(1) MEMBERS OF THE AVON FIRE AUTHORITY

Councillors Ashe, Davis (Chair), Eddy, Phipps, Shelford and Williams.
1 Liberal Democrat vacancy

Quorum for the Meeting is 4.

(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 1 February 2019 commencing at 10.30am.

The meeting will be held in the Hicks Gate Fire Station, Durley Hill, Keynsham, Bristol, BS31 2AF. Parking is available on site.

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.

Contact: for any queries about the Meeting please contact Democratic Services on 0117 926 2061 ext. 231; or by e mail at the.clerk@avonfire.gov.uk; or in person at Police and Fire HQ, Valley Road, Portishead, Bristol, BS20 8JJ (by appointment during normal office hours only).

Emergency Evacuation Procedures: these will be advised at the start of the Meeting.

Exempt Items: Members are reminded that any Exempt Reports as circulated with this Agenda 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 as above.

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. There 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.
AGENDA

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 12 October 2018
6. Public Access
7. Performance Report
8. Improvement Programme – recommendations from the Improvement Working Group
9. Improvement Programme – Peer Review Feedback (verbal)
10. Annual Health and Safety Performance Report 2017/18
11. Cadcorp Demonstration
12. New Constitution – referral from the Fire Authority (verbal)
13. Date of Next Meeting – Friday 5 April 2019 (10.30am) at Weston-super-Mare Fire Station
AVON FIRE AUTHORITY
PERFORMANCE REVIEW AND SCRUTINY COMMITTEE
12 OCTOBER 2018

PRESENT: Councillors Ashe, Davis (Chair), Eddy and Phipps.

The meeting started at 10.30am.

10. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Shelford.

11. EMERGENCY EVACUATION PROCEDURES – The Clerk set out the emergency evacuation procedures.

12. DECLARATION OF INTERESTS – None.

13. CHAIR’S BUSINESS

The Chair reminded Members that the Cultural Review (being conducted by The Glass Lift) had contacted all Members to ask them to respond to the survey. It was noted that approximately 50% of Members had so far responded, remaining Members were encouraged to respond as soon as possible.

14. MINUTES OF THE MEETING OF THE PERFORMANCE REVIEW AND SCRUTINY COMMITTEE HELD ON 13 JULY 2018

Cllr Eddy asked if the Standing Orders mentioned in the minutes had been updated. He was informed that following the resolution of Members at the September Fire Authority meeting, the Standing Orders regarding Named Votes, Member participation and roles had been updated.

The Assistant Chief Fire Officer (Service Delivery) (ACFO (SD)) stated that he had prepared answers to questions posed by Cllr Shelford. The Clerk advised the ACFO (SD) to email the information to the Member.

The minutes were approved as an accurate record of the meeting and signed by the Chair.

15. PUBLIC ACCESS - None

16. PERFORMANCE REPORT

The Corporate Performance Manager (CPM) presented the report circulated to Members with the agenda. He pointed out that the Performance Report covered the period from April to July 2018 and that the figures for the
subsequent month of August had also now been published. Members were reminded that the Scorecard had been prepared to summarise the performance statistics of the organisation, and that the target tracker displayed the same information in a more graphic format designed for public display. Target trackers are produced at Unitary Authority and at Station levels.

The CPM highlighted the three areas in which the Fire Authority was not on target:

1) Number of Deliberate Secondary Fires

The occurrence of these fires had spiked in July, in line with the hot, dry weather experienced across the area. It was difficult to react to and control the outbreaks of such fires. It was stated that the number of such fires in August were considerably reduced (in line with the resumption of more typical summer weather) and it was expected that the figures would be in line with expectations going forward.

Cllr Phipps asked if there should be better communications between the various people involved in the reduction of secondary fires during the summer period. Information provided indicated that the organisation was learning to react more quickly to changed weather conditions, and would hope to reduce the outbreak of deliberate secondary fires in the future.

The ACFO (SD) stated that the CPM produced a heat map indicating the location and number of fires across the Fire Authority area. The spike experienced during the summer was due to arson in locations where there were bins, heaps of grass and rubbish. Working in partnership with Avon and Somerset Constabulary, the Community Resilience Team identifies and seeks removal of derelict vehicles before they become a target for arson. Members are also kept informed about fires within their areas.

Cllr Phipps commented that Bristol Waste had increased bin collection frequencies in the Bristol City Council area during the hot weather.

2) Accidental Fires

It was explained that the targets were calculated by averaging the figures of the previous six years. Therefore, although the target had been exceeded, the number of accidental fires was still 4% lower than over the same period for the previous year.

Members were informed that cooking remains the primary cause of accidental fires. Accordingly, information disseminated to the public focuses on the role of cooking in causing fires.

3) Sickness

The CPM stated that all three sickness indicators have missed target and the number of shifts / days lost to sickness continues to increase. In July 2018, 643.5 days / shifts were lost to sickness (the highest July total for
the last seven years). The CPM noted that although sickness figures are usually lower in the summer months, the Fire Authority’s sickness figures had been higher in the summer this year. There had been an increase in short term sickness this year, however longer term sickness (more than 28 days) remained the biggest problem, accounting for 65.6% of the shifts / days lost.

The ACFO (SD) stated that the main reasons for sickness absence were musculoskeletal injuries and mental health. He reported that managers were being proactive in this area:

- Occupation Health time had been increased.
- Reasonable Adjustment Panels were completing referrals which in turn meant that individuals were able to return to work.
- A Sickness Working Group had been formed by the Interim Director of Corporate Services. This was taking an overview of the problem of staff sickness by considering the full range of employment policies and interventions available. Therefore, the review included attendance management, capability and retirement policies, the Blue Light programme from Mind, Reasonable Adjustment Panels, occupational health involvement, and the Medical Intervention Fund (which could provide private health care where an individual’s return to work was hampered by waiting for an NHS appointment).

Cllr Eddy asked if response times were affected by roads being blocked to fire appliances by parked cars. He also requested information about Call Challenging. The ACFO (SD) responded that call challenging was the process which took place when Fire Control was contacted initially. The caller would be asked if the cause of the fire alarm ringing was known. For example, sometimes the caller might know that smoke from cooking had caused a fire alarm to be set off. By asking further questions Fire Control may be able to establish that there would be no need to send a fire appliance to the scene.

With regard to parked cars blocking access to fires, fire appliances going about routine visits carry respectfully worded leaflets which can be placed on windscreens reminding residents that inconsiderately parked cars may hinder access to fires. Other practical measures such as the use of hydrants and moving smaller vehicles (such as cars) were also deployed. The Office of the Police and Crime Commissioner’s has also been working to remind people that indiscriminate parking can affect the response times of all emergency services.

Cllr Eddy responded that he would support a firmly worded leaflet and would be concerned if the wording was too restrained. He stated that the message should be that selfish parking costs lives.

The CPM informed Members that the CCTV footage from the cabs of appliances, showing the impact of inconsiderate parking, was used to push home the message to the public.
Cllr Phipps stated that she was involved with the Bristol Walking Alliance which was considering banning pavement parking. Unfortunately, this was not a straight-forward matter particular in some areas of the city. In the future some new Resident Parking Zones (RPZ) may be created, although this would have to be considered carefully as there was the possibility that further parking problems were created in adjacent areas.

Cllr Eddy noted that the causes of sickness absence had been extensively debated at the last Committee meeting. He asked if different staff groups were demonstrating different sickness levels. The CPM stated that the shifts lost per person were very similar in both support and operational staff groups.

The Chair noted that sickness absence figures were discussed at most Committee meetings, he felt that there had been significant changes for the better made in recent months, including the appointment of a fitness advisor. He added that it had been helpful to see separate long term and short term sickness figures to facilitate further analysis.

Cllr Eddy asked what support was available to staff. The ACFO (SD) explained that some incidents were obviously traumatic for many colleagues, such as fatal accidents, and in addition staff may experience difficulties in dealing with other more routine working experiences. Hence, an Immediate Response Officer would always be deployed to the scene of larger events particularly to tend to the welfare of the crew and others involved. A crew involved in a fatal or traumatic event would be taken off the run to ensure they had time to shower, eat, and talk over the experience together. In addition, the ACFO (SD) said that further support was available from:

- Blue Light Mind champions deployed throughout the organisation.
- Trauma Risk Management (TRiM) training which had taken place throughout the organisation to promote awareness of Post Traumatic Stress Disorder (PTSD).
- TRiM champions who had been appointed in each department to ensure there was support throughout the organisation.
- The Red Poppy Company which was used for team counselling where there had been a traumatic or fatal event.
- Mental Health First Aid (MHFA) training which had taken place to help prevent mental health injury in the workforce.

The Chair asked if outside spaces at Fire Stations were used to give staff time and space to cope with difficult events. The Property Services Manager (PSM) informed Members that the development of outside spaces at Fire Stations was an ongoing and current project in several fire stations.

The CPM informed Members that the number of shifts lost due to sickness in August had reduced to more normal levels after the spike in the July figures.
The Chair asked for more information about staff appraisals. The CPM reported that 80% of available staff had been appraised. This was below target and must be improved. Data is available in the organisation and it was known which managers were behind with team appraisals. The ACFO (SD) informed Members that managers receive a monthly performance management matrix which includes PDR completions. In the past the PDR completion rates included staff who were unavailable due to long term sickness, these staff had now been excluded to ensure the figures were more focused and realistic for managers.

Cllr Phipps noted that it was good that individuals and teams who need more support with PDRs can be identified. The ACFO (SD) responded that local management mentors can be allocated to support individual managers where that would be helpful.

Cllr Phipps asked for further information on customer feedback about response time. The CPM responded that that the return rate for feedback forms was high and most customers report that assistance arrived more quickly than expected or as expected.

The Chair noted that malicious alarms had increased and was concerned to know if there had been a reduction in school visits. The CPM responded that there was not a link between the number of school visits and the number of malicious alarms. There had been 270 malicious alarm calls last year in total. Texts had been sent to the relevant phone numbers warning people of the negative effects of these calls. Information about malicious alarms was shared with other emergency services to help identify significant problems. Data protection legislation must be considered when sharing this information but is shared when necessary to protect the public.

The ACFO (SD) added that 100 schools which were more vulnerable had been identified across the Fire Authority area with work undertaken with these schools to support them.

Cllr Phipps asked if accidental pocket calls were excluded from the malicious alarms figures. The CPM replied that a silent call would be rung back to make sure it was not a genuine call from someone who was unable to speak. It was confirmed that silent calls were not included in the malicious calls figures.

Cllr Eddy asked for more information about the proportion of malicious calls, in response the following information was provided:

- Information about the proportion of malicious calls was not available on the day of the meeting.
- In addition to malicious calls, calls may be made by malfunctioning alarm systems and residents making an error of judgement (but acting with good intentions).
• Repeat malicious calls offenders are prosecuted and may have mobile phones stumped (by working with mobile phone providers). These measures are used carefully as perpetrators are often suffering from mental health conditions and need support.

The Annual Performance Report in its new format was also discussed. Members were informed that the Performance Report was published on the website.

Cllr Eddy commented that the format of the report was very clear and reader friendly

RESOLVED to note the report.

17. IMPROVEMENT PROGRAMME – RECOMMENDATIONS FROM THE IMPROVEMENT WORKING GROUP

The Area Manager (Internal Improvement Team) (AM) presented the report, asking the committee to consider the recommendations of the Improvement Working Group (IWG) and make recommendations to the Fire Authority as appropriate.

Members were informed that in the fifth tranche of evidence presented to the Committee, there were six recommendations and 2 work packages. Each of these was considered in turn.

6 Recommendation: Previous Statutory Officers have left the organisation. Personal Development Reviews (PDRs) will be carried out by the Chair and Chief Fire Officer (CFO) for new appointments to ensure roles are being carried out to the standard and the specific job descriptions.

Members were reminded that this work package was written when the Statutory Officers (SOs) held different positions within the organisational structure. This meant that the SOs now reported directly to the Chair of the Fire Authority and therefore their PDRs were undertaken by the Chair alone.

18 Recommendation: A review of Leicestershire Fire and Rescue Authority’s approach will be instigated and a specific project on best value practices in the wider FRS will be instigated.

19 Recommendation: Assistance will be sought from the National Fire Chiefs Council (incorporated into recommendation 18).

Following research into Leicestershire and Essex Fire and Rescue Services and a report had been produced, which was being considered by Service Management Board (SMB).

22 Recommendation: Cultural shift and organisational reviews to take place. A cultural audit will be initiated.
Recommendation: Cultural shift and organisational reviews to take place. A cultural audit will be initiated (incorporated into recommendation 22).

This work package related to the introduction of a mechanism to measure cultural shift over time with a repeat cultural survey to compare results and provide continual engagement with staff. The Glass Lift had been contracted to undertake a cultural survey and a plan was in place to repeat the cultural survey in the future.

Cllr Phipps stated that she felt that one to two years was a reasonable period to elapse between the two cultural surveys. She asked for further information about other measures.

The TAM stated that there was further staff engagement through the Staff Engagement Network and CFO visits and presentations.

Recommendation: We will consider the most effective method of securing appropriate change management support. We will draw on that support to ensure that the Authority’s attention is focussed on the implementation of this action plan, including setting firm foundations for strategic change as well as achieving early success to demonstrate direction of travel.

The TAM explained that following a review of best practice at Avon and Somerset Constabulary and a number of Fire and Rescue Authorities a research report had been compiled. The CFO had received the report.

Cllr Phipps noted that there was a lot of work stored on Basecamp which provided evidence of the Recommendations and Work Packages. She asked if Members were using Basecamp. It was confirmed that Basecamp was not being used very much. It had been considered if Members would be more likely to log on and use Basecamp if groups of Members with particular interests were asked to look at specific aspects of the information. It was important to note that in July 2019, when the Local Government Association would follow up the Home Office report, the Fire Authority would need to demonstrate that it had responded robustly to the action plan put forward by the CFO and his team.

