and deliberate car fires. In more recent months there have been reductions in the numbers of these events, although they remain above target.

The number of fire alarms caused by automatic fire detection attended is now nearly back on target. It should be noted that the Fire Authority attends such alarms unless there is contact to confirm that the fire alarm is a false alarm. Other Fire and Rescue Authorities (FRAs) require confirmation that it is a genuine alarm prior to attending, so it is difficult to compare statistics with other FRAs.

In taking this approach the Fire Authority is seeking to balance the risks of attending most automatic fire alarms (unnecessary call out factors) with the risk of not attending all of them.

Cllr Dudd noted that there could be reputational damage if the Fire Authority required a separate confirmation prior to attending automatic fire alarms.

The CPM explained that the Fire Authority works with premises managers where there are regular or frequent false automatic alarms, and helps to develop action to drive down these unnecessary callouts. The response to automatic alarms provides assurance to communities and ensures that the Fire Authority is proactive in reducing the number of false alarms (especially accidental alarms).

Cllr Dudd asked about the response to schools where deliberate false alarms may be commonplace. The CPM explained that the Call Challenge policy helped the call room establish risk level and identify how many appliances should be despatched.

Cllr Phipps asked what the policy was for care homes and hospitals. The CPM explained that Sleeping Risk was a significant factor in assessing risk. Other information was also used, such as knowledge about 24 hour site attendance. Good communication work with building occupiers is essential to reduce risk and increase knowledge about building use and layout.

Gary Spindler (FBU) stated that:

- Crews approaching an alarm understand the likelihood and types of risk on a site. They therefore drive appropriately.
- There are positive aspects to false alarms: walking around sites increases familiarity and enables Firefighters to consider the effectiveness of fire risk assessments; interacting with key holders provides useful information about the level of risks on sites and often results in the provision of buildings for training exercises.

Cllr Shelford asked for more information about the assessment of premises risk. The CPM explained that a risk scoring matrix was used annually to identify levels of risk in buildings within the Avon area; annual visits are then scheduled to a particular number of high-risk sites and a different number of medium-risk sites.

Cllr Shelford asked for a presentation to be delivered to the Committee in the future about the scoring mechanism and its application in the Avon area. He requested that the following areas were covered:

- The framework for inspections.
- The statutory requirements for inspections.
- Identification of any further additional “good practice” elements currently included in the Fire Authority’s inspection programme.
- Identification of any additional inspection activities which the Fire Authority could or should be working towards.
- Information about high risk premises and medium risk premises (numbers, ratios, examples).

Cllr Dudd asked if there was still a problem with bike and car fires in the Southmead area of Bristol. The CPM replied that this was not a huge issue, but there were periodically such fires. The previously used Quality of Life Survey had identified that the rapid removal of burnt out vehicles was a significant factor in the quality of life of local residents (making them feel more positive about their areas), removing the burnt out vehicles also prevented secondary burnings.

Cllr Shelford asked for more information to be provided to the Committee regarding deliberate fires. He requested the following information:

- What percentage of deliberate fires take place post-crime?
- What percentage of deliberate fires is carried out for “fun”?
- Separate information for car and vehicle fires.
- Detail about local fire stations working with Police to reduce deliberate fires.

Cllr Phipps and Cllr Shelford asked for more information about the removal of burnt out vehicles.

The CPM confirmed that:

- Usually Local Authorities remove the vehicles, although if there is criminality involved then the Police would remove the vehicle.
- Local Authorities are involved due to application of environmental policies, set out in their own environmental strategies or as required by the Community Safety Partnership.
- In the case of arson the Fire Authority works with the Police in partnership, examining data analytics.

- Recently central government funding has been secured to develop an arson app which will enable the import of different data sets and in turn help analyse fires and road traffic accidents.
- All deliberate fires are reported to the Police.

Cllr Shelford asked for more information about the liaison process with the Police.

