

**AVON FIRE AUTHORITY**  
**PERFORMANCE REVIEW AND SCRUTINY COMMITTEE**  
**15 FEBRUARY 2019**

**PRESENT:** Councillors Davis (Chair), Eddy (left at 12.54 pm), Goggin, and Shelford (left at 12.03 pm).

The meeting started at 10.37 am.

**21. APOLOGIES FOR ABSENCE**

Apologies were received from Cllrs Ashe and Phipps. Cllr Williams was absent.

**22. EMERGENCY EVACUATION PROCEDURES** – The Assistant Chief Fire Officer (Service Delivery) (ACFO SD) set out the emergency evacuation procedures.

**23. DECLARATION OF INTERESTS** – None.

**24. CHAIR'S BUSINESS**

The Chair apologised that the Committee meeting originally scheduled for Friday 1 February had had to be cancelled due to snow.

The Chair informed Members that the agenda item "Improvement Programme – Peer Review Feedback" should be an exempt item. Therefore, this item would be moved to the end of the agenda and members of the press and public excluded prior to this agenda item.

**25. MINUTES OF THE MEETING OF THE PERFORMANCE REVIEW AND SCRUTINY COMMITTEE HELD ON 12 OCTOBER 2018**

**RESOLVED** that the minutes of the Committee should be signed by the Chair as an accurate record of the meeting.

**26. PUBLIC ACCESS** - None

**27. PERFORMANCE REPORT**

The Corporate Performance Manager (CPM) presented the Performance Report to Members. He began by reminding Members that the scorecard (attached as an appendix) looked at monthly performance progress and also compared targets with year to date statistics and national benchmarking data.

It was explained that a subset of the performance information was presented as a target tracker wall chart. Target trackers were displayed in Fire Stations and designed to inform staff and members of the public about progress against targets, presenting information in a graphic format.

The CPM drew Members' attention particularly to the following matters:

- Accidental fires are off target and there had been 2% more fires than last year, statistical analysis had taken place and it was confirmed that the increase was not statistically significant.
- Deliberate secondary fires had increased in number due to the long hot summer in 2018. It was accepted that the Fire Authority had not been as prepared as it should have been for the incidents which took place in the hot weather. An action plan was now in place and would be activated in the event of future hot weather.

Cllr Eddy asked if use was made of long term weather forecasts. In response the CPM stated that unfortunately they were often inaccurate. He added that in the past there had been a Summer Peak Plan and this had now been readopted as a strategy to prevent fires. The ACFO (SD) stated that there was work taking place with the Local Resilience Forum to ensure appropriate action was taken in both wet and dry summer weather.

Cllr Shelford asked for more information about the impact that hot and dry weather had on fire statistics. Information given indicated that when people were enjoying dry weather the population tended to be outside more and this led to fires. It was known that clearing rubbish and cut-grass proactively was a helpful step to prevent fires.

The ACFO (SD) reported that deliberate fires had been mapped to help plan soft and hard mitigation strategies to prevent future fires. An example of soft mitigation would be patrolling particular areas, and an example of hard mitigation would be erecting barriers to reduce access to certain areas.

Cllr Shelford noted that the prevention strategies against malicious fires were difficult to execute and asked for information about the staffing of mitigating activities. In response the ACFO (SD) agreed, stating that the summer period was also a significant leave period for the organisation. The response to each type of risk was continuing to be reviewed with a reconsideration of the correct weight of attack for particular incidents. The ACFO (SD) stated that the response needed to be reconsidered because sometimes a smaller vehicle could be appropriately despatched to an incident (with adequate crew and equipment for the risk) more quickly than a large fire appliance. He stated it may also be more suitable to apply a lighter weight of attack to a vehicle fire compared to a house fire. The ACFO (SD) explained that matters such as these were being considered through the Integrated Risk Management Plan (IRMP).

Cllr Eddy asked if there was any evidence of changes to Local Authority (LA) gritting schedules affecting car accident rates. The ACFO (SD) responded that snow usually led to slower driving speeds and therefore the type of accidents generated were usually prangs which did not involve us, rather than more significant road traffic accidents.