Cllr Phipps stated that Members of the Fire Authority should prioritise accessing Basecamp and commenting on pieces of evidence.

The Chair agreed and would raise this at the next Fire Authority meeting.

Cllr Ashe noted that the more Members used Basecamp the easier they would find it to access information provided.

The Improvement Support Officer stated that Basecamp would be used by the Constitutional Review Working Group and was a useful tool.
Members who were new, or would like refresher training, could be provided with training.

The Clerk commented that Basecamp was now a repository for a library of useful information which could be accessed selectively in the future to support further scrutiny work.

Cllr Phipps suggested that reports should include a prompt that there was further information on Basecamp.

**25(2) Action point/work package:** Review skills and capacity within HR, Procurement & Supplies and Property Services and produce a business case for each.

**57(2) Action point/work package:** Ensure that the cultural survey includes questions to enable an assessment of staff confidence in the whistleblowing process

It was noted that awareness of the Whistleblowing Policy/Process was being explored further as part of WP 57(1) due for completion in the autumn.

**RESOLVED** to recommend to the Fire Authority that the recommendations and work packages set out above should be considered complete.

18. **ENERGY AND ENVIRONMENT ANNUAL REPORT 2017/18**

Members were presented with a report containing detailed information about the Energy and Environmental performance in the financial year 2017/18.

Members’ attention was particularly drawn to the following:

**Carbon Emissions**

Reductions in Carbon Emissions were on target with a 44% reduction on the 2008/9 baseline. The Fire Authority was on track to reach the target of 50% reduction by 2020 and this was above the government’s voluntary target for the public sector of a 30% reduction by 2020.

**Energy Consumption**

There had been an 11% reduction in energy consumption compared to the previous year, largely due to the closure of Temple HQ and through the implementation of a range of lighting and heating improvements. Although the floor area of the Fire Authority had increased energy consumption had reduced. Energy consumption had been reduced by 43% from a 2011/12 baseline, and was on track to reach a 50% reduction by 2020.

In response to a question from Cllr Ashe, it was confirmed that these figures included HQ and the new fire station at Temple and Hicks Gate.
Electricity consumption had fallen and gas consumption had increased. Oil was now only used as a heating fuel at Lansdown.

The average Display Energy Certificate (DEC) rating for Fire Authority buildings had risen to C (68) compared to F (139) in 2008/9. Sites rated D and E would be targeted for further improvements.

1) Renewable Energy

By the end of 2017/18 the Fire Authority had exceeded the 2020 target, with 28.4% of total energy demand met from renewable sources. It was confirmed that 100% of the Fire Authority’s electricity came from renewable sources.

2) Water Consumption

Water consumption had fallen by 60% compared to a 2008/9 baseline. Improvements would continue to be made in this area by targeting new water efficient fixtures and fittings.

3) Transport

Transport related emissions had fallen by 20% compared to the 2008/09 baseline. This downward trend had been reversed in the last three years due to an increase in casual mileage claims and appliance fuel used. This had been caused by the move of HQ to Portishead, on the edge of the Fire Authority’s area, and where there is a lack of public transport. Fleet fuel use was dependent on activity levels and training.

Transport carbon emissions would be an area of focus for the coming year. Clean Air Zones were likely to be enacted in Bristol and the Fire Authority would need to comply with the regulations, although there may be an extension of the compliance date for the Fire Authority.

The Energy Saving Trust had been advising the Fire Authority on reducing vehicle emissions. Electric vehicles now formed a significant part of the fleet and were particularly useful for frequently executive journeys.

4) Waste and Recycling

Approximately 75% of the Fire Authority’s waste had been recycled in the last year, with 19% being incinerated and 6% going to landfill. Consideration would now be given to future target levels and to amending the procurement process to further reduce waste in the supply chain.

Cllr Ashe asked for further information about office bins and wastage. Information given indicated that there was communal waste recycling in Fire Authority offices.

Members were informed that the Fire Authority would work towards the ISO 14001 environmental standards, although had not yet decided to apply for the accreditation. This focus will help drive the message throughout the Fire Authority.
Cllr Eddy noted that the figures were positive, and that the Fire Authority’s vehicles would often not comply with emission targets in Clean Air Zones.

Further information was provided to Members, it was stated that it would not be possible for the Fire Authority to guarantee that only Euro 6 compliant vehicles would be deployed within the Clean Air Zones. The standards within the Clean Air Zone would be challenging.

Cllr Phipps stated that the Clean Air Zone was currently being consulted on within the Bristol City Council area. It was confirmed that the date of enforcement is not yet known. Bristol City Council is aware that the Fire Authority cannot comply immediately with the required standards. Cllr Phipps added that other organisations will be in the same situation as the Fire Authority.

It was stated that the Fleet Asset Strategy is linked to the Integrated Risk Management Plan (IRMP) which in turn will reflect the implementation of Clean Air Zones.

The Chair offered his congratulations to the team and noted that electric vehicles are improving all the time. He encouraged the Fire Authority to aim for a zero landfill target; he felt that even if the target was not achieved the direction of travel was important.

RESOLVED to note the report.

19. INTEGRATED RISK MANAGEMENT PLAN (IRMP) UPDATE – PRESENTATION

Item withdrawn.

20. DATE OF NEXT MEETING – Friday 1 February 2019 (10.30am) at Hicks Gate Fire Station

The meeting closed at 11.50pm.

..................................................  
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 December 2018.

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 nine months (April – December) of financial year 2018/19.

3.5. **Fires** – One of the four fire indicators are on target and two are just off target.

The high number of deliberate secondary fires (excluding vehicles) recorded in July and to a lesser extent August has adversely affected this indicator. It is likely that this is due to the extreme weather experienced. We are working on an action plan to implement if extreme weather is experienced this year. Since these months incident numbers have been on or under target.

Accidental dwelling fires are off target due to spikes in incidents in July and December. Incidents have increased by 2% compared to last year. The main cause of incidents in December is due to accidents caused by cooking:

![Accidental Fires in Dwellings: Accidental: (Dec-2018)](image)

Unfortunately there has been a delay in producing the incident benchmarking information and this hasn’t been updated since the end of quarter 1 (April – June).

3.6. **Alarms** – 18 of the 121 malicious false alarms received have been successfully call challenged meeting the 5% target. 1,518 false alarms due to apparatus have been recorded meeting the target of no more than 1,587.

3.7. **Deaths and injuries** – in the April to December period covered by this report there have been three fatalities due to fire recorded, two accidental in dwellings and one due to suicide. Two of these fatalities were in April and one in July. 40 injuries due to fire where hospital treatment was required have been recorded.

3.8. **Response** - five of the six response indicators are on target and one just off target. The Category 3 indicator which measures fire incidents in population areas below 10,000 people is just off target with 143 incidents out of 153 meeting target. We are confident that as the year progresses the targets will
be met. Answering 999 calls within seven seconds is just off target and with
the recruitment of new staff is steadily improving.

3.9. **Call handling** – 16,175 calls for emergency assistance have been received
and 9,625 (59.5%) were attended under emergency conditions. Calls
received have increased by 6% and calls attended by 4% compared to the
previous year, mainly due to high volumes were received during the July
exceptional weather.

3.10. **People** – all three sickness indicators have missed target.

Long term sickness (more than 28 days) remains the biggest problem
accounting for 66.5% of the shifts/days lost:

![Number of Shifts Lost to Sickness](image)

Short term sickness has been adversely affected by a spike in July:

![All Staff Short Term Sickness](image)

However shifts/days lost in December was the fewest over the last seven
years.

The main cause of sickness absence by days/shifts lost is mental health
issues. At the end of Quarter 2 (April – Sept 2018) 944.5 of the 3,381
days/shifts lost were due to mental health issues (27.9%).

Benchmarking for April - September indicates that AF&RS has the second
highest levels of sickness of the 27 FRS’s who submitted data:
3.11. Personal Development Reviews (Staff Appraisals) have been undertaken within the last 12 months for 85.9% of staff, falling short of the 95% target. Broken into staff groups as follows:

<table>
<thead>
<tr>
<th>Staff Appraisal Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff</td>
</tr>
<tr>
<td>Wholeline</td>
</tr>
<tr>
<td>OnCall</td>
</tr>
<tr>
<td>Control</td>
</tr>
<tr>
<td>Support</td>
</tr>
<tr>
<td>All Staff</td>
</tr>
</tbody>
</table>

We are addressing managers who are not undertaking reviews within target.

The work to update the reporting to exclude staff that are on a period of Long term absence has been complete and the report is now more accurate.

3.12. Scorecard acronyms and terminology:

- **Cat**: Category defining population density
- **CFOA**: Chief Fire Officers Association
- **FG4**: Family Group of Fire & Rescue Services used for benchmarking
- **FRS**: Fire & Rescue Service
- **HFSV**: Home Fire Safety Visit
- **LPI**: Local Performance Indicator
- **NFCC**: National Fire Chiefs Council
- **PDA**: Pre-determined Attendance
- **PDR**: Personal Development Review
- **Primary Fire**: Fire incident affecting non derelict property
- **Secondary Fire**: All other fire incidents
- **RTW**: Return to Work
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 2018/19
- 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.

4.9. Data Protection Implications

None.

5. BACKGROUND PAPERS

None.

6. APPENDICES

1. Scorecard December 2018
2. Target tracker wall chart December 2018

7. REPORT CONTACT

Simon Flood, Corporate Performance Manager, extension 358
### Measure

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Target 2018-19</th>
<th>YTD 2017-18</th>
<th>YTD Target</th>
<th>YTD Actual</th>
<th>Progress</th>
<th>% change compared to last year</th>
<th>Average</th>
<th>Best</th>
<th>Worst</th>
<th>Avon Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI1421* No. of calls to accidental fires in dwellings attended</td>
<td>6 yrs average 475 394 356 392 401</td>
<td>↓ -2%</td>
<td>2.52 1.20 3.33</td>
<td>2.60</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI2082* No. of deliberate primary fires (excluding deliberate primary fires in vehicles)</td>
<td>6 yrs average 233 195 175 192</td>
<td>↑ +%</td>
<td>0.75 0.22 4.49</td>
<td>0.93</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI2082 Veh* No. of deliberate fires in vehicles</td>
<td>6 yrs average 301 347 263 290 256 80</td>
<td>↑ -26%</td>
<td>0.44 0.13 0.78</td>
<td>0.32</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI2082* No. of deliberate secondary fires (excl. deliberate secondary fires in vehicles)</td>
<td>6 yrs average 1030</td>
<td>↑ +%</td>
<td>3.75 0.97 14.07</td>
<td>2.37</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI1423* No. of accidents in dwellings where no firefighting action</td>
<td>Monitor only - last year 43.6%</td>
<td>38.9% 156/401</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI FAMS* Total No. of malicious false alarms</td>
<td>Monitor only</td>
<td>139</td>
<td>n/a n/a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI FAMS % % of calls to malicious false alarms not attended</td>
<td>6 yrs average 14.0% 5% 2% 13.0%</td>
<td>↑ +%</td>
<td>n/a n/a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI 149* No. of injuries in accidental dwelling fires</td>
<td>Monitor only, last year 28, 51, YTD 2017-18</td>
<td>9.20 1.09 24.87</td>
<td>14.81</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI 12i* Working days/shifts lost to sickness wholetime uniformed staff</td>
<td>89% 95% 95% 95% 95% 95% 95%</td>
<td>95% 95% 95% 95% 95% 95% 95%</td>
<td>95% 95% 95% 95% 95% 95% 95%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Safety - quarterly (last update December 2018)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI 12ii* Working days/shifts lost to sickness support staff</td>
<td>95% 5.63 6.19 8.30 4.90 7.97 1.90↑</td>
<td>15% 7.59 1.90 3.74 5.00 5.00 5.00</td>
<td>5.00 5.00 5.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI 12iii* Working days/shifts lost to sickness all staff (excl. RDS)</td>
<td>90% 99% 85% 90%</td>
<td>90% 90% 90% 90%</td>
<td>90% 90% 90% 90%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI HR4 % of RTW interviews completed within 15 days</td>
<td>95% 95% 85% 85%</td>
<td>85% 85% 85% 85%</td>
<td>85% 85% 85% 85%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPI HR5 PDR completion</td>
<td>95% 95% 85% 85%</td>
<td>85% 85% 85% 85%</td>
<td>85% 85% 85% 85%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* indicative only as 3 IRS records are incomplete

$ source is either FG4 or NFCC

### Appendix 1

**Community Fire Safety Activity**

- **People - Reported**
  - YTD Target = target figure for this year
  - Annual Target 18/19 = target set this year in % and/or number

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **H&S 2** Vehicle incidents where hit fixed/stationary & at fault
  - -5% 54 47 45 46 42 42 9255 9255 9255 9255 9255 9255 9255
  - -10% 1137 900 900 900 900 900 900 900 900 900 900 900

- **H&S 1** Days/shifts lost to work related injury/sickness
  - 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8 56.8

- **Resources and Value for Money - quarterly (last update December 2018)**
  - LPI ET2 Energy consumption in kWh (compared to 2017/18)
    - 5% 3792800 2487909 2363514 2481689 2257427 9% 6% 6% 6% 6% 6% 6%
  - LPI ET3 Carbon emissions (compared 2017/18)
    - 5% 1905 1382 1313 1379 1095 9% 100% 100% 100% 100% 100% 100%
  - LPI ET6 Water consumption (compared 2017/18)
    - 5% 7398 5823 5532 5808 5808.0 9% 97% 97% 97% 97% 97% 97%
  - LPI ET8 Renewable energy 20% by 2020 (10% in 2017/18)
    - 5% 2303463 345519 115173 1241308 53.9% 53.9% 53.9% 53.9% 53.9% 53.9% 53.9%

- **Health and Safety - quarterly (last update December 2018)**
  - Sickness benchmarking is period April - Sept 2018

- **Performance**
  - YTD Actual vs. Target

- **Progress**
  - Getting Better
  - Getting Worse
  - No Change

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month

- **Measure**
  - Performance: YTD Actual vs. Target
  - Progress: Compared with last month
We are launching a new draft Service Plan 2019-2022 which outlines how we intend to use our resources to help protect the public for the future. Our new Service Plan combines the IRMP for 2016-20 and Corporate Plan 2018-19 into one integrated plan that will set the strategic direction for the next three years for the Service. Find out more on the Intranet.