The Interim Treasurer said that there had been a successful Car Clear Scheme. Unfortunately the Police and Local Authorities had withdrawn from the scheme. The Assistant Chief Fire Officer (Service Delivery Support) (ACFO) said that there continued to be joint working with Local Authorities.

The CPM informed Members that the volume of deliberate fires is much reduced over the last 10 years. They are now not commonplace.

The CPM noted that Response Times are on target. Customer perception of response time is surveyed in the Customer Survey. Most respondents feel that the response time is in line with expectations or quicker than anticipated.

The CPM said that sickness rates are off target. For the last three years it had been much better, but more recently has deteriorated. The two-year target is that no more than 7.5 days should be lost per person per annum.

Cllr Shelford said that:

- Good leadership can reduce sickness.
- Sometimes sick days can be regarded as extra leave and this may show itself as a pattern of sick days taken during school holidays or at other times of the year.
- He wanted more information to know whether the sickness was a small number of people with severe injuries or a larger number of people taking odd days off.
- He also wanted to know whether the sickness pattern was distributed evenly across all fire stations or concentrated in particular locations.
- It would be good to drill down through the statistics and understand more about the sickness figures.

The Interim Director of Corporate Services (DCS) replied that:

- The figures requested by Cllr Shelford would be available in the report to be published at the end of March.
- The causes behind the sickness figures will be analysed in the report which will be available before the next Committee meeting.
- The new Capability Policy will assist with attendance management and start to move sickness figures in the right direction. It is expected to take longer than 12 months, hence the two-year target.
- Return to Work interviews are taking place. These require managers to look back and look forward with the employee. A manager cannot

complete a Return to Work interview without looking for patterns of sickness absence.

- 84% of PDRs have also been completed.

The Chair noted that long-term sickness was much more significant than short-term sickness, representing twice as much time lost. He said that one person off on long-term sickness can skew the figures for a whole team, and that this can be demoralising for the whole group of staff.

Mr Spindler said that:

- Short-term sickness figures were significantly improved and long-term sickness had deteriorated.
- He felt sickness figures were associated with morale and self-worth.
- He said that the oldest fire stations had the worst sickness figures as they were depressing, cold and damp. He hoped the planned redevelopment of the three worst fire stations would help.
- Staff have not had a pay rise and feel undervalued.
- The sickness figures are surprisingly good.
- Staff should not be punished; they should be helped to come to work.

The ACFO said that:

- Approximately 20 people were on long-term sick leave, some were off work with mental health or musculoskeletal injuries.
- The process of making reasonable adjustments to help people get back to work was being changed.
- There was support for staff on long term sick leave which included regular contact, the Medical Intervention Fund, and input from the Fitness Advisor.
- The aim was to get staff back their usual work more quickly or help them return to other meaningful employment within the Fire Authority.

The Treasurer said that the Fire Authority accepts that being a firefighter is a strenuous job. The retirement age has been increased and older staff are more likely to acquire injuries.

Cllr Shelford said that:

- It was necessary to put in systems to improve the situation for staff.
- A particular focus on the problems of older workers may be necessary.
- He was concerned about the mental health sick leave. The quality of leadership is critical and supervisors must know their staff.
- He would be interested to assess if a mental health nurse within the Fire Authority would be helpful. He felt that such a person who was a regular part of the team would be approachable, enabling appropriate help to be given to individuals.

The DCS said that there were two new projects to help with mental health matters. Further information about these projects will be included in the report:

- 1) Blue Light Campaign – 50 mental health champions are being trained. The champions will be the first port of call for local colleagues and be able to sign-post to local services.
- 2) TRiM (Trauma Risk Management) – a training provider is being sought to help the Fire Authority to provide better and more speedy support to staff at risk of PTSD.

Cllr Shelford asked for more information about the cost of lost shifts to the Fire Authority. He stated that this would facilitate cost-benefit analysis which can assess possible solutions.

The DCS said that such a cost-benefit analysis would be produced for work-related injuries. The direct cost of sickness was a significant figure. However, indirect costs were also important (such as management time).