The CPM continued with the report, making the following points:

- The automatic fire alarms target had been met, and 18 of the 121 malicious false alarms received had been successfully call challenged. Members were reminded that a change of response to fire alarms was being consulted on through the Draft Service Plan.
- All three sickness targets had missed target. Benchmarking indicated that the Fire Authority had the second highest levels of sickness of the 27 Fire and Rescue Authorities (FRAs) which had submitted data.
- The next quarter's benchmarking data was expected to arrive soon.
- The primary sickness problem is longer term sickness. However there had also been a spike in short term sickness in July 2018. In response the Service Leadership Team (SLT) had set up a working group which had agreed an improved reporting process, and established a more consistent approach which was now used when an employee returned to work. This checked the welfare of the individual and made sure that aspects of the sickness period were in order.
- A full paper analysing sickness will be presented to the Committee during the first meeting of the Financial Year.

Cllr Eddy noted that sickness had been extensively discussed by the Committee in previous meetings and said that he was concerned that the Fire Authority compared so poorly to other FRAs. Cllr Eddy asked if the Fire Authority was looking at the best practice adopted by other FRAs to evaluate and potentially change its own ways of working. The CPM confirmed that comparisons with other FRAs had been taking place.

Cllr Shelford stated that he wanted to comment on particular aspects of the management of sickness absence:

- 1) **Leadership.** Cllr Shelford felt there was always a connection between levels of sickness absence and the leadership of an organisation along with other surrounding cultural factors.
- 2) **Physiotherapist and Mental Health Nurse employed by the Fire Authority.** Cllr Shelford asked that a business case should be developed for the Fire Authority to directly employ health care professionals who would be part of the team and able to respond quickly as trusted colleagues to help others keep well. Cllr Shelford had seen this model work well in the Army and commended it to the Fire Authority. He stated that easy access to healthcare specialists had often encouraged Army colleagues to self-refer at an early stage, enabling problems to be nipped in the bud. Cllr Shelford asked if the Fire Authority knew what the cost of the sick leave caused by mental health issues was. The CPM replied that the cost of sickness across the organisation was an average of £150 per day. Cllr Shelford felt that the employment of a mental health nurse should pay for itself. The Assistant Chief Fire Officer (Service Delivery Support) (ACFO SDS) informed Members that a Health and Wellbeing Advisor vacancy was currently being advertised and it was planned that this member of staff would contribute to the fields of health, safety, well-being, mental health and fitness in the organisation. The ACFO (SDS) also stated that the Fire Authority had embraced other programmes to help staff

maintain mental health, such as Trauma Risk Management (TRiM) and the Blue Light Programme with many champions trained and active within the organisation.

Cllr Shelford said he was pleased to learn of the advertisement for a Health and Wellbeing advisor, and asked what progress had been made with the employment of a physiotherapist. The ACFO (SDS) said that a Fitness Advisor was employed who assisted employees with physical injuries. Cllr Shelford asked that a business case for a physiotherapist on the full time staff was presented to the Committee.

The Chair noted that the Fitness Advisor had delivered helpful interventions within the Fire Authority to prevent injuries and stated that it was very important to deliver prompt attention to those with musculoskeletal injuries. The Chair agreed that a business case for a physiotherapist would be helpful as he felt attention in the first 24 hours after the injury was vital.

Further, the Chair said that he was disturbed to see the long term sickness statistics. He noted that two-thirds of the sickness related to long term sickness and one-third to short term sickness. He felt that some long term sickness was unavoidable (such as where an employee was receiving treatment for cancer), however he was very concerned about stress-related sickness levels. In response, the ACFO (SD) said that the Service Leadership Board (SLB) was aware of the long term sickness absence issues and knew that they were predominantly due to musculoskeletal and mental health issues.

The ACFO (SD) reported that the Fitness Project Team was working on a tool box of solutions which could reduce sickness absence. Elements of the support available to staff included:

- advice available in-house.
- services available from the Firefighters Charity including access to a recuperation centre in Devon where physiotherapy and mental health support could be delivered onsite.
- reasonable adjustment panels which met to help staff return to work as quickly as possible, if necessary into different roles on a temporary basis.

The ACFO (SD) agreed to provide a business case for a physiotherapist and stated that staff invariably wanted to return to work as soon as possible. He said that the Fire Authority acknowledged the need to work with those staff to help get them back to work.

The ACFO (SDS) informed Members that two temporary posts had been created to get Firefighters back to work in other roles. These roles meant that the Fire Authority benefitted from the many years of firefighting experience accrued by the individuals. Members were informed that the Fire Authority was constantly looking for opportunities like these to simultaneously use the skills of staff and benefit the individuals who were able to return to work.

Cllr Shelford asked for more information about the causes of long term sickness. The ACFO (SDS) said that this information would be forthcoming in the Health and Safety report later on the Committee's agenda and also in a future report. The ACFO (SD) added that the full breakdown of sickness gave added perspective. For example, it was possible to see if a particular watch had a worse sickness rate than another watch in the same location.