Our new collaboration strategy is released. The aims and objectives of AF&RS include becoming more effective, efficient and economic whilst maintaining an excellent service which is value for money. This ambition is shared by other emergency services and many of our partners and provides the opportunity for us to work together to achieve shared goals. Find out more on the Intranet.

We are launching a new draft Service Plan 2019-2022 which outlines how we intend to use our resources to help protect the public for the future. Our new Service Plan combines the IRMP for 2016-20 and Corporate Plan 2018-19 into one integrated plan that will set the strategic direction for the next three years for the Service. Find out more on the Intranet.

Our new collaboration strategy is released. The aims and objectives of AF&RS include becoming more effective, efficient and economic whilst maintaining an excellent service which is value for money. This ambition is shared by other emergency services and many of our partners and provides the opportunity for us to work together to achieve shared goals. Find out more on the Intranet.
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’.

The Committee is asked to consider the recommendations from the IWG and make recommendations to the Fire Authority as appropriate.

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’. 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.

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. At its meeting on 10 May 2018 the Committee considered the third tranche of three recommendations which covered two action points (derived from the approved Fire Authority Action Plan) and six other action points/work packages (derived from the Internal Improvement Team Action Plan) submitted for scrutiny. The Committee recommended “sign-off” of the three recommendations to the Fire Authority at its meeting on 8 June 2018 and these were agreed. The Committee also deemed that the six 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.

**Fourth Tranche of Scrutiny**

3.6. At its meeting on 13 July 2018, the Committee considered the fourth tranche of five recommendations submitted for sign off and were satisfied with that evidence. The Committee recommended “sign-off” of the five recommendations to the Fire Authority at its meeting on 25 September 2018 and these were agreed. The Committee also deemed that other eight work packages were complete and 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.

**Fifth Tranche of Scrutiny**

3.7. At its meeting on the 12 October 2018, the Committee considered the fifth tranche of six recommendations submitted for sign off and were satisfied with that evidence. The Committee recommended “sign-off” of the six recommendations to the Fire Authority at its meeting on 20 December 2018 and these were agreed. The Committee also deemed that two other work packages were complete which 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.

**Sixth Tranche of Scrutiny**

3.8. The IWG met on 17 January 2019 to consider the issues set out in Appendix 1. The IWG reviewed the evidence for the 15 recommendations submitted for sign off and were satisfied with that evidence. The IWG therefore recommends these recommendations be signed off. The IWG also reviewed 8 other work packages submitted and was satisfied with the evidence received.
Completed Work

3.9. 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.

4.9. Data Protection Implications

None.

5. BACKGROUND PAPERS

None.
6. **APPENDICES**

1. Summary report for the IWG meeting on 17 January 2019
2. Summary of completed recommendations and work packages

7. **REPORT CONTACT**

   Steve Imrie, Area Manager (Internal Improvement Team), extension 204.
Summary of Recommendations and/or Work Packages
for scrutiny at the Improvement Working Group 17 January 2019

1. Recommendations

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

![Dashboard Chart](image)

**Fig. 1: Extract from the programme dashboard showing 15 recommendations awaiting scrutiny**

NB - An additional 15 Fire Authority Action Plan recommendations have been started since the previous IWG update 24/09/18; all recommendations are in progress, awaiting scrutiny or complete.

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Recommendation:</strong> More regular budget update meetings regarding budget and capacity. It is standard practice to bring quarterly budget monitoring reports to the General Purposes Committee.</td>
</tr>
</tbody>
</table>

**Summary:** This recommendation contains two work packages 4(1) Seek clarity on which Committees require budget reports to be submitted and when. Confirm the delegation of authority and 4(2) Seek best practice from similar organisations.

The Finance Manager has confirmed that Budget Reports go to each General Purposes Committee in line with the Fire Authority’s Schedule of Meetings for the Municipal Year and that delegation of authority is set out in the General Purposes Committee’s Terms of Reference as approved in July 2016. In addition a request to other Services via the NFCC Fire Finance Network to establish best/common practice within the sector was sent with responses from were received from 9 FRS indicating that budget reports were submitted on a quarterly basis.
7 **Recommendation:** CFO/CE will have Performance Development Review (PDR) carried out by the Employment Committee Panel (ECP) annually and with six month reviews.

**Summary:** The ECP, consisting of Group Leaders and the Monitoring Officer, undertook the CFO/CE PDR on 19 November 2018 following his substantive appointment. While the CFO/CE PDR will continue to be undertaken annually, it has been agreed between the Chair and the Group Leaders that the interim/stage review(s) frequency should remain flexible.

12 **Recommendation:** Inductions and Members’ training days have been introduced but Members will be required to attend; and

49 **Recommendation:** Liaise with the LGA to determine the most appropriate training required for a member of the Fire Authority and revisit our arrangements for Members’ CPD in light of recommended best practice.

**Summary:** Recommendations 12&49 were combined at the start of the programme and work package 12(1) was previously scrutinised by PRSC 10 May 2018 and has been held in abeyance as per the scrutiny protocol.

Therefore work package **12(2):** Develop Members’ training packages for induction, development and ongoing CPD to ensure that they are well equipped to effectively undertake their role on the Fire Authority and/or its committees, is being offered up which completes recommendations 12&49 i.e.

A Member Development Working Group (MDWG) was established with representation from each political group. In collaboration with the LGA, a plan was developed which included 3 Member development sessions delivered in partnership with the LGA on the Fire & Rescue Service Act 2004 and good governance; Roles and Responsibilities; and Scrutiny. In addition a number of ‘training sessions’ were also delivered focusing on the fundamentals of Integrated Risk Management Plan ‘refresh’; Tec Fire Safety; the Community Resilience Team and Safe and Well visits.

In addition the MDWG has produced a Members Role and Responsibilities Job Description and a Members Handbook 2018-19.

The MDWG continues to meet every quarter with the next meeting planned to take place after the Peer Review in January 2019.

13 **Recommendation:** Improve the quality of reports submitted to Members; and

27 **Recommendation:** Review the quality of reports that are proportionate to the
issues under consideration.

Summary: Recommendations 13&27 were combined at the start of the programme and work package 13(1) was previously scrutinised by PRSC 10 May 2018 and 13(2) was previously scrutinised by PRSC 19 January 2018; both have been held in abeyance as per the scrutiny protocol.

Therefore work package 13(3): Review the corporate guidelines for taking and approving minutes of Fire Authority meetings to ensure a more comprehensive record of discussions leading to decisions made. This will in turn contribute to a more open and transparent culture, is being offered up which completes recommendations 13&27 i.e.

Various discussions have been held with regards to what constitutes adequate/appropriate 'minutes' over the last 12 months and, subsequently, the MDWG submitted a paper to the Fire Authority in Dec 18 summarising their findings and proposing a set of Minute Taking Principles. These were approved by the Fire Authority.

26/30 Recommendation: The Corporate Plan is due for replacement and this creates an ideal opportunity to reset the mission, vision and strategic direction and priorities for the Authority. Whilst this is an Authority plan, a working group involving Members and Officers will be formed to focus on this and ensure capacity and budget can achieve aspirations and objectives.

Summary: Recommendation 30 is a duplicate of recommendation 26. There were originally 3 work packages under recommendation 26; however 2 were scrutinised by PRSC on 10 May 2018 and have been held in abeyance as per the scrutiny protocol and the third was subsequently deemed no longer applicable by the Project Executive. Therefore, it is being offered up in retrospect for completeness, with no additional consideration/scrutiny required.

31 Recommendation: A review of the IRMP, response standards and other key strategies will all be subject to change as a result of a new direction and priorities. Cost v benefit of service delivery will be a prime consideration. It is likely to impact on response standards, allocation of budget and impact on the organisational structure; and

32 Recommendation: A thorough and comprehensive analysis of the IRMP and response standards will be completed. Outlining options and a risk assessment of varying standards, a corresponding review of staffing numbers, capability and infrastructure will be included. It is imperative this includes all impacts on public and firefighter safety.

Summary: Recommendations 31&32 were combined at the start of the programme and, due to the organisational significance of the topic area; work
has included a number of Member/Stakeholder Corporate Planning Workshops. Key areas of work have included:

- The procurement of an independent baseline report
- The production of a comprehensive strategic assessment
- The production of an enhanced base line report
- The procurement of risk modelling software to provide evidence based analysis of risk to underpin decision making
- The production of a draft, integrated, Service Plan currently out for consultation which outlines the Service direction of travel for the next three years including comprehensive business cases for a proposed change to the Service response standards ie moving away from a geographical approach to a risk based approach, and the Service response to Automatic Fire Alarms.

33 **Recommendation:** CAST standards will be reviewed as part of an overall view of best practice within the FRS nationally

**Summary:** Critical Attendance STandards were reviewed as part of the response standard review outlined above i.e. Recommendations 31/32. The ‘weight of attack’ remains in line with CAST.

34 **Recommendation:** Peer support and assistance will be requested from the National Fire Chiefs’ Council

**Summary:** This links to Recommendation 33 and the assistance to be sought from the National Fire Chiefs Council (NFCC) with respect to the adoption and use of FBU CAST standards.

Our national survey of fire and rescue authorities’ response standards undertaken in April 2018 along with the views of Members and senior officers at the corporate planning workshops indicated a desire to maintain the ‘weight of attack’ aligned to the FBU’s Critical Attendance STandards and therefore no further support was sought from the NFCC.

40 **Recommendation:** We will review our performance information to ensure it provides data that is both comprehensive and accessible in its presentation.

**Summary:** Offering up work package 40(2) on this occasion to complete the recommendation as work package 40(1) was previously scrutinised by PRSC 09 March 2018 and has been held in abeyance as per the scrutiny protocol.

Therefore, with regards to work package 40(2): Review the format of the Fire Authority’s annual Performance Report that is designed to foster intelligent scrutiny and examination, a revised format for the Annual Report was presented to PRSC on 12 October 2018 with positive comments received from Members.
41 **Recommendation:** We will seek best practice in the presentation of performance data from other FRSs to ensure Elected Members and senior officers have access to management information which can be effectively used to scrutinise, challenge and drive improvement.

42 We will set-up a working group with Elected Member and officer involvement. The Corporate Performance Manager will analyse wider FRS performance data and provide an options appraisal to the working group.

**Summary:** Recommendations 41&42 were combined at the start of the programme and work package 41(1) was previously scrutinised by PRSC 10 May 2018 leaving one remaining work package i.e. 41(2): Report the options appraisal resulting from the research undertaken in Action 41(1) to the PRSC Improvement Working Group along with the decision taken as to the best option by the Service Management Team.

As no further action was required following PRSC scrutiny on the 10 May 2018 these recommendations are now complete.

---

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
19 work packages awaiting scrutiny

NB – the remaining 3 IIT work packages have been started since the previous update 24/09/18; all recommendations are now in progress, awaiting scrutiny or complete.

NB – Members may notice that the total number of work packages has reduced from 117 to 115 following a Stage 2 review by Project Executives.

NB – as noted above, Rec’s. 4; 7; 12; 13; 26; 27; 30; 31; 32; 33; 34; 40; 41; 42 and 49 are proposed as complete in their entirety and therefore work packages 4(1)-(2); 7(1); 12(2); 13(3); 31(1)-(3); 33(1)-(2) and 40(2) are not summarised with the 8 work packages below.

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1(6) | **Action point/work package:** Undertake a review of the IRMP as detailed in Recommendations 31-33  
**Summary:** This work package is covered by the activity undertaken and evidence presented under Rec 31 and 32. |
| 3(2) | **Action point/work package:** With the support of the NFCC, determine best practice in relation to effective content of Fire Authority papers to support informed decision making by Elected Members. Update guidance for authors and provide any training as required. |
**Summary:** Guidance on writing reports by key personnel was developed and supported by a ½ day in-house training session.

Training complete for this year with 2 sessions delivered on 04/06/18 and 10/07/18 to middle managers and above who may be engaged in report writing. Feedback was received from participants which will aid the development of future sessions. These will be developed as business as usual.

10(4) **Action point/work package:** Undertake a review of the ways of working of SMB.

**Summary:** Terms of reference for the revised Service Leadership Board have been included in a new Service Leadership Charter.

10(5) **Action point/work package:** Undertake a review of the ways of working of SMT.

**Summary:** Terms of reference for the revised Service Leadership Team have been included in a new Service Leadership Charter.

10(6) **Action point/work package:** Review the corporate guidelines for taking and approving minutes of SMB and SMT meetings to ensure a more comprehensive record of discussions leading to decisions made and minutes are readily accessible. This will in turn contribute to a more open and transparent culture.

**Summary:** Members approved a new set of minute taking principles at their meeting on 20 December 2018. Minute taking principles have also been produced for both SLB and SLT.