Cllr Dudd asked for more information about adjusted duties and helping those with a long-term sickness issue return to work.

The ACFO said that each case was assessed individually. Placements may be in the community or in the office, may be Monday to Friday and avoid a shift pattern, or follow a shift pattern. At present there is no opportunity for firefighters to work in non-operational roles, however two fixed-term roles have recently been created to help those with long-term conditions return to work. The costs to the organisation must be considered but it is hoped that these posts will utilise skills which staff have and enable them to return to work.

Mr Spindler said:

- The pension scheme had changed in 2006, meaning that firefighters can only retire at 60, but only now were these two roles becoming available.
- Firefighters' conditions of service have been attacked.
- He welcomed the two roles, saying that places such as these two roles were important to retain people with valuable skills.

The Chair concluded the discussion, saying that it had been useful. It was encouraging that many people understand the situation well and want the Fire Authority to improve in this area.

RESOLVED to note the report.

57. IMPROVEMENT PROGRAMME – RECOMMENDATIONS FROM THE IMPROVEMENT WORKING GROUP

The Temporary Area Manager introduced the report, reminding Members that the Improvement Working Group (IWG) was a working group of this Committee. The IWG had looked at the seven work packages set out in the

Appendix. All Fire Authority Members had been invited to examine the work packages in Basecamp and to attend the IWG.

RESOLVED to accept the recommendations of the IWG that all the work packages forwarded for scrutiny should be signed off and accepted.

58. REPLACING THE ANCILLARY FLEET WITH ALTERNATIVE FUELLED LOW EMISSION VEHICLES

The Temporary Property Services Manager (PSM) presented the report to Members. In November 2017, Members had requested a feasibility study about the cost of ownership of alternative-fuelled vehicles. Subsequently a Transport and Procurement Improvement Board (T&PIB) (involving all relevant departments) has been established and it is recommended that a comprehensive consideration of alternative-fuelled ancillary vehicles should be integrated into the work of the T&PIB.

He noted that although the ancillary fleet contributes 15% of carbon emissions and approximately 10% of the cost of travel, it is the appliance fleet which is the most significant contributor to carbon emissions and fuel costs.

Cllr Dudd asked what the options were for fuelling appliances. The PSM replied that there are some examples of appliances which are alternative-fuelled, but these are limited. It will be necessary to balance cost and maintenance considerations when deciding on future fleet matters. Leasing may be considered too. He noted there were some biofuel appliances in Scandinavia.

The Environmental Project Officer (EPO) said that it was important that an evidence-based risk profiling exercise should guide front line vehicle selection.

Cllr Shelford stated that:

- A methodical and careful process was necessary to assess matters such as whether Nitrous Oxides (NOx) could be reduced by retro-fitting emissions systems.
- It was important to ensure that further issues in the fleet were not created down the line, for example by necessitating future carbon cleaning activity.
- In the bus fleet in Bath and North East Somerset it was hoped to make a step change straight to electric vehicles as hybrid vehicles are proving to have problems.
- He wanted to see the Fire Authority generating 10% of its own electricity, enabling it to power its own vehicles and not just lighting.
- As a power shortage is predicted by Central Government statistics, a clear understanding of the issues is necessary.

The PSM replied that the Fire Authority is a small player, however energy storage technology is improving and he would like to examine the options.

The EPO stated that the Fire Authority purchases renewable electricity; and also provided further information about the fleet:

- New vehicles meet the Euro 6 diesel standards for exhaust emissions of NOx and other pollutants.
- Older vehicles which were compliant with Euro 3 diesel standard compliant vehicles will shortly be disposed of and Euro 2 diesel standards have already been removed from the fleet.

Cllr Dudd stated that there would shortly be charges for all vehicles which were not compliant with Euro 6 diesel standards in central Bristol. No exemptions were anticipated, and there would be a high charge to drive behaviour change. Bristol City Council had very recently commenced a consultation on the charge.