The Chair stated that the scorecard with the graphical information was invaluable. He noted that although sickness rates were not good, other indicators had improved. The CPM agreed that this was the case and informed Members that the December sickness statistics were better. The CPM added that the Fire Authority needed to change its actions around sick leave, acknowledging that other FRAs were doing better.

The Chair was concerned to note that staff appraisal rates were not good, with just 86% of staff having received an appraisal. The CPM reported that this had recently increased to 89% and that information about appraisals was in place so that senior officers were able to identify which staff had received appraisals and which had not. Individual managers who had appraisals outstanding would be targeted. The CPM reported that there was a technical issue with the Human Resources system which made it difficult for a manager to take on the appraisal process from a previous manager part way through the recording process (without duplicating a lot of inputting). This problem was being addressed. The ACFO (SD) informed Members that an update on appraisal rates was regularly received by SLB.

Cllr Shelford asked for more information about the energy consumption of the Fire Authority over the winter period, he said it would be useful to know how the winter spike compared to other FRAs. The CPM replied that the energy usage in December 2018 had been less than energy usage in December 2017. Members were informed that there was now instant recording of water meter readings which meant that more accurate and timely information was available to the Fire Authority.

**RESOLVED** to note the report.

## **28. IMPROVEMENT PROGRAMME – RECOMMENDATIONS FROM THE IMPROVEMENT WORKING GROUP**

The Area Manager (Internal Improvement Team) (AM) presented the report to Members, making the following points as an introduction:

- The Improvement Programme was established to respond to the 62 point action plan presented to the Fire Authority in Dr Baker's report.
- The Internal Improvement Team was overseeing the Fire Authority's change response, supported by a three tier approach:
  - 1) Improvement Working Group (IWG) – a working group of the Committee open to all Members. Members were also invited to monitor and comment upon all the information assembled on Basecamp which gave further detail about the improvement journey of the various aspects of the action plan.

- 2) Performance Review and Scrutiny Committee – the Committee provided the first formal committee stage, scrutinising evidence submitted for each of the action points before recommending sign off by the full Fire Authority.
  - 3) Full Fire Authority meetings – the Fire Authority further scrutinises each action point and its evidence before signing off the action point.
- All evidence assembled to indicate the progress made on each action point is placed on Basecamp and Members are encouraged to access and scrutinise this information, passing comments as they see fit.

The AM informed Members that, at the last meeting of the IWG, a sixth tranche of scrutiny had been considered. Evidence for 15 recommendations had been examined. The IWG was satisfied with the evidence and recommended that these recommendations be signed off. In addition, 8 other work packages were reviewed and the IWG had been satisfied with the evidence received. The AM presented the Recommendations and Work Packages to the Committee.

- 6 Recommendation:** *More regular budget update meetings regarding budget and capacity. It is standard practice to bring quarterly budget monitoring reports to the General Purposes Committee.*

The Finance Manager had 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 was 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 had been sent, with responses received from 9 FRAs 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.*

Cllr Eddy asked for more information about the schedule for the performance reviews of the CFO. The Clerk replied that the CFO's first reviewed period of work will cover the first 18 months of work from his substantive appointment with the Fire Authority with a review in June 2019. After the initial period the CFO would move on to an annual cycle with a mid-year review.

Cllr Davis stated that it was useful to have six monthly updates between annual appraisals.

- 12 Recommendation:** *Inductions and Members' training days have been introduced but Members will be required to attend.*

- 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.*

Members' training packages had been developed for induction, development and ongoing Continuous Professional Development (CPD) to ensure that Members were well equipped to effectively undertake their role on the Fire Authority and / or its committees.

A Member Development Working Group (MDWG) had been established with representation from each political group. In collaboration with the LGA, a plan had been developed which included three Member development sessions delivered in partnership with the LGA on the Fire and 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"; Technical Fire Safety; the Community Resilience Team, and Safe and Well visits.

In addition, the MDWG had produced a Members' Role and Responsibilities Job Description and a Members' Handbook 2018-19. The MDWG continued to meet every quarter with the next meeting planned to take place after the Peer Review in January 2019.

Cllr Eddy stated that he had recently completed the induction training and had found it to be very helpful and informative. He recommended the induction programme to other Members.

- 13 Recommendation:** *Improve the quality of reports submitted to Members*
- 27 Recommendation:** *Review the quality of reports that are proportional to the issues under consideration.*

Recommendations 13 and 27 had been combined at the start of the programme and work package 13(1) was previously scrutinised by the Committee on 10 May 2018 and 13(2) was previously scrutinised on 19 January 2018, both have been held in abeyance as per the scrutiny protocol.