55(1) **Action point/work package:** Revise our re-employment policy to ensure that it is compliant with the 2018 edition of the Fire & Rescue National Framework for England (when published) and include the specific points included in the Home Office’s consultation document i.e.:

1. Not re-appoint principal fire officers after retirement to their previous (or a similar) post, save for in exceptional circumstances when such a decision is necessary in the interests of public safety.
2. Any such appointment must be transparent, justifiable and time limited.
3. In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this decision should be subject to agreement by a vote of the Elected Members of the fire and rescue authority, or a decision by the appropriate elected representative of the fire and rescue authority.
4. Publish the reason why the re-appointment was necessary in the interests of public safety and alternative approaches were deemed not appropriate.
5. The officer’s pension must be abated until they cease to be employed by a FRA.
6. Open any principal fire officer post to national competition.
Summary: The revised Pay Policy Statement 2018/19 was approved at the Fire Authority meeting held on 25 September 2018 and now explicitly covers all of the relevant points within sections 6.7 – 6.11 of the 2018 National Framework (points 1-5 above).

Point 6 above was tabled to the Employment Committee on the 8 November 2018 and will be included within the new constitution; however the principle is already in practice i.e. the appointment of the substantive CFO/CE in 2018.

60(2) Action point/work package: Review our current procurement arrangements and availability of specialist procurement and contract management expertise. This review will also take into account the outcomes from Rec. 59 with regard to opportunities for local suppliers’ participation.

Summary: The Business Case - Restructure of Supplies and Services Department reviewed what was the then current position of our procurement arrangements (December 2017), identified areas for improvement and provided options for change.

This led to the recruitment and appointment of a new Procurement & Supplies Manager to resolve lack of expertise incurred due to vacancy.

60(7) Action point/work package: Identify the professional standards required for fleet, procurement and asset management staff, and where necessary, provide training and development to ensure staff have the appropriate skills and knowledge.

Summary: The Nova Way Technical Training Needs Assessment has been reviewed and outlines the training requirements and standards required for Fleet and Technical Services staff.

In addition, 3 learning and development specifications have been created for Procurement and Supplies staff i.e.: 

- Member of Chartered Institute of Purchasing & Supply qualification to ensure appropriate professional qualification within the Team
- Information Technology Infrastructure Library Foundation - knowledge and expertise to correctly manage the IT Helpdesk & Support contract, a key strategic contract
- Commissioners - Develop consistent tendering and contract management skills and the sharing of best practice in support of the adoption of a ‘self-service’ model for lower value contracts
With regards to providing necessary training as per the WP description, there is an acknowledgement that this will be an ongoing process for current staff and for those that join the service.
### Improvement Programme

**Summary of Completed Recommendations**

**Note** that although the IWG and PRSC scrutinise individual work packages, they are then 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.

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>More regular budget update meetings regarding budget and capacity. It is standard practice to bring quarterly budget monitoring reports to the General Purposes Committee</td>
<td>The Finance Manager has confirmed that Budget Reports go to each General Purposes Committee in line with the Fire Authority’s Schedule of Meetings for the Municipal Year and that delegation of authority is set out in the General Purposes Committee’s Terms of Reference as approved in July 2016. In addition a request to other Services via the NFCC Fire Finance Network to establish best/common practice within the sector was sent with responses from were received from 9 FRS indicating that budget reports were submitted on a quarterly basis.</td>
</tr>
<tr>
<td>7</td>
<td>CFO/CE will have Performance Development Review (PDR) carried out by the Employment Committee Panel (ECP) annually and with six month reviews.</td>
<td>The ECP, consisting of Group Leaders and the Monitoring Officer, undertook the CFO/CE PDR on 19 November 2018 following his substantive appointment. While the CFO/CE PDR will continue to be undertaken annually, it has been agreed between the Chair and the Group Leaders that the interim/stage review(s) frequency should remain flexible within the 12 month period.</td>
</tr>
<tr>
<td>12</td>
<td>Inductions and Members’ training days have been introduced but Members will be required to attend.</td>
<td>Recommendations 12&amp;49 were combined at the start of the programme and work package 12(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol. Work package 12(2) relates to developing Members’ training packages for induction,</td>
</tr>
<tr>
<td>49</td>
<td>Liaise with the LGA to determine the most appropriate training required for a member of the Fire Authority and revisit our arrangements for Members’ CPD in light of</td>
<td></td>
</tr>
</tbody>
</table>

---

**Recommendations deemed complete by Improvement Working Group (IWG) on 17 January 2019 and will be considered by the Performance Review and Scrutiny Committee (PRSC) on 1 February 2019 (who will then recommend completion to the following Fire Authority on 13 February 2019)**
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Improve the quality of reports submitted to Members;</td>
</tr>
<tr>
<td>27</td>
<td>Review the quality of reports that are proportionate to the issues under consideration.</td>
</tr>
<tr>
<td>26/30</td>
<td>The Corporate Plan is due for replacement and this creates an ideal opportunity to reset the mission, vision and strategic direction and priorities for the Authority. Whilst this is an</td>
</tr>
</tbody>
</table>

A Member Development Working Group (MDWG) was established with representation from each political group. In collaboration with the LGA, a plan was developed which included 3 Member development sessions delivered in partnership with the LGA on the Fire & Rescue Service Act 2004 and good governance; Roles and Responsibilities; and Scrutiny. In addition a number of ‘training sessions’ were also delivered focusing on the fundamentals of Integrated Risk Management Plan ‘refresh’; Tec Fire Safety; the Community Resilience Team and Safe and Well visits.

Furthermore, the MDWG has produced a Members Role and Responsibilities Job Description and a Members Handbook 2018-19.

Recommendations 13&27 were combined at the start of the programme and work package 13(1) & 13(2) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.

Work package 13(3): Review the corporate guidelines for taking and approving minutes of Fire Authority meetings to ensure a more comprehensive record of discussions leading to decisions made. This will in turn contribute to a more open and transparent culture, is being offered up which completes recommendations 13&27.

A number of Member discussions have been had with regards to what constitutes adequate/appropriate ‘minutes’ over the last 12 months and, subsequently, the MDWG submitted a paper to the Fire Authority in Dec 18 summarising their findings and proposing a set of Minute Taking Principles. These were approved by the Fire Authority.

Recommendation 30 is a duplicate of recommendation 26. There were originally 3 work packages under recommendation 26; however 2 were previously scrutinised by PRSC and have been held in abeyance as per the scrutiny protocol. The third was subsequently
<table>
<thead>
<tr>
<th>Authority plan, a working group involving Members and Officers will be formed to focus on this and ensure capacity and budget can achieve aspirations and objectives.</th>
<th>deemed no longer applicable by the Project Executive. Therefore, it is being offered up in retrospect for completeness, with no additional consideration/scrutiny required</th>
</tr>
</thead>
</table>
| A review of the IRMP, response standards and other key strategies will all be subject to change as a result of a new direction and priorities. Cost v benefit of service delivery will be a prime consideration. It is likely to impact on response standards, allocation of budget and impact on the organisational structure. | Recommendations 31&32 were combined at the start of the programme and, due to the organisational significance of the topic area; work has included a number of Member/Stakeholder Corporate Planning Workshops. Key areas of work have included:  
  - The procurement of an independent baseline report  
  - The production of a comprehensive strategic assessment  
  - The production of an enhanced base line report  
  - The procurement of risk modelling software to provide evidence based analysis of risk to under pin decision making  
  - The production of a draft, integrated, Service Plan currently out for consultation which outlines the Service direction of travel for the next three years including comprehensive business cases for a proposed change to the Service response standards ie moving away from a geographical approach to a risk based approach, and the Service response to Automatic Fire Alarms. |
| A thorough and comprehensive analysis of the IRMP and response standards will be completed. Outlining options and a risk assessment of varying standards, a corresponding review of staffing numbers, capability and infrastructure will be included. It is imperative this includes all impacts on public and firefighter safety. |  |
| CAST standards will be reviewed as part of an overall view of best practice within the FRS nationally | Critical Attendance Standards were reviewed as part of the response standard review outlined above i.e. Recommendations 31/32. The ‘weight of attack’ remains in line with CAST. |
| Peer support and assistance will be requested from the National Fire Chiefs’ Council | This links to Recommendation 33 and the assistance to be sought from the National Fire Chiefs Council (NFCC) with respect to the adoption and use of FBU CAST standards. Our national survey of fire and rescue authorities’ response standards undertaken in April 2018 along with the views of Members and senior officers at the corporate planning workshops, indicated a desire to maintain the ‘weight of attack’ aligned to the FBU’s Critical Attendance Standards and therefore no further support was sought from the NFCC. |
| We will review our performance information to ensure it provides data that is both comprehensive and accessible in | Following the completion of work package 40(2), this recommendation is now complete. Work packages 40(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol. |
| Work package 40(2): Review the format of the Fire Authority's annual Performance Report that is designed to foster intelligent scrutiny and examination.  
A revised format for the Annual Report was presented to PRSC on 12 October 2018 with positive comments received from Members. |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>41</strong> We will seek best practice in the presentation of performance data from other FRSs to ensure Elected Members and senior officers have access to management information which can be effectively used to scrutinise, challenge and drive improvement.</td>
</tr>
</tbody>
</table>
| Recommendations 41&42 were combined at the start of the programme and work package 41(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.  
Work package 41(2) was Report the options appraisal resulting from the research undertaken in Action 41(1) to the PRSC Improvement Working Group along with the decision taken as to the best option by the Service Management Team. However as no further action was required following PRSC scrutiny on the 10 May 2018 these recommendations are now complete. |
| **42** We will set-up a working group with Elected Member and officer involvement. The Corporate Performance Manager will analyse wider FRS performance data and provide an options appraisal to the working group. |

**Summary of completed Recs and WPs**
### Work Packages deemed complete by the IWG on 17 January 2019 and due for consideration by the PRSC on 01 February 2019

<table>
<thead>
<tr>
<th>No.</th>
<th>Work Package description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1(6)</td>
<td>Undertake a review of the IRMP as detailed in Recommendations 31-33</td>
<td>This work package is covered by the activity undertaken and evidence presented under Rec 31 and 32 above.</td>
</tr>
<tr>
<td>3(2)</td>
<td>With the support of the NFCC, determine best practice in relation to effective content of Fire Authority papers to support informed decision making by Elected Members. Update guidance for authors and provide any training as required.</td>
<td>Guidance on writing reports/papers by key personnel was developed by the Clerk, supported by a ½ day in-house training session. Training for this year included 2 sessions delivered on 04/06/18 and 10/07/18 to middle managers and above who may be engaged in report writing. Feedback was received from participants that will aid the development of future sessions. These will be developed as business as usual.</td>
</tr>
<tr>
<td>10(4)</td>
<td>Undertake a review of the ways of working of SMB.</td>
<td>Terms of reference for the revised Service Leadership Board (formerly SMB) have been included in a new Service Leadership Charter.</td>
</tr>
<tr>
<td>10(5)</td>
<td>Undertake a review of the ways of working of SMT.</td>
<td>Terms of reference for the revised Service Leadership Team (formerly SMT) have been included in a new Service Leadership Charter.</td>
</tr>
<tr>
<td>10(6)</td>
<td>Review the corporate guidelines for taking and approving minutes of SMB and SMT meetings to ensure a more comprehensive record of discussions leading to decisions made and minutes are readily accessible. This will in turn contribute to a more open and transparent culture.</td>
<td>Members approved a new set of ‘minute taking principles’ at their meeting on 20 December 2018. Minute taking principles have also been produced for both the SLB and SLT.</td>
</tr>
<tr>
<td>55(1)</td>
<td>Revise our re-employment policy to ensure that it is compliant with the 2018 edition of the Fire &amp; Rescue National Framework for England (when published) and include the specific points included in the Home Office’s consultation document i.e.: 1. Not re-appoint principal fire officers after retirement to their previous (or a similar) post, save for in exceptional circumstances.</td>
<td>The revised Pay Policy Statement 2018/19 was approved at the Fire Authority meeting held on 25 September 2018 and now explicitly covers all of the relevant points within sections 6.7 – 6.11 of the 2018 National Framework i.e. points 1-5 above. Point 6, opposite, was tabled to the Employment Committee on the 8 November 2018 and will be included within the new/revised Fire Authority Constitution; however the principle is already in practice i.e. the appointment of the substantive CFO/CE in 2018.</td>
</tr>
</tbody>
</table>
circumstances when such a decision is necessary in the interests of public safety.
2. Any such appointment must be transparent, justifiable and time limited.
3. In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this decision should be subject to agreement by a vote of the Elected Members of the fire and rescue authority, or a decision by the appropriate elected representative of the fire and rescue authority.
4. Publish the reason why the re-appointment was necessary in the interests of public safety and alternative approaches were deemed not appropriate.
5. The officer's pension must be abated until they cease to be employed by a FRA.
6. Open any principal fire officer post to national competition.