Mr Spindler said that an exemption to such a charge was necessary, an additional cost would affect the response, and the Fire Authority did not have the money to pay the charge. Although he was committed to environmental improvement, it was essential that an exemption was granted to avoid the risk to lives.

Cllr Dudd replied that vehicles purchased after 2010 were likely to be compliant. The Treasurer indicated that appliances were replaced when they reached 17 years of age.

Cllr Shelford said that it was possible to retrofit an older diesel vehicle with an emission system to make it compliant with the Euro 6 diesel standards. Such a system would cost approximately £20,000, but could add 10 years of life to the vehicle.

Cllr Dudd said that funds may be available from the Department for Environment, Food and Rural Affairs to assist with transitional expenses.

RESOLVED 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.
- b) Invite the CFO to update the Committee on the progress of the “alternative fuel” work stream in 12 months’ time.

59. DATE OF NEXT MEETING – THURSDAY 10 MAY 2018 (10.30am)

The meeting closed at 11.50pm.

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Chair

MEETING:	Performance Review and Scrutiny Committee
MEETING DATE:	10 May 2018
REPORT OF:	Chief Fire Officer / Chief Executive
SUBJECT:	Improvement Programme – recommendations from the Improvement Working Group

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. At its meeting on 9 March 2018 the Committee considered the second tranche of seven work packages (derived from the Internal Improvement Team Action Plan) submitted for scrutiny. The Committee deemed that the work packages were complete and therefore they will be held in abeyance until all work packages, pertaining to a given recommendation, are complete at which point they will be presented to full Fire Authority for consideration and ‘sign off’.

Third Tranche of Scrutiny

- 3.5. The IWG met for the second time on 20 April 2018 to consider the issues set out in **Appendix 1**. The IWG reviewed the evidence for the 3 recommendations submitted for sign off and were satisfied with that evidence. The IWG therefore recommends these recommendations be signed off. The IWG also reviewed the 6 work packages submitted and was satisfied with the evidence received.

Completed Work

- 3.6. A summary of all completed recommendations and work packages to date are provided in **Appendix 2**.

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**

1. Summary report for the IWG meeting on 20 April 2018
2. Summary of completed recommendations and work packages

7. **REPORT CONTACT**

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



Summary of Recommendations and/or Work Packages for scrutiny at the Improvement Working Group 20 April 2018

1. Recommendations

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

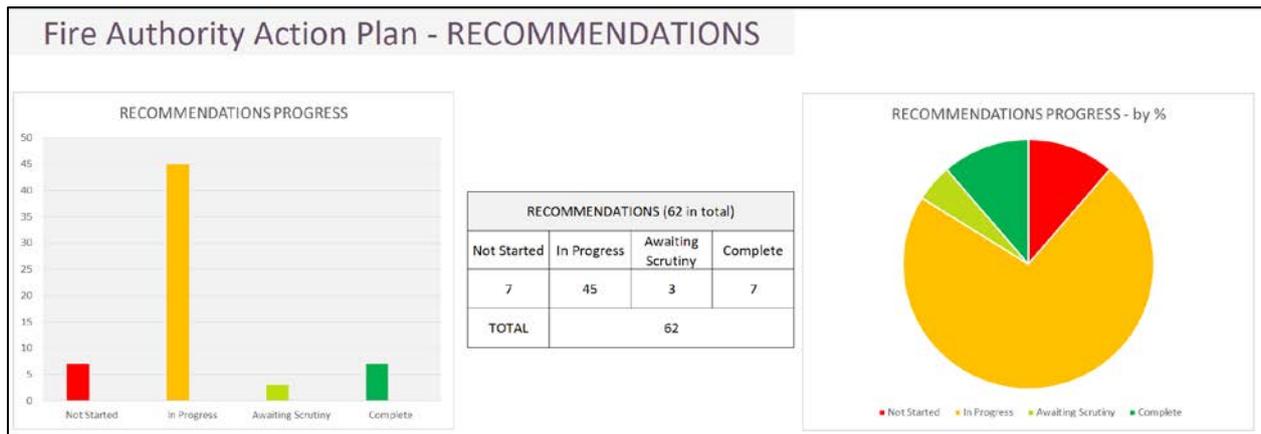


Fig. 1: Extract from status dashboard showing 3 recommendations awaiting scrutiny

NB - There are an additional 7 Fire Authority Action Plan recommendations 'in progress' since the previous update.