Work package 13(3) was offered up: Review of the corporate guidelines for taking and approving minutes of the Fire Authority meetings to ensure a more comprehensive record of discussions leading to decisions made. The intention was to contribute to a more open and transparent culture. This work package completed recommendations 13 and 17.

Various discussions had taken place with regards to what constitutes adequate and appropriate minutes, over the last year. Subsequently the MDWG and submitted a report to the Fire Authority in December

2018 summarising their findings and proposing a set of Minute Taking Principles. These had been 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 this and ensure capacity and budget can achieve aspirations and objectives.*

Recommendation 30 was a duplicate of Recommendation 26. There had originally been three work packages under Recommendation 26. However, two were scrutinised on 10 May 2018 were held in abeyance as per the scrutiny protocol and the third was subsequently deemed no longer applicable by the Project Executive. Therefore, this work package was offered up with no additional 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*

**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.*

Recommendations 31 & 32 had been combined at the start of the programme and, due to the organisational significance of the topic area, work had included a number of Member/Stakeholder Corporate Planning Workshops.

Key areas of work had 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.

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

Critical Attendance Standards (CAST) had been reviewed as part of the response standard review outlined in Recommendations 31/32. The 'weight of attack' remained in line with CAST.

**34 Recommendation:** *Peer support and assistance will be requested from the National Fire Chief's Council.*

This linked to Recommendation 33 and the assistance which had been sought from the National Fire Chiefs Council (NFCC) with respect to the adoption and use of Fire Brigades Union (FBU) CAST standards.

The Fire Authority had undertaken a national survey of FRA response standards in April 2018. The views of Members and senior officers at the corporate planning workshops had indicated a desire to maintain the 'weight of attack' aligned to the FBU's Critical Attendance Standards and therefore no further support had been 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.*

Work package 40(2) was offered up to complete the recommendation (work package 40(1) had been previously scrutinised on 9 March 2018 and had 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. For this work package a revised format for the Annual Report had been 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 Recommendation:** *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.*

Recommendations 41 & 42 had been combined at the start of the programme and work package 41(1) had been previously scrutinised on 10 May 2018 leaving one remaining work package i.e. 41(2). An options appraisal resulting from the research undertaken in Action 41(1) had been carried out and SLT had selected the best option.

As no further action had been required following scrutiny on 10 May 2018, these recommendations were now complete.

- 1(6) Action point / work package:** *Undertake a review of the IRMP as detailed in Recommendations 31 - 33.*

This work package was covered by the activity undertaken and evidence presented under Recommendations 31 and 32.

- 3(2) Action point / working package:** *With the support of the NFCC, determine best practice in relation to effective content of the Fire Authority papers to support informed decision making by Elected Members. Update guidance for authors and provide any training as required.*

Guidance on writing reports by key personnel had been developed and supported by a half-day in-house training session.

Training had been completed for the current year, with two sessions delivered on 04/06/18 and 10/07/18 to middle managers and above who may be engaged in report writing. Feedback had been received from participants which would aid the development of future sessions. These would be developed as business as usual.

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

Terms of reference for the revised SLB had been included in a new Service Leadership Charter.

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

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.*

Members had approved a new set of minute taking principles at their meeting on 20 December 2018. Minute taking principles had 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 and Rescue National Framework for England (when published) and include the specific points included in the Home Office's consultation document.*

The revised Pay Policy Statement 2018/19 had been approved at the Fire Authority meeting held on 25 September 2018 and now

explicitly covered all of the relevant points within sections 6.7 – 6.11 of the 2018 National Framework (points 1-5 above).

The opening of any principal fire officer post to national competition was tabled to the Employment Committee on 8 November 2018 and would be included within the new constitution. However, the principle had already been put in practice for 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 Recommendation 59 with regard to opportunities for local suppliers' participation.*

The Business Case - Restructure of Supplies and Services Department had reviewed the then current position of procurement arrangements (December 2017), and 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.

Cllr Shelford said that he was very happy to support the sign-off of this recommendation. He was however disappointed that the Procurement and Supplies Manager had recently resigned. The ACFO (SD) reported that a replacement PSM had been appointed and would commence work with the Fire Authority in May 2019.

**60(7) Action point / work package:** *Identify the professional standards required for fleet, procurement and asset management staff, and where appropriate, skills and knowledge.*

The Nova Way Technical Training Needs Assessment has been reviewed. It now outlined the training requirements and standards required for Fleet and Technical Services staff.