<table>
<thead>
<tr>
<th>60(2)</th>
<th>Review our current procurement arrangements and availability of specialist procurement and contract management expertise. This review will also take into account the outcomes from Rec. 59 with regard to opportunities for local suppliers’ participation.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Business Case - Restructure of Supplies and Services Department reviewed what was the then current position of our procurement arrangements (December 2017), identified areas for improvement and provided options for change.</td>
</tr>
<tr>
<td></td>
<td>This led to the recruitment and appointment of a new Procurement &amp; Supplies Manager to resolve lack of expertise incurred due to vacancy.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>60(7)</th>
<th>Identify the professional standards required for fleet, procurement and asset management staff, and where necessary, provide training and development to ensure staff have the appropriate skills and knowledge.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The Nova Way Technical Training Needs Assessment has been reviewed and outlines the training requirements and standards required for Fleet and Technical Services staff.</td>
</tr>
<tr>
<td></td>
<td>In addition, 3 learning and development specifications have been created for Procurement and Supplies staff i.e.:</td>
</tr>
<tr>
<td></td>
<td>- Member of Chartered Institute of Purchasing &amp; Supply qualification to ensure</td>
</tr>
</tbody>
</table>
| | appropriate professional qualification within the Team
| Information Technology Infrastructure Library Foundation - knowledge and expertise to correctly manage the IT Helpdesk & Support contract, a key strategic contract
| Commissioners - Develop consistent tendering and contract management skills and the sharing of best practice in support of the adoption of a 'self-service' model for lower value contracts

With regards to providing necessary training as per the work package description, there is an acknowledgement that this will be an ongoing process for current staff and for those that join the service.
### Recommendations deemed complete by Fire Authority on 20 December 2018

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Previous Statutory Officers have left the organisation. Personal Development Reviews (PDRs) will be carried out with Chair and Chief Fire Officer for new appointments to ensure roles are being carried out to the standards and the specific job descriptions.</td>
<td>Following the completion of work package 6(2), this recommendation is now complete. Work packages 6(1) and 6(3) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</td>
</tr>
<tr>
<td>18</td>
<td>A review of Leicestershire Fire and Rescue Authority approach will be instigated and a specific project on best value practices in the wider FRS will be instigated.</td>
<td>Following extensive research and a two day long visit to Leicestershire FRS, a report has been produced containing insight into their management structure and ways of working. In addition, a review of Essex FRS was also carried out and included in the second part of the report. SMB are now considering the emerging key findings to determine next steps.</td>
</tr>
<tr>
<td>19</td>
<td>Assistance will be sought from the National Fire Chiefs’ Council (incorporated in to recommendation 18).</td>
<td>Following the completion of work package 22(5), this recommendation is now complete. Work packages 22(1) - 22(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</td>
</tr>
<tr>
<td>22</td>
<td>Cultural shift and organisational reviews to take place. A cultural audit will be initiated.</td>
<td>Following the completion of work package 22(5), this recommendation is now complete. Work packages 22(1) - 22(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</td>
</tr>
<tr>
<td>29</td>
<td>Cultural shift and organisational reviews to take place. A cultural audit will be initiated (incorporated in to recommendation 22).</td>
<td>Following the completion of work package 22(5), this recommendation is now complete. Work packages 22(1) - 22(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</td>
</tr>
</tbody>
</table>
| 39  | We will consider the most effective method of securing appropriate change management support. We will draw on that support to ensure that the Authority’s attention is focussed on the implementation of this action plan, including setting firm foundations for strategic change as well as achieving early success to demonstrate direction of travel. | Following the completion of work package 39(7) - (11), this recommendation is now complete. Work packages 39(1) - 39(6) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol. Work packages 39(7) – (11) relate to how the Service manages sustainable change using recognised programme/project management principles including potential IT solutions, best practice from similar organisations and the development of managers of the future. Following an internal review of current practices and extensive research into best practice at Avon & Somerset Police; Devon & Somerset FRS, West Midlands FRS, Hampshire FRS, Leicestershire FRS and London FB, findings were summarised in a research report. The CFO/CE is currently considering the key findings to determine next steps which will, in turn, }
inform the outcome of WP1(1) regarding a continuous improvement framework.
## Work Packages deemed complete by the PRSC on 12 October 2018. These will be held in abeyance as per scrutiny protocols.

<table>
<thead>
<tr>
<th>No.</th>
<th>Work Package description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>6(2)</td>
<td>Change the PDR process for statutory officers such that they have their PDR with the Chair and CFO/CE. This will facilitate performance management against current job descriptions.</td>
<td>This work package was written when the Statutory Officers (SOs) held a different position within the organisational structure. However, following the introduction of the current interim organisational structure the SO’s now report directly to the Chair of the Fire Authority and as such their PDRs are undertaken by the Chair alone.</td>
</tr>
<tr>
<td>18(1)</td>
<td>Review the method of conducting, and results emerging from, the Leicestershire Fire &amp; Rescue Authority management review.</td>
<td>Following extensive research and a two day long visit to Leicestershire FRS, a report has been produced containing insight into their management structure and ways of working. In addition, a review of Essex FRS was also carried out and included in the second part of the report. SMB are now considering the emerging key findings to determine next steps.</td>
</tr>
<tr>
<td>18(2)</td>
<td>With the support of the NFCC, determine best value practices within the wider FRS.</td>
<td>The Request for Quotation (RFQ) document and The Glass Lift response to the RFQ with their tender application provide evidence that a mechanism and plan is in place to provide a repeat cultural survey to measure cultural shift. In addition methods of continual engagement with staff are evidenced through:  - The SEN having a permanent seat at SMT  - Evidence of SEN engagement at SMT  - The CFO activity log showing staff visits  - The CFO presentation at a CFO culture workshop</td>
</tr>
<tr>
<td>22(5)</td>
<td>Introduce a mechanism to measure cultural shift over time with a repeat cultural survey to compare results, and provide methods for continual engagement with staff.</td>
<td></td>
</tr>
<tr>
<td>25(2)</td>
<td>Review skills and capacity within HR, Procurement &amp; Supplies and Property Services and produce a business case for each.</td>
<td>Business cases have been produced for each department. Following review by SMB, restructuring has commenced to ensure each function is appropriately resourced.</td>
</tr>
<tr>
<td>39(7)</td>
<td>Review the way in which the Service manages sustainable change through recognised project and programme management principles. Produce a research report with evidence of best practice and recommendations.</td>
<td>Following an internal review of current practices and extensive research into best practice at Avon &amp; Somerset Police and other FRSs including Devon &amp; Somerset, West Midlands, Hampshire, Leicestershire and London, findings were summarised in a research report. The CFO/CE is currently considering the key findings to determine next steps which will inform the outcome of WP1(1) regarding a continuous improvement framework.</td>
</tr>
<tr>
<td>39(8)</td>
<td>Explore IT solutions to enable an effective programme and project management framework. Produce an outline</td>
<td>Following research into project tools, a business case was produced which includes a high level specification. It is recommended to wait for the decisions to be made regarding the</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>39(9)</strong> Review best practice of similar organisations and explore opportunities for collaborative working.</td>
<td>Incorporated into 39(7) report.</td>
<td></td>
</tr>
<tr>
<td><strong>39(10)</strong> Review how project and programme management is incorporated into the Middle Manager and Strategic ADC processes.</td>
<td>Incorporated into 39(7) report.</td>
<td></td>
</tr>
<tr>
<td><strong>39(11)</strong> Review if/how project and programme management is incorporated into development plans, in particular for managers of the future.</td>
<td>Incorporated into 39(7) report.</td>
<td></td>
</tr>
<tr>
<td><strong>57(2)</strong> Ensure that the cultural survey includes questions to enable an assessment of staff confidence in the whistleblowing process.</td>
<td>In order not to 'lead' respondents there was no direct question pertaining to the Whistleblowing Policy/ process within either Phase 1 or Phase 2. However 'questions 21, 22, 25 and 32 within Phase 1 did enable TGL to get at the comfort in raising issues. Awareness of the Whistleblowing Policy/Process is being explored further as part of WP 57(1) due for completion in the Autumn which includes further discussion with the Staff Engagement Network and a Service update within Bulletin 16 – Thursday 2nd August 2018.</td>
<td></td>
</tr>
</tbody>
</table>
**Recommendations approved as complete by Fire Authority on 25 September 2018**

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Changes to the composition of the Authority are being considered by the Leaders of the constituent councils. The Combination Order specifies that the appointment and removal of Members is entirely a matter of discretion for the constituent authorities. However constitutional changes will be made to the tenure of the roles of Chair and Vice Chairs with limitations of tenure to six years, either continuous or accumulated periods of membership of the Fire Authority.</td>
<td>Following the completion of work package 2(1), this recommendation is now complete. Work packages 2(2), 2(3) and 2(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol. The proposed Statutory Inspection Action Plan considered by the Fire Authority at the extraordinary meeting held on Thursday 27 July 2017 included a recommendation that “… discussion will be held with the PCC to review the potential of passing governance to the PCC. However, Recommendation 6 was the only recommendation rejected by the Fire Authority which reduced the proposed 63-point action plan to an approved 62-point action plan. A Chair’s ‘Discussion Paper’ was presented to the General Purposes Committee in Jan 18 to develop proposals with a subsequent paper being presented to the General Purposes Committee on the 11 April 18 and then to the Extraordinary Fire Authority meeting 3 May 18, which included the outcome from the Public Consultation, recommending the following: a) that the number of Members of the Fire Authority should be reduced from 25 to 20; b) that the change should be effective from May 2018 (subsequently amended to read “effective for the Annual Meeting on 8 June 2018”); and c) that attendance and commitment requirements of Members should be included in the Standing Orders of the Fire Authority. In addition the following amendments to Standing Orders were also recommended: • New Standing Order 1.7A – Non-attendance of Members • New Standing Order 1.25 – Expectations of Members which included a ‘Members role description’</td>
</tr>
<tr>
<td>8</td>
<td>Governance arrangements changed with a Performance Review and Scrutiny Committee now in place. Following the completion of work package 8(3), this recommendation is now complete. Work packages 8(1) and 8(2) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol. At the Audit, Governance and Ethics Committee meeting held on 27 September 2017, Melanie Henchy-McCarthy (Chief Internal Auditor, Bristol City Council) agreed that best practice dictated that the Fire Authority should swap to a new provider of internal audit services and would recommend that Bristol City Council does not submit a bid in response to the new invitation to tender (when published). To that end, a procurement exercise was undertaken by the Interim Treasurer in February 2018, the outcome of which was that RSM Risk Assurance Services LLP were awarded the contract from April 2018.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>We will continue to benchmark our performance data against other Fire &amp; Rescue Services (particularly Family Group 4) but also consider the most effective method of comparison against relevant non-FRS organisations. Following the completion of work package 44(2), this recommendation is now complete. Work package 44(1) was previously scrutinised by IWG/PRSC and has been held in abeyance as per the scrutiny protocol. AF&amp;RS has re-subscribed to the CIPFA Corporate Services Benchmarking Clubs which collect questionnaires and publish reports with comparisons with similar organisations. Published reports will assist driving improvements going forward. Back office functions include:  - Finance (accountancy and treasury management)  - Governance (audit, risk management, counter-fraud and insurance)  - Revenues and benefits (Council Tax, non-domestic rates, benefits administration and debtors)  - Staff (HR, payroll and pensions administration)  - Legal and democratic  - Supplies (procurement and creditors)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Returns have been submitted for HR and accountancy to date.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>The new HMICFRS data set will be circulated as soon as available.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A HMICFRS data request was received on 3 April 2018 with submission of the completed return by 5:00pm 1 May 2018.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The data request was circulated to all relevant managers on 5 April and the draft completed submission was sent to the CFO/CE for approval on 25 April.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The completed and approved data request was submitted to HMICFRS via Huddle on 1 May 2018.</td>
<td></td>
</tr>
<tr>
<td>61</td>
<td>Staff volunteers to have an opportunity to contribute to national procurement programmes. The Service will seek to develop opportunities for staff to volunteer and contribute to the national procurement agenda.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Following discussion with the NFCC national procurement lead it has been identified that individual staff volunteers is not the preferred way of engagement, instead the Fire Commercial Transformation Programme (FCTP) is open to Service level engagement through the various data requests that have been set up via FCTP.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To that end AFRS have engaged with the NFCC FCTP by way of:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Basket of Goods exercises</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Contracts and Pipelines Data</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• National Spend Analysis Project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• National procurements</td>
<td></td>
</tr>
</tbody>
</table>
### Recommendations approved as complete by Fire Authority on 8 June 2018

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>The LGA will be consulted and assistance requested with making improvement.</td>
<td>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.</td>
</tr>
</tbody>
</table>
| 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:  
   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. |
<p>| 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. |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation description</th>
<th>Summary of outcome</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>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.</td>
</tr>
<tr>
<td>28</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>46</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>47</td>
<td>A lead officer interim appointment will be considered.</td>
<td>An Area Manager was appointed to provide dedicated leadership and focus to the Internal Improvement Team and the Improvement Programme.</td>
</tr>
<tr>
<td>48</td>
<td>The project plan (as above) will include the relevant recommendations from the Monitoring Officer’s report.</td>
<td>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: Rec. 3: The Authority should confirm how temporary appointments to Principal and Statutory officer posts should be made in the future – this has been included in Recommendation 9, Action 9(2). Rec. 5: Reports concerning the CFO personally should from now onwards be prepared and presented by the Clerk. This has been included in Recommendation 13 Action 13(2). Both of these recommendations have been incorporated into the IIT Action Plan and the Governance Project Initiation Document.</td>
</tr>
<tr>
<td>Recommendation</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Work Package description</td>
<td>Summary of outcome</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6(1)</td>
<td>Ensure that there are current, up-to-date job descriptions for all principal and statutory officers.</td>
<td>The job descriptions for the Clerk, DCFO and ACFO’s have been reviewed and are current following recruitment exercises conducted from 2015. The CFO Job Description was rewritten as part of the recruitment process in 2018. The Director Corporate Services Job Description was updated in 2017. The Treasurers Job Description will be updated once the Authority recruits to fill the post permanently.</td>
</tr>
<tr>
<td>6(3)</td>
<td>Review methods of increasing democratic accountability and transparency – e.g. live streaming of Fire Authority meetings.</td>
<td>Fire Authority meetings and papers are promoted through the Clerks’ Twitter Account. Three AFA meetings from February 2018 have been video recorded and put on our YouTube site and promoted via our social media platforms. It has been agreed with the Corporate Communication team to produce an external on-line Newsletter to be in place by September 2018.</td>
</tr>
<tr>
<td>10(3)</td>
<td>Consider the most effective way for SMB to routinely access independent inclusion, equality and diversity advice e.g. DICE.</td>
<td>The DICE Improvement Board was established as part of the Improvement Architecture, which includes the ACFO Service Delivery Support as the strategic lead. The other access route for independent advice is through SARI via an agreed Service Level Agreement, which was signed on 31 May 2018.</td>
</tr>
<tr>
<td>22(4)</td>
<td>Publish the results of cultural survey to staff.</td>
<td>Results of the cultural survey was published on intranet on 12 April 2018 and included in Bulletin 08 dated 17 April 2018.</td>
</tr>
<tr>
<td>60(5)</td>
<td>Review the provision of essential car user and lease schemes to ensure value for money and best use of resources.</td>
<td>Draft versions of the Essential car User (ECU) scheme policy and the Vehicle lease Scheme Users Policy have been created, and are now processing through the consultation and negotiation process.</td>
</tr>
<tr>
<td>60(8)</td>
<td>Identify and upskill relevant members of staff who exist outside of the procurement team, in matters of procurement, budget management and associated approval processes where necessary.</td>
<td>Following the creation and provision of an e-learning package titled ‘Procurement Matters’, 100% of the 32 members of staff identified as requiring ‘upskilling’ have completed the training package.</td>
</tr>
<tr>
<td>60(9)</td>
<td>Review the management structures and frameworks for Procurement and Transport arrangements to maximise efficiency and effectiveness.</td>
<td>A review has been conducted into options available for the restructure of the Supplies and Services Department, which was presented to SMB within a Business Case supported by a departmental chart. SMB agreement and authorisation was provided to proceed.</td>
</tr>
</tbody>
</table>
A report titled ‘Technical Centre, Nova Way: Changes to Operating Hours and Reporting Structure’ has been produced in relation to a restructure of the Technical Services department and its working practices. These were considered and approved by the SMB for implementation.