No. Description

- 14 **Recommendation:** The LGA will be consulted and assistance requested with making improvement.

Summary: This is no longer being treated as a 'recommendation' in its own right as it constitutes an 'action' pertaining to Rec 12(1) above, and others, with regards to Member Development i.e. seeking LGA assistance. Therefore, no evidence has been submitted.

- 52 **Recommendation:** Decisions on the annual pay review of SMB (Gold Book requirement) will be by the Fire Authority on the advice of the Employment Committee or an independent person to advise and make recommendations in liaison with the Employment Committee.

Summary: An Employment Committee Report was presented to Fire Authority on 23 March 2018 recommending that:

- a) The new CFO's salary should be set at £137,623 (this is the average basic pay of CFOs across the UK as set out in the 2017 pay survey from the LGA).
 - b) Existing post holders below CFO will continue to be paid at their current salaries.
 - c) However, for any new appointments the differentials with the new CFO's salary will be restored.
 - d) The annual pay award from the NJC will be paid in accordance with the Gold Book.
- 62 **Recommendation:** Paragraphs 121-125 of the Fire Peer Challenge Report 2015, will be reviewed in light of the findings within the BV report. Actions resulting from the review will be included in a detailed project plan produced by the Project Management Office (PMO) and implemented in line with recognised programme management principles.

Summary: A full review has been completed and evidence collated showing that all outstanding actions are either complete, incorporated into the IIT Action Plan as an 'enrichment' or have a separate plan in place as part of business as usual.

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.

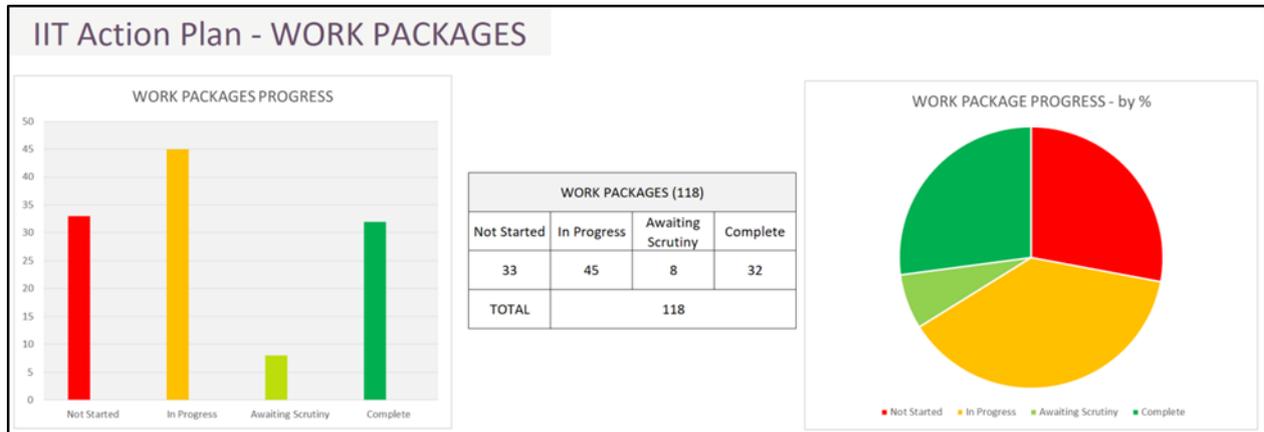


Fig. 2: Extract from status dashboard showing 8 work packages (action points) awaiting scrutiny

NB – as Recs. 52 and 62 are proposed as complete in their entirety, Work Packages 52(1) and 62(1) are not summarised with the other 6 work packages below.