<p>| 60(10) | Review the actions from the recent internal audit on Fleet and Nova Way undertaken by Bristol City Council and provide management responses to the recommendations to provide a satisfactory direction of travel for risk identified. | The final audit reports for Fleet Management and Nova Way have management responses against each matter arising, along with a responsible officer and a due date. There was a single matter arising with a high priority score which was aligned to the Fleet Factors contract. Work has taken place to ensure reduce the risk from this contract. |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Work Package description</th>
<th>Summary of outcome</th>
</tr>
</thead>
</table>
| 1(7) | Undertake a review of the Corporate Plan (including the corporate objectives) and align with the organisational strategy and IRMP. | 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) | 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. | 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

<p>| 41(1) | 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. |
| | Following research it is evident that ‘performance benchmarking’ 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 benchmark as services are established differently, so is not always comparable. Furthermore, AF&amp;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 benchmarking requirements across the sector. |</p>
<table>
<thead>
<tr>
<th>No.</th>
<th>Work package description</th>
<th>Summary of outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>2(3)</td>
<td>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).</td>
<td>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.</td>
</tr>
<tr>
<td>22(1)</td>
<td>Explore best practice in undertaking cultural reviews/audits in the emergency services’ sector.</td>
<td>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 &amp; Rescue Service, Gloucestershire Fire &amp; 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&amp;RS was submitted to the Chief Fire officer for consideration, of which Option/recommendation 4 was accepted.</td>
</tr>
<tr>
<td>22(2)</td>
<td>Assess potential providers for undertaking cultural reviews.</td>
<td>A Request for Quotation (RFQ) containing the service requirements and contractual information in relation to the cultural review of AF&amp;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.</td>
</tr>
<tr>
<td>22(3)</td>
<td>Commission a baseline cultural review of Avon Fire &amp; Rescue Service to report by May 2018</td>
<td>The Glass Lift Ltd has been commissioned to carry out a cultural review of AF&amp;RS, which was officially communicated through the Contract award letter.</td>
</tr>
<tr>
<td>40(1)</td>
<td>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</td>
<td>Acceptability of the format of performance data presented to the PRSC 14 July 2017 and 19 January 2018.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>44(1)</td>
<td>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).</td>
<td>Benchmarking performance data against FRS Family Group 4.</td>
</tr>
<tr>
<td>55(3)</td>
<td>Publish the Authority's annual Pay Policy Statement as a standalone document suitably highlighted on our external website.</td>
<td>New intranet page created on the external website dedicated to the Pay Policy Statement.</td>
</tr>
<tr>
<td>No.</td>
<td>Work package description</td>
<td>Summary of outcome</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2(2)</td>
<td>Restrict the length of time a Member may serve as Chair or Vice Chair of the Fire Authority or any combination of either role to a maximum period of 6 municipal years either consecutively or in aggregate (with retrospective effect).</td>
<td>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.</td>
</tr>
<tr>
<td>2(4)</td>
<td>In anticipation of the forthcoming change in the law agree to the Police and Crime Commissioner for Avon &amp; 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.</td>
<td>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.</td>
</tr>
<tr>
<td>8(1)</td>
<td>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.</td>
<td>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).</td>
</tr>
<tr>
<td>8(2)</td>
<td>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.</td>
<td>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.</td>
</tr>
<tr>
<td>10(1)</td>
<td>In the absence of the current CFO, appoint an interim Chief Fire Officer/Chief Executive with the support of the National Fire Chiefs’ Council.</td>
<td>Appointment of Interim CFO/CE Mick Crennell, ratified by the Employment Committee on 09 August 2017.</td>
</tr>
<tr>
<td>10(2)</td>
<td>Review the organisational structure and implement an interim structure.</td>
<td>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,</td>
</tr>
</tbody>
</table>

Summary of completed Recs and WPs
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>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.</td>
</tr>
<tr>
<td>13(2)</td>
<td>Ensure that Fire Authority reports concerning the CFO/CE personally are prepared and presented by the Clerk</td>
</tr>
<tr>
<td>The Clerk reports that this is now in-being with example provided.</td>
<td></td>
</tr>
<tr>
<td>39(1)</td>
<td>As part of approved improvement architecture, establish an Independent Improvement Programme Board, chaired by an independent NFCC officer.</td>
</tr>
<tr>
<td>Chaired by CFO Huw Jakeway. Terms of Reference in place and three meetings have taken place to date.</td>
<td></td>
</tr>
<tr>
<td>39(2)</td>
<td>As part of approved improvement architecture, establish an Internal Improvement Board, chaired by the CFO/CE.</td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>39(3)</td>
<td>As part of approved improvement architecture, establish a Diversity, Inclusion, Cohesion and Equality Improvement Board.</td>
</tr>
<tr>
<td>Terms of Reference in place and one meeting has taken place to date.</td>
<td></td>
</tr>
<tr>
<td>39(4)</td>
<td>As part of approved improvement architecture, establish a Procurement and Transport Improvement Board.</td>
</tr>
<tr>
<td>Terms of Reference in place and one meeting has taken place to date. Chaired by Cllr Shelford.</td>
<td></td>
</tr>
<tr>
<td>39(5)</td>
<td>As part of approved improvement architecture, establish an Internal Improvement Team.</td>
</tr>
<tr>
<td>Team of four appointed in September 2017.</td>
<td></td>
</tr>
<tr>
<td>39(6)</td>
<td>Secure Chief Officer peer support for the Interim CFO/CE.</td>
</tr>
<tr>
<td>Provided by CFO Stewart Edgar QFSM, Gloucestershire Fire &amp; Rescue Service.</td>
<td></td>
</tr>
</tbody>
</table>
AVON FIRE AUTHORITY

MEETING: Performance Review and Scrutiny Committee

MEETING DATE: 1 February 2019

REPORT OF: Chief Fire Officer/ Chief Executive

SUBJECT: Annual Health and Safety Performance Report 2017/18

1. SUMMARY

This Report informs the Committee of the Fire Authority’s health and safety performance for the year 2017/18.

2. RECOMMENDATIONS

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

3. BACKGROUND

3.1. Members will be aware that the Fire Authority has statutory duties under the Health and Safety at Work etc. Act 1974 as well as other regulations made under this Act. The role of the Health, Safety and Welfare Unit is to ensure that the statutory expectations placed on the Fire Authority are met and delivered.

3.2. The Report provided at the Appendix meets the obligation to monitor and review performance in health and safety. It summarises health and safety performance in line with the Corporate Plan, Integrated Risk Management Plan (IRMP) and the Corporate Health and Safety Strategy 2017-20.

3.3. The Strategy is a 3 year plan which outlines objectives and targets for the timeframe. It focuses heavily on operational safety and as well as days lost to injury / ill health, with particular emphasis on a mental health programme.

3.4. The Report is a positive management tool which forms the basis for continual improvement and provides reliable information to inform managers how well health and safety risks are controlled. Performance review is an accepted part of the ‘Plan-Do-Check-Act’ management process which:
• provides information on how the system operates in practice.
• identifies areas where remedial action is required.
• provides a basis for continual improvement.
• provides feedback and motivation.

3.5. The Report examines data and information from 2017/18. The key trends identified include:

• Work-related injuries continue to decline, with six less incidents occurring on the operational incident ground than in the previous year and is the lowest number recorded during the last seven years.

• The leading cause of injury continues to be manual handling, and these contribute 24% to the overall numbers. Refresher training is being rolled out to attempt to reduce this figure.

• Days lost to work-related injury has declined significantly in the last 12 months with a reduction of 320 days (41%).

• Instances of work-related illness stayed the same as 2016/17, with mental health issues being the leading cause.

• Days lost to work-related ill-health remains notably high, most are long-term sickness cases.

• Breathing Apparatus Emergencies (three) have again reduced from the previous year (five) and are now the lowest they have been for 11 years.

• Vehicle incidents reduced from the previous year by 11% and the majority continuing to be minor incidents in which contact has been made with fixed or stationary objects.

• We have been deemed fully responsible in 49% compared to the previous year of 64% of vehicle incidents.

• The numbers of Security Breaches/Thefts were 14 for the year which is a reduction of four on the previous year. A range of incidents took place and these are included in the annual report and which IT incidents are up from the previous year.

• Performance against competency targets for the BA Requalifier, Compartment Fire Behaviour Training, Tactical Ventilation, Emergency Response Driving and Work at Height proved difficult in 2017/18 and measures to improve these figures are being put into place for 2018/19.
4. **CONSIDERATIONS**

4.1. **Contribution to Key Policy Priorities**

IRMP
Corporate Plan
Health and Safety Strategy 2017-20

4.2. **Financial Implications**

Direct and indirect costs associated with accidents and incidents.

4.3. **Legal Implications**

No significant changes to legislation during this period.

4.4. **Equality & Diversity Implications**

No implications noted.

4.5. **Corporate Risk Assessment**

CRR16 on the Corporate Risk Register has been assessed as medium risk.

4.6. **Environmental/Sustainability Implications**

Not applicable.

4.7. **Health & Safety Implications**

This is the focus of this report.

4.8. **Crime & Disorder Implications**

None.

5. **BACKGROUND PAPERS**

None.

6. **APPENDIX**

Annual Health and Safety Performance Report 2017/18

7. **REPORT CONTACT**

Stephen Jones, Health Safety and Welfare Manager, extension 375
Health, Safety and Welfare Annual Performance Review 2017-2018
**Introduction**

This report summarises the organisation’s health, safety and welfare performance in line with its Corporate Plan and the Corporate Health and Safety Strategy 2017-2020.

The three year Strategy outlines objectives and targets and focuses heavily on operational safety and reducing risk. Progress against the targets is outlined in the following section Proactive Performance Monitoring.

This document not only reflects the success of the health and safety management system but also highlights where improvement needs to be targeted.

This report forms the basis of the Service Management Board’s annual review of Health, Safety and Welfare.
HEALTH AND SAFETY PERFORMANCE 2017-18

During 2017/18 there were 273 incidents reported on OSHENS. This was an increase of 16 on the previous year in which we achieved an all-time low. However the chart below depicts the last five years and shows an overall reduction trend in incidents.
In 2017-18 we recorded 63 work-related injuries, which is 6 lower than the previous year. This shows the general continuing downward trend for work related injuries and is now the lowest number recorded during the last seven years which is contributed to the continuing rise in the positive and pro-active safety culture within the organisation.
In 2017-18, operational staff accounted for 50 of the 63 injuries reported in this period which is a reduction of 14, in comparison to 64 operational injuries last year 2016/17 and 84 in 2015/16.

There were 41 whole-time injuries and these were evenly spread across all four watches with Avonmouth 7 and Southmead 6, Temple 6, Western 5 recording the highest number of injuries respectively within the 12 month period.

There were 9 RDS injuries during the period and these were spread across Portishead 3, Bath 1, Clevedon 2, Severn Park 3.

The injury incident rate for 2017-18 is **6 incidents per 100 operational staff** and **8 incidents per 100 support staff**.

The sections below examine in more depth the types of hazards that led to a safety event which resulted in an injury.
Once again during 2017-18 the leading cause of injury was manual handling with 15 incidents throughout the organisation closely followed by 8 for slips, trips and falls on the same level.

There were several causation factors of the manual handling incidents with lifting equipment from appliances leading to injuries which included back, shoulder and lower arms. One also occurred during a large animal rescue where the injured person got stuck in mud while lifting the large strops to position around the animal and injured their knee.

Another injury was sustained from lifting new equipment which had not been weighed and risk assessed prior to the lifting operation being carried out resulting in the employee sustaining a hernia.

To combat and reduce some of these incidents further manual handling refresher training and review of risk assessments and the re-weighing of equipment has been undertaken to enable the recording of the actual weights to be lifted and to improve the understanding of the importance of the correct lifting procedure which will reduce the number of incidents and injuries to our employees.
Injuries during operational incidents

There were 15 injuries which occurred during operational incidents within this period which mirrors the previous year 2106-17.