NB - There are an additional 12 IIT action points/work packages 'in progress' since the previous update.

No. Description

- 1(7) **Action point/work package:** Undertake a review of the Corporate Plan (including the corporate objectives) and align with the organisational strategy and IRMP.

Summary: The interim Corporate Plan 2018/19 was published on 03.04.18 on both the internal intranet site and the Service's external public website. It was developed in conjunction with Service managers via a number of meetings and workshops and is centred around the two principal aims of:

- **AIM 1: Making our communities safer**
- **AIM 2: Making our Service stronger**

It also includes the Service's new vision, mission and values as determined via 26(1) – see below. This new Corporate Plan is an interim document detailing the work which lies ahead to prepare for the publication of the single integrated Service Plan, including the now IRMP, on 1 April 2019 (as described in the presentation delivered to the Fire Authority at its meeting on 23 March 2018).

- 9(2) **Action point/work package:** Confirm the process for the temporary appointment of Principal and Statutory Officer posts by the Fire Authority.

Summary: The appointment of Principal Officers and Statutory Officers is covered in the Employment Committee TORs. In addition the temporary appointment of Principal Officers is covered under the Scheme of Delegations section A1A; however, as A1A does not reference 'Statutory Officers', by default, the temporary appointments of Statutory Officers remains the remit of the Employment Committee.

- 12(1) **Action point/work package:** Request the LGA to provide support in developing and providing our new Members' development programme.

Summary: LGA support has been requested and given. The LGA are standing members of the IIPB and have committed to and given advice/support with the design and content of the Members development programme.

- 13(1) **Action point/work package:** Review the process by which Fire Authority reports are drafted and approved prior to publication in advance of meetings of the Fire Authority or its Committees.

Summary: The approval process is prescribed within the Administrative Procedures for the AFA and Committee Meetings Guidance. NB the 'drafting' of the Fire Authority Reports aspect of this work package is incorporated within Work Package 3(2).

- 26(1) **Action point/work package:** Undertake a review of our current corporate mission, vision and values by engaging with key stakeholders, including our staff, to ensure they are fit for purpose.

Summary: Following a staff engagement process, which ran between 8 January 2018 and 26 February 2018, and attracted a 24% response rate – as well as discussion at the Staff Engagement Network – the Service's revised vision, mission and values were agreed and included in the new Corporate Plan 2018/19 published on 3 April 2018.

Our vision: to provide the highest standard and best value service to the community

Our mission: to improve public safety through prevention, protection, response and resilience

Our values: respectful, honest, courageous, ambitious, inclusive and transparent

41(1) **Action point/work package:** Undertake research within the FRS sector – and other relevant non-fire sector organisations – to assess good/best practice regarding performance benchmarking, including the presentation of performance data to facilitate effective decision making. This research will link in with the NFCC Integrated Data and Research Project (IDRP) as appropriate.

Summary: Following research it is evident that ‘performance bench marking’ within the sector is in a transient state, for example, the Home Office Family Groups (FG) are no longer supported/used; however FG 4 maintains a degree of ‘voluntary’ contact although some information, for example, size and function of teams, is difficult to bench mark as services are established differently, so is not always comparable. Furthermore, AF&RS submits benchmarking information to ‘LG Inform’ which currently includes 11 Fire and Rescue Services data and we are working to help promote this as the future of benchmarking.

The Service took the decision at SMT on 23.01.18 to rejoin CIPFA Corporate Services Benchmarking Clubs for benchmarking of non-FRS specific corporate indicators and has explored the approach taken by services in the top quartile to establish if anything is being done differently.

Research also indicates that the sector, including the NFCC IDRP project is awaiting the outcome of the HMICFRS inspections to provide direction with regards to standard bench marking requirements across the sector.



Improvement Programme

Summary of completed recommendations and work packages

Recommendations deemed complete by Improvement Working Group (IWG) on 20 April 2018 and will be considered by the Performance Review and Scrutiny Committee (PRSC) on 10 May 2018 (who will then recommend completion to the following Fire Authority on 8 June 2018)		
No.	Recommendation description	Summary of outcome
14	The LGA will be consulted and assistance requested with making improvement.	This is no longer being treated as a 'recommendation' in its own right as it constitutes an 'action' pertaining to Rec 12(1) above, and others, with regards to Member Development i.e. seeking LGA assistance. Therefore, no evidence has been submitted.
52	Decisions on the annual pay review of SMB (Gold Book requirement) will be by the Fire Authority on the advice of the Employment Committee or an independent person to advise and make recommendations in liaison with the Employment Committee.	An Employment Committee Report was presented to Fire Authority on 23 March 2018 recommending that: <ol style="list-style-type: none"> a) The new CFO's salary should be set at £137,623 (this is the average basic pay of CFOs across the UK as set out in the 2017 pay survey from the LGA). b) Existing post holders below CFO will continue to be paid at their current salaries. c) However, for any new appointments the differentials with the new CFO's salary will be restored. d) The annual pay award from the NJC will be paid in accordance with the Gold Book.
62	Paragraphs 121-125 of the Fire Peer Challenge Report 2015 will be reviewed in light of the findings within the BV report. Actions resulting from the review will be included in a detailed project plan produced by the Project Management Office (PMO) and implemented in line with recognised programme management principles.	A full review has been completed and evidence collated showing that all outstanding actions are either complete, incorporated into the IIT Action Plan as an 'enrichment' or have a separate plan in place as part of business as usual.

Work Packages deemed complete by IWG on 20 April 2018 and due to be considered by the PRSC on 10 May 2018 (these will be held in abeyance until all work packages for a given recommendation are complete, at which point PRSC will recommend completion to the following Fire Authority meeting)

No.	Work Package description	Summary of outcome
1(7)	Undertake a review of the Corporate Plan (including the corporate objectives) and align with the organisational strategy and IRMP.	<p>The interim Corporate Plan 2018/19 was published on 03.04.18 on both the internal intranet site and the Service's external public website. It was developed in conjunction with Service managers via a number of meetings and workshops and is centred around the two principal aims of:</p> <ul style="list-style-type: none"> • AIM 1: Making our communities safer • AIM 2: Making our Service stronger <p>It also includes the Service's new vision, mission and values as determined via 26(1) – see below. This new Corporate Plan is an interim document detailing the work which lies ahead to prepare for the publication of the single integrated Service Plan, including the now IRMP, on 1 April 2019 (as described in the presentation delivered to the Fire Authority at its meeting on 23 March 2018).</p>
9(2)	Confirm the process for the temporary appointment of Principal and Statutory Officer posts by the Fire Authority.	The appointment of Principal Officers and Statutory Officers is covered in the Employment Committee TORs. In addition the temporary appointment of Principal Officers is covered under the Scheme of Delegations section A1A; however, as A1A does not reference 'Statutory Officers', by default, the temporary appointments of Statutory Officers remains the remit of the Employment Committee.
12(1)	Request the LGA to provide support in developing and providing our new Members' development programme.	LGA support has been requested and given. The LGA are standing members of the IIPB and have committed to and given advice/support with the design and content of the Members development programme.
13(1)	Review the process by which Fire Authority reports are drafted and approved prior to publication in advance of meetings of the Fire Authority or its Committees.	The approval process is prescribed within the Administrative Procedures for the AFA and Committee Meetings Guidance. NB the 'drafting' of the Fire Authority Reports aspect of this work package is incorporated within Work Package 3(2).
26(1)	Undertake a review of our current corporate mission, vision and values by engaging with key stakeholders, including our staff, to ensure they are fit for purpose.	<p>Following a staff engagement process, which ran between 8 January 2018 and 26 February 2018, and attracted a 24% response rate – as well as discussion at the Staff Engagement Network – the Service's revised vision, mission and values were agreed and included in the new Corporate Plan 2018/19 published on 3 April 2018.</p> <p>Our vision: to provide the highest standard and best value service to the community Our mission: to improve public safety through prevention, protection, response and resilience Our values: respectful, honest, courageous, ambitious, inclusive and transparent</p>