Of the 15, 12 of these were recorded as being on the incident ground attending fires and of the 12, 11 were not directly attributed to exposure to heat.

The 1 incident involved an employee being exposed to smoke inhalation although initially no smoke was visible and therefore deemed unnecessary to don BA the area was quickly overtaken with smoke. It has been reiterated that BA must be worn as per the incident RA.

Five of the injuries were as a result of manual handling and included a shoulder injury whilst using a sledge hammer to gain entry, another experiencing back pain whilst using the large spreaders to gain access to the vehicle another was as a result of carrying out a rescue on the Clifton Suspension bridge.

Employees are trained in the manual handling techniques and are actively encouraged to ensure movement and optimum posture is maintained at all times.

Two employees were injured by falling debris, one injured a thumb and the second escaped without injury when debris fell on him hitting his helmet which certainly saved him from serious injury.

One was exposed to noise as a result of a comms failure which resulted in an excessive volume on the BA communication equipment.

Three were due to a slip/trip on uneven ground or debris on the incident ground – one from stepping down from the appliance – one tripping on the same level – one slipped on a paved step whilst gaining entry to a property.

The other three incidents were made up of – one pulling a hose reel where the employee felt a short burst of discomfort – one laceration to a finger when releasing the BA catch – and another after using a disc grinder to remove a lock to gain access to a skip the employee caught his thumb on the lock which resulted in a burn.
**Operational Training Injuries**

In the 2017/18 period there were 14 injuries during operational training, which is a 50% reduction from the 2016/17 period of 28.

**Severn Park Training Centre**

There were seven incidents recorded at Severn Park whilst carrying out training and four of these resulted in steam burns.

The causation of the burns was due to steam penetrating the fire kit due to the incorrect branch setting which led to an oversupply of water which when applied into the fire gases generated excessive steam. Babcock has ordered new hose reel branches which will aid in a more consistent spray pattern and the correct amount of water supply which will reduce the amount of steam generated and lower the injury potential.

One further injury occurred when an employee collided with the quadrant on the jack beam of the ladder causing bruising to their back.

The two other incidents were as a result of manual handling incidents one employee injured his back whilst managing the hose reel out of the attack container whilst the other strained his back when he was reaching over to tighten up some screws on a chair he was moving.

**Hicks Gate Training Centre**

Three injuries occurred at Hicks Gate during the period.

Two resulted in strained muscles, one from using a drill which jammed causing a shoulder injury the second was as a result of climbing the training rig and resulted in a pulled a muscle in their shoulder.

The third was as a result of water accidentally being sprayed into their eye when a branch was inadvertently turned on generating a spray of water.
**Station Training Injuries**

Two injuries occurred during station based training exercises which is a considerable reduction on the nine injuries of 2016-17.

Both incidents were as a result of manual handling.

One employee was lifting a Webber Power unit from its stowage tray and the tray mechanism jammed causing an injury to the employee’s back.

The other injury arose as a result of lifting a new river rescue boat which had not been risk assessed or weighed so that a manual handling assessment could be made.

It was reiterated that a risk assessment and manual handling assessment and confirmation of the items weight, has to be carried out before proceeding with any lifting activity.

**Off Site Training /Exercise Injuries**

An incident occurred at Bear Pitt, St. James Barton Roundabout when the employee was unloading some equipment from the Decon pod when one of the upper cage doors swung open and hit their head causing a small laceration.

A Knee injury was sustained when carrying out a Swift Water Rescue Instructors course when the employee bent his leg and the knee was jarred.

**Injuries during physical training activities**

There were three injuries when employees were training in the gym.

One employee had a feeling of pins and needles after exercising they received first aid (Anti-inflammatory tablets)

Another employee woke up the day after exercising on the treadmill with a stiff leg.

The third injured their leg after stepping onto a treadmill which they did not realise was still in motion.
Support Staff Injuries

There were 10 support staff injuries during 2017/18 which is five more (50%) than 2016/17.

Two of these injuries were related to the Technical Centre where one employee slipped when accessing the workshop van and aggravated a previous back injury.

The second employee fell ill and fell and struck their head causing a laceration and they were transported to hospital for treatment.

One employee was injured using a drill at Hicks Gate which caused a shoulder injury.

Three injuries occurred in a range of station kitchens.

One resulted in a scold from hot water whilst running the tap to fill a pan and water sprayed over the injured persons wrist, another was due to a laceration whilst cutting vegetables and the third was a painful back as a result of moving equipment to facilitate cleaning.

All three injured persons were taken through safety brief to reiterate a safe method of working.

Four injuries occurred at various areas:

At Temple HQ an employee missed a step and stumbled and hit the ground.

Another employee tripped on a step and jarred their body.

The third was another trip over a cable tidy and fell and caught their head without serious injury.

The last was as a result of an individual cleaning out a bin and they caught their hand on a skewer which caused a laceration and first aid was applied.

All incidents were thoroughly investigated and feedback given to individuals to ensure root causes were addressed and solutions implemented to prevent a reoccurrence of the incident.
Near Misses

During the period there were 67 near misses reported which is an increase of 25 on 2016/17 indicating an increased pro-active response and awareness to potential incidents.

When examining near misses the aim is to use the opportunity to prevent a future occurrence and/or an injury materialising. The possible trends within the data which can be indicative of a wider, non-isolated issue are also examined.

20 were recorded during Operational Training and included:

During a training scenario the near miss occurred which involved some HGV wheel lifting equipment. The front wheel of the training bus was being lifted using the Rescue pump’s hydraulic Weber ram. The wheel lifting attachment with hooked chains was used to attach the Weber ram and achieve the lift.

Once under tension the ram was extended and the wheel and bus chassis began to raise off the ground. After approximately 200mm of extension, one of the hooked chains disengaged from the wheel holes and was swung clear of the wheel, in doing so hitting the helmet/visor of a fire fighter. The bus now unsupported, dropped back onto its suspension to the ground.

Other examples include:

- Whilst attending swift water training event 4 members of Avon Fire and Rescue became soaked due to defective PPE
- Whilst training with the 13.5M ladder the cable repeatedly became slack when attempting to lower the ladder this then made it unsafe.
- During training inside the attack container compartment, the branch failed as the result of a defect on the nozzle. This effected the performance of the branch.
- A cylinder reducer vented off unexpectedly in the face of a fire fighter whilst inflating the rescue sled on a training event at Cardiff Bay water centre.

16 occurred during operational incidents

During a small enclosed skip fire on the beach the sand was well compacted and appeared to be used regularly for vehicle access. On nearing the skip the sand became soft and unstable and the front wheels of the appliance began to sink in to the sand. We immediately stopped and used a 70mm hose to put out the skip. The crew had hoped that by emptying the tank they would be able to reverse back out of the softer sand, unfortunately the back wheels began to spin and the appliance was stuck.
Other examples included

- During the make-up of a hose and subsequent use it was found that the branch was blocked significantly.
- Whilst attempting to respond to a call the crew found that the appliance would not start.
- Without any indications the appliance rev gauge went to maximum and to minimum and to maximum without the revs increasing and then the pump went to idle and all electrics turned off whilst on a shout.
- A smell of burning traced to overheating component in the engine house heater. Electrical supply isolated.

3 incidents occurred with a vehicle.

- A near miss with a cyclist narrowly avoiding a collision.
- A car breaking down in lane 3 when returning from a training event.
- A diesel extractor tube was entangled with an appliance being driven out of the engine house ripping the exhaust extractor from its moorings.

In each instance staff rightly identified that there was the potential for a more serious incident to have occurred and reported it on OSHENS. Appropriate and proportionate remedial measures have been put in place to prevent or reduce a similar occurrence in the future. We continue to encourage near miss reporting.
**Days Lost to Work Related Injuries**

There were a 219 days lost in 2017/18 to workplace injuries. The chart below shows the data over the last seven years.

There were 24 work related injuries which resulted in the 219 days lost for the period 2017/18.

This was a significant reduction of 320 (41%) in the days lost to injury during 2017/18 which is a significant reduction.

There were seven manual handling injuries which resulted in a total of 50 days lost. Some of these included:

- Injured whilst fitting/lifting strops around large animal during rescue.
- Lifting and using a sledge hammer to gain entry into house
- Lifting a new river rescue boat
- During a rescue on Clifton Suspension Bridge.

Other lost time injuries included
One employee struck a door which had a faulty self-closer causing an injury to their eye which resulted in two periods of lost time of 14 and 11 days making a total of 25 lost time days.

Another 25 day lost time injury was as a result of difficult rope rescue which resulted in the employee sustaining a muscle strain in his lower back.

Four further lost time incidents were recorded as a result of slips, trips on the same level resulting in a total of 70 lost days.

**Illness**

In 2017/18 the organisation recorded 24 instances of work-related illnesses and this number is the same as 2016/17. The breakdown of these illness are 5 of those reported were support staff with the other 19 shared amongst wholetime (18) and retained staff (1).
The significant difference in figures from the last reporting period is as a result in an increase of days lost where six colleagues who are still unfortunately absent due to illness which accounts for 1290 days lost, when this figure is removed from the running total it would indicate the underlying trend is downwards where the number of days lost would be 448 days.

12 of the illnesses which have been reported over the year are related to work and home life stresses and PTSD these include

- 7 as a result of work demands
- 2 Work demands / home life issues
- 2 being as a result of past incident (PTSD)
- 1 medical incident

Several of these absences have long term issues will without doubt take some time to resolve.

Some of the issues behind the stress reports are

- One employee has been suffering workplace stress for a reported 18 months.
- An employee was verbally abused during a meeting
- After a consultation with OH an employee went sick.
- An employee was feeling the effects of recent fatalities he had attended and the result of a debrief after the incident added further to the employees discomfort.
- Potential Asbestos exposure of employees during a recent fire.
- An employee requesting to revert to a crew member from his current position due to stress.

Other causation of illness for the period included

- Exposure to dirty water whilst carrying out whilst training in Bristol City docks
- One from suspected food poisoning after attending an internal course and blamed the buffet as the cause of the contamination.
Another developing sickness after stepping in bird faeces and after cleaning off shoes and feeling unwell a few days later.
- A trainee controller falling ill after fainting while taking an incident call and feeling under pressure.

To try and assist in the effort to reduce the lost time figure AFRS has relaunched the Blue Light Programme on mental health and is continuing to develop and evolve the original action plan from 2016/17 which seeks reduce the stigma associated with mental health issues.

The positive response from staff will hopefully encourage individual colleagues to come forward and discuss problems before they become a real issue which may lead to a prolonged case of mental trauma and upset.

In addition to the Blue Light programme AFRS are in the process of introducing a Trauma Risk Incident Management process (TRiM) to the organisation which is specifically designed to support staff exposed to critical incidents which we hope will provide additional support and intervene and prevent potential PSTD cases.

**Costs**

**Indicative costs**
Some of the financial the costs associated with work related incidents are recorded against each OSHENS record. For example, known vehicle repair costs and management time are recorded.

**Vehicle repair costs**
Fleet record vehicle repair costs against incidents reported on OSHENS. In 2017/18 the total repair costs were £13293.9

**Lost days costs**
Each day of absence has been calculated to cost the organisation an average of £148 in paid salary. With a total of 1746 days lost last year this equates to approximately £258,408 lost in 2017/18 in wages alone.

**Management time costs**
Management time costs recorded on OSHENS should reflect the hourly rate of the investigating officer multiples by the number of hours spent on the investigation. For this period currently stand at £11739.94.

**Total projected costs on OSHENS**
The total estimated costs for last year are approximately £283441.84 (excluding counselling costs). With 273 incidents this year, this gives an average of approximately £1038.24 per incident recorded this equates to a £203 increase per incident.
**RIDDOR Reports to the Enforcing Authority**

In 2017/18 we reported 13 incidents under RIDDOR which is a reduction of 8 from 2016/17 and which is again comparable to previous years of 2012/13 at 14 and 13 reported in 2013/14.

The 13 RIDDOR reports sent to the HSE during the year these were broken down into:
- Three BA emergency’s
- Seven over 7 Day Reports which included aggravating an old injury as a result of a trip a cut to the eye when hitting the door when a self closer failed to operate correctly.
- One for Asbestos contamination at an incident where several employees were exposed to asbestos (3/11/2017)
- One for Hep A which is attributed to Swift Water Rescue Training in Bristol City Docks where an employee swallowed contaminated water.(22/12/2017)

The three BA emergencies were all recorded as training operational incidents and occurred in irrespirable atmosphere and are therefore reportable to the HSE :-

- A valve on the mask became inoperative as a result of sustaining damage at an earlier date and went unreported and when the mask was used it was not noticed that any damage had been sustained eventually leading to the failure so that the mask was open to the atmosphere (30/05/2017)
- A plastic component on the front of the mask became dislodged preventing the breathing valve from operating (30/5/2017)
- The firefighter bumped into a doorway/wall and dislodged his helmet and his mask harness rendering the seal being lost leaving the employee breathing in a carbonaceous atmosphere. (3/12/2017)

All faults were discussed and a report sent to Interspiro regarding the issues for solution/comment. A vigorous inspection routine is in place and it has been reiterated that the inspection must be carried out on a weekly basis as per the recognised schedule without exception.

The HSE has not contacted us regarding any of these incidents but as per our procedure we have fully investigated each one and taken remedial measures as appropriate.

**Verbal and Physical Abuse**

There were seven incidents of verbal and physical abuse reported during this period which is one more than the previous reporting period. These were all verbal assaults, which included threatening behaviour.

On one occasion a youth became verbally aggressive towards a firefighter and then proceeded to threaten our colleague with a weapon. Police were called to the scene to take control of the situation.
Employees were also verbally abused outside some of our premises by members of the public the incidents occurred in the street.

On a response to a call regarding a bin fire the crew were confronted by an inebriated man who was verbally abusing the crew.

Several incidents of swearing by members of the public at crews and individuals were also recorded during the year.

Several times on these responses the police had to be requested as some of the abuse was teetering on serious violence with the threat of assault and the throwing bricks at the appliances.

**Vehicle incidents that resulted in injury**

Only one vehicle incident resulted in an injury and that was when one of our employees was involved in an incident when there was a collision between an car and a motorcyclist when leaving Hicks Gate.

CCTV footage of the area shows that the incident appears to have happened as a result of the employee hesitating when pulling out and failing to see the motorcyclist and resulting in the collision. There was a hedge which was partially blocking the exit view which appears to have contributed to the incident and this has now been trimmed so the vision is not as restricted.

**Vehicle Incidents with no injury.**

There were 80 non injury incidents involving vehicles within AFRS.

- 26 occurred during non –operational
- 26 occurred when responding
- 13 were operational
- 10 were routine activities
- 4 operational training
- 1 recorded as an unknown cause of the incident

**Non-Operational**

4 of the non-operational incidents were as a result of a collision with a moving vehicle, these included an appliance being hit at the back end.

Another 2 occurred on the motorway when the appliance was struck on the offside by a vehicle who failed to stop and another appliance struck and the driver of the offending vehicle refused to give their details and drove off.
18 as a result of hitting something fixed or stationary which included several parked cars being struck as the appliance proceeded down narrow streets. Several were as a result of carrying out reversing manoeuvres.

2 were as a result of vehicles having objects from the road hitting windscreen/roof/side of vehicle.

The installation and implementation of CCTV on our appliances will hopefully enable AFRS to identify the perpetrators to reclaim some of the costs for the repairs to the appliances.

**Responding**

5 were as a result of collision with a moving vehicle whilst responding to a call which caused damage to the appliance and the moving vehicle.

1 was as a result of being struck by the bay door whilst waiting to exit the station

15 as a result of hitting something fixed or stationary these included

- Several stationary vehicles hit as travelling down narrow roads
- One striking the post of a gate entry when gaining access
- Several striking the bay doors on leaving the station (some of these incidents are as a result of the stations having extremely narrow openings.
- Striking tree branches which has caused damage to paintwork and wing mirrors.

1 damaged exhaust which occurred when on the move

1 reversing incident when the appliance struck a railing

2 due to poor road surfaces as the appliance had to travel on private roads which were in a very poor state with several large potholes and ridges.

1 was due to manoeuvring over telecommunications manhole as a result of taking an incorrect route.

**Operational**

- 8 were as a result of hitting something fixed or stationary
- 1 was a procedural issue where a member of the publics car was damaged by a fire hose being draped across their bonnet causing scratches and dents.
- 4 involves third party incidents which has caused damage to vehicles whilst responding to calls. These range from doors being damaged to service vehicles being struck by members of the public who fail to stop and report the incident.
Routine Activities

These were as a result of normal routines eg:-

- Driving to and from HQ and several stations
- A failure of the electric hand brake on one vehicle which was fully investigated and the fault could not be replicated and was recorded as a unknown electric fault.
- Reversing and caught a road sign which damaged the front nearside bumper.

Operational Training

3 of the 4 incidents were as a result of hitting something fixed or stationary and 1 with a collision with a moving vehicle.

- A Turntable Ladder being damaged after striking a tower
- Appliance struck by branch causing wing mirror and door to be damaged.
- Command unit struck by oncoming vehicle whilst stationary
- Rescue boat struck bridge whilst training
- The one incident (unknown) was reported as the damage to the hovercraft port navigation light is not known how the damage occurred and was only noticed

<table>
<thead>
<tr>
<th></th>
<th>Fire appliances</th>
<th>Cars and Vans</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>On blue light</td>
<td>Off blue light</td>
<td>On blue light</td>
</tr>
<tr>
<td>Total number of incidents</td>
<td>22</td>
<td>31</td>
<td>3</td>
</tr>
</tbody>
</table>

More vehicle incidents occur during non-blue lights driving than when responding to emergency calls. Over half of those that occurred during routine journeys followed the same trend in that they were minor, low speed contact with stationary objects, vehicles and structures.
Security Breaches / Theft

There were 14 security / theft incidents report in 2017/18 which is four less than 2016/17

These included:

- Intruder from underground car park HQ Temple Back
- IT Intrusion Hicks gate
- IT Intrusion at Nailsea
- Lost key found by member of the public.
- Forced entry HQ Temple Back
- Stolen equipment Avonmouth
- IT User permissions HQ Temple Back
- Stolen Handbag
- Stolen Money Kingswood
- Missing keys HQ Portishead
- IT mishap HQ Portishead
- Data protection breach Temple
- Missing vehicle equipment Lansdown
- Paulton keys left in door
**Display screen equipment (DSE) and associated ill-health**

DSE refers to equipment such as PCs, monitors, laptops, touch-screens devices, mobile phones and other similar devices. A total 187 risk assessments and online training courses were completed in the DSE module in 2017/18, most staff have reported back that they are content and comfortable when sat at their desks using their DSE which includes home workstation, laptops and any alternative workstation.

Several individuals have required further ergonomic assessments as a result of them reporting back pain and in the majority of cases this was due to poor posture and sitting for longer periods without taking comfort breaks.

Some minor adjustments were carried out to chair set up to reduce the potential back pain. The purchase of new chairs has been acquired if required and set up. Several new gel wrist rests have been purchased and issued as required as have telephone headsets.

Some individuals reported they were suffering from eye strain and it was suggested that they visit their optician and check for screen glare.

We have employees who have ongoing medical conditions and these have been referred to occupational health via HR. We also have employees who will be reassessed during 2018/19 to ensure they are not experiencing further problems.

**CCTV**

41 appliances have been upgraded to have CCTV with camera’s that have 360 degree coverage fitted. These include 4 TL’s and the 3 driver training vehicles 3 brand new appliances have also been fitted with the CCTV.
The footage from the appliances have proved extremely useful as a training and culture change aid in that the analysis of some incidents has engaged employees to question some of their actions.

The CCTV has already proved to be extremely beneficial as footage has been requested by Avon and Somerset police with regard to an arson incident and this footage has assisted to secure a successful prosecution.

**PROACTIVE PERFORMANCE MONITORING REPORT 2017/2018**

The Corporate Health and Safety Strategy 2017-2020 includes a number of targets in relation to core competencies and other key areas of operational training. The target for each training competency is to ensure that 100% of operational staff will have completed the training within the prescribed refresher period. The Resource Planning Unit has used baseline for the figures below which includes whole-time (station based), retained and USAR staff. Those on modified duties (day duties) are excluded, but will include long term sick/absences.

The proactive monitoring includes the stations carrying out proactive inspection on a range of topics which include kitchen inspections, HSW meetings, office inspections, station inspections and the workshop at Nova Way.

The completion rate for the period 2017/18 are:

- HSW Meetings = 91%
- Kitchen Inspections = 93%
- Office Inspections = 75%
- Station Inspections = 90%
- Workshop = 1 for 2018

During the 2017/18 training year the service experienced significant shortfalls on stations which resulted in appliances riding short, this therefore had a knock on impact on the number of individuals who were allocated to training. I.e. normally we would allocate 10 individuals to a BA re-qualifier, when the Service was riding short we would have only be able to allocate 8.

The report will cover key crew based training, CM/WM Ops Assessments, First Person on Scene Intermediate and driver training (class B and C). It is possible to see positive steps forward with some areas of training now being maintained, and some areas which will need focusing on to ensure individuals attend the training events.
Completion of BA Re-qualifier

Compared to the previous training year of 2016/17 there is a drop of the number of individuals in date for their BA re-qualifier. The most significant drop is with the On-Call staff, with a drop of 18%.

For the 2018/19 training year there have been some changes to the BA re-qualifier with it merging with the CFFT courses, it is hoped this will mean less iterations of training for On-Call staff which should see this number rise.

It is still the intention to create a 6 month ‘buffer’ for BA re-qualifiers, and the allocation of staff on these has still shown to be the most effective way of achieving this. However, it is worth noting that crewing levels on stations have not improved dramatically enough to ensure all courses have maximum attendees on them.

The challenges ahead for 2018/19 training year are the crewing levels and the shortfalls we are currently experiencing. It is anticipated that this will continue until the release of the new training school on stations (September 2018) and potentially further into the year.
**Completion of Compartment Fire Behaviour Training (CFBT)**

Comparing the 2017/18 training figures to the previous years it is possible to see a decrease of 11% across all areas of the Service, and with the biggest reduction in wholetime staff (14%). While there is a 10% drop for the On-Call staff, it is positive to see this isn’t as significant as it was for the BA re-qualifier.

During the 2017/18 a report was introduced to the On-Call staff so they could see where there were available Crew Based Training slots (for all courses), and it is hoped this will encourage self-nominating to courses where they are not maximised.

As stated above, the BA re-qualifier and the CFFT courses have been merged in 2018/19 (now BA & CFFT re-qualifier) which will result in less iterations for staff to attend. It is anticipated that this will assist staff (especially On-Call) who may have struggled to get time away from their primary employment.

There was 1 course cancellation for the CFFT during the 2017/18 training year, this was due to severe weather and would of impact on 10 individuals.
Completion of Tactical Ventilation (original)

There has been a 1% decrease in the number of staff who has competed Tactical Ventilation, with the overall training figures being 92%. Wholetime completion rates remain at 98%, while we see a small drop in the On-Call. This is due to new On-Call staff members not being able to receive the training during their training school.

Further courses are being arranged when there are sufficient numbers of people available and ready to complete the training.

Completion of Tactical Ventilation Ops Response

During the 2017/18 training year, a follow up from the Tactical Ventilation course was designed and implemented across the Service. Staff can only attend this course once completed the Tactical Ventilation (original) course. To date 45% staff has completed this, with a breakdown of 57% wholetime and 20% On-Call.

It is anticipated that all individuals will attend this course during 2018/19.
**Completion of RTC Ops Response**

RTC Ops Response continues to see an improvement in the percentages overall, with a 2% increase across all staff. Crewing levels are likely to be the cause of the wholetime figures reduction of 3%.

One course was cancelled in the 2017/18 training year which was linked to instructor availability; this would have impacted on 10 wholetime staff.

**Completion water awareness**

The figures show that 58% of staff has completed the course. Every effort was made to continue the training for Water Awareness, however it has not been possible to significantly improve these figures since last year (there has been 4% increase).

**Crew Manager / Watch Manager Ops Assessments**

Compared to the previous year’s figures (93%) we have seen a raise of 5% for all CM/WM Ops Assessments, giving overall figures of 98%. Work continues on improving the process and accessibility for On-Call staff.
Completion of HAZMAT Awareness

There has been a 12% rise across all staff groups which is very positive, with a 12% rise for wholetime and 8% across the On-Call staff.

A report has been made available for the On-Call staff to enable them to see where there may be places on crew based training, it is hoped that this will continue to increase availability to them.
Completion of Tactical Decision Making Exercise

There has been a slight decrease in the overall percentage for all staff (1%), and a 5% increase in the On-Call attendance.

For the 2018/19 training year, the TDME principles will be embedded on all crew based training course, and therefore there will no longer a requirement to attend this as a separate course.

Completion of Emergency Response Driver Training

There was one person who is not in date for their ERD Class B as of the 31st March 2018. This is an unusual circumstance, as we have promoted an individual to be a flexi officer, prior to their driving course. This has now been completed and 100% of FDO/Principle Officers are in date.

It is also extremely pleasing to be able to confirm that 98% of ERD Class C training has been completed within the required frequencies (3 years). The individuals who require refreshers include one person returning from maternity leave. Further refresher training will be monitored and scheduled to ensure individual’s competencies are maintained.

Completion of FPOS Intermediate

First Person on Scene Intermediate is being reported on for the first time for the 2017/18 training year. This is due to the current training situation. The current FPOS Intermediate figures are 37% of FF and CM’s (station based) who are in date.

An interim measure of completing the training at Severn Park has been put in place until we are in a position to identify a new training package. This should increase the numbers of staff who are shown in date.

The current aim is that a 100% FF and CM’s (stationed based) should be in date.
Summary

The completion rates in many areas of training have reduced during 2017/18 training year; this is potentially attributed to the impact of reduced crewing levels. This challenge will continue into the 2018/19 training year and the impact will be monitored and where possible adjustments made to the frequency of the training.

Some changes that have been made for the 2018/19 training year including embedding TDME principles into all courses and also combining the BA re-qualifier and the CFFT course together. It is hoped that the streamline approach will assist, in particular, On-Call staff by reducing the impact on their primary employment.

The method of allocating individuals to crew based training has appeared to be successful in targeting individuals who require training. RPU are working with the On-Call managers to ensure opportunities are fully available for the On-Call, to assist with their attendance.
CONCLUSION

Within the organisation there are areas that need extra levels of concentration and focus to ensure that our efforts to enable AFRS to become a tier one organisation that other organisations want to benchmark against.

There are several areas that have made significant progress during 2017/18 and others which are nearing our target aims and objectives which is promising for the 2018/19 year.

The main focus and driver for the Health, Safety and Welfare Unit is to ensure that we embed the Blue Light Champion Programme and that the implementation and successful managing of the TRiM Process is on time to deliver further support to the employees of the organisation. Family Liaison Officer Training will also be an aim for 2018/19

The commitment to every member of the organisational structure (all of our colleague’s) safety – wellbeing – mental health is our number one priority within the organisation and this will be our main driver for 2018/19