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41(1)	<p>Undertake research within the FRS sector – and other relevant non-fire sector organisations – to assess good/best practice regarding performance benchmarking, including the presentation of performance data to facilitate effective decision making. This research will link in with the NFCC Integrated Data and Research Project (IDRP) as appropriate.</p>	<p>Following research it is evident that ‘performance bench marking’ within the sector is in a transient state, for example, the Home Office Family Groups (FG) are no longer supported/used; however FG 4 maintains a degree of ‘voluntary’ contact although some information, for example, size and function of teams, is difficult to bench mark as services are established differently, so is not always comparable. Furthermore, AF&RS submits benchmarking information to ‘LG Inform’ which currently includes 11 Fire and Rescue Services data and we are working to help promote this as the future of benchmarking.</p> <p>The Service took the decision at SMT on 23.01.18 to rejoin CIPFA Corporate Services Benchmarking Clubs for benchmarking of non-FRS specific corporate indicators and has explored the approach taken by services in the top quartile to establish if anything is being done differently.</p> <p>Research also indicates that the sector, including the NFCC IDRP project is awaiting the outcome of the HMICFRS inspections to provide direction with regards to standard bench marking requirements across the sector.</p>
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Work packages deemed complete by PRSC on 09 March 2018 (these will be held in abeyance until all work packages for a given recommendation are complete at which point PRSC will recommend completion to the following Fire Authority meeting)

No.	Work package description	Summary of outcome
2(3)	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).	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)	Explore best practice in undertaking cultural reviews/audits in the emergency services' sector.	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)	Assess potential providers for undertaking cultural reviews.	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)	Commission a baseline cultural review of Avon Fire & Rescue Service to report by May 2018	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)	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	Acceptability of the format of performance data presented to the PRSC 14 July 2017 and 19 January 2018.
44(1)	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).	Benchmarking performance data against FRS Family Group 4.

55(3)	Publish the Authority's annual Pay Policy Statement as a standalone document suitably highlighted on our external website.	New intranet page created on the external website dedicated to the Pay Policy Statement.
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Recommendations approved as complete by Fire Authority on 5 February 2018

No.	Recommendation description	Summary of outcome
11	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.	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.	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.	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.	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.	<p>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 in to the IIT Action Plan. This included:</p> <p>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).</p> <p>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).</p> <p>Both of these recommendations have been incorporated into the IIT Action Plan and the Governance Project Initiation Document.</p>

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	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.	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.

Work packages deemed complete by PRSC on 19 January 2018 (these will be held in abeyance until all work packages for a given recommendation are complete, at which point PRSC will recommend completion to the following Fire Authority meeting)

No.	Work package description	Summary of outcome
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).	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 & 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 nonvoting member.	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 & Somerset Constabulary's headquarters at Portishead.	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.	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 Public Sector Audit Appointments Ltd. for five years from 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 2018/2019.
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.	Appointment of Interim CFO/CE Mick Crennell, ratified by the Employment Committee on 09 August 2017.
10(2)	Review the organisational structure and implement an interim structure.	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, 14 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	The Clerk reports that this is now in-being with example provided.

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39(1)	As part of approved improvement architecture, establish an Independent Improvement Programme Board, chaired by an independent NFCC officer.	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.	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.	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.	Terms of Reference in place and one meeting has taken place to date. Chaired by Cllr Shelford
39(5)	As part of approved improvement architecture, establish an Internal Improvement Team.	Team of four appointed in September 2017.
39(6)	Secure Chief Officer peer support for the Interim CFO/CE.	Provided by CFO Stewart Edgar QFSM, Gloucestershire Fire & Rescue Service.