In addition, three learning and development specifications had been created for Procurement and Supplies staff:

- 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 work package description, there is an acknowledgement that this will be an ongoing process for current staff and for those that join the service.

The Chair thanked staff for their fantastic work on the Improvement Programme.

**RESOLVED** to recommend that the Fire Authority approves the recommendations and work packages presented to the Committee.

## **29. ANNUAL HEALTH AND SAFETY PERFORMANCE REPORT 2017/18**

The Health and Safety Manager presented the report to the Committee. He identified the following key trends:

- 1) Work-related injuries continue to decline, with the lowest number recorded during the last seven years.
- 2) The leading cause of injury continued to be manual handling, which contributed 24% of the overall numbers. Refresher training was being rolled out to reduce the risk of future manual handling incidents.
- 3) Days lost to work-related injury had declined significantly with a reduction of 41%.
- 4) Instances of work-related illness had stayed the same as 2016/17, with mental health issues presenting the leading cause of illness.
- 5) Days lost to work-related ill-health remained notably high, most are connected to four long-term sickness cases. The cost of a day's sickness to the Fire Authority was £148, the total cost of sickness was therefore £258,408, a significant cost. Members were informed that a working group was analysing this problem and further support and interventions were planned, including the appointment of a Health and Wellbeing Advisor, which was currently being advertised. This person would offer support to staff, working alongside the Fitness Advisor. It was intended that the Fire Authority would be more proactive in tackling this issue. In response to a question from Cllr Eddy, it was confirmed that some staff on long-term sick leave had returned to work.
- 6) Breathing Apparatus Emergencies have again reduced and were the lowest they have been for 11 years.
- 7) Vehicle incidents had reduced for the previously year by 11% and the majority continued to be minor incidents in which contact had been made with fixed or stationary objects.
- 8) Security Breaches / Thefts were down to 14 for the year.
- 9) Performance against competency targets for the BA Requalifier compartment Fire Behaviour Training, Tactical Ventilation, Emergency Response Driving and Work at Height had proved difficult in 2017/18. Therefore improvement measures would be put in place for 2018/19.

Cllr Shelford asked for further information about work-related injuries and the actions that would be taken to support affected staff back into work.

The ACFO (SDS) informed Members that after 90 days someone on sickness absence would be regarded as on long term sick leave and their case reviewed regularly. Measures taken included the use of Reasonable Adjustment Panels to expedite return to work. The ACFO (SDS) stated that different health conditions inevitably produced different rates of recovery. It was frustrating for staff if they were not able to return to operational duties. A process took place in which alternative vacancies which may be suitable for the individual were considered and if appropriate alternative offers of employment could be made. It was then up to the individual to decide if they wished to accept the alternative offer of employment. Options could include operational or non-operational roles. If no suitable alternative could be agreed then ultimately ill-health retirement would be recommended. Then a period of around three months, during which medical assessments took place, would follow. The Fire Authority had no influence on the timeframes of the medical assessments.

Cllr Shelford said that although this information was interesting it was not what he was seeking. He wanted to know if the way in which the figures were broken down helped the Fire Authority prevent incidents of future sickness absence. He felt that some categories were not likely to be useful to the Fire Authority, whereas it would be useful to know, for example, if people were absent from work due to bullying and harassment issues.

The ACFO (SD) responded that for each long term sickness case, an investigating officer would be appointed and would identify the root cause of the problem. This could include reasons such as bullying and harassment or disciplinary action. It was stated that the ACFO (SDS) was the Director with responsibility for this area.

The Health and Safety Manager added that bullying had been added as a further drop down option on the OHSENS reporting system.

The ACFO (SDS) suggested that Members may wish to see a demonstration of the OHSENS system at the next Committee meeting. This was agreed.

The Chair asked for more information about violence directed at Fire Authority staff. The Health and Safety Manager confirmed that violence had included the throwing of bricks and fireworks, and also verbal abuse. The Chair stated that he felt that swearing at firefighters (whilst regrettable) was not violence, he would be more concerned if firefighters were being beaten up but stated that did not seem to be mainly the case. The ACFO (SD) said that the Civil Disturbance Policy was activated on the rare occasions when there was unacceptable behaviour. In these cases, as appropriate, staff would be buddied up, two appliances sent and reports made to the police.

### **30. CADCORP DEMONSTRATION**

**During the presentation Cllr Shelford left the meeting making it inquorate.**

The Group Manager (Integrated Risk Management Programme Internal Improvement Team) (GM) gave a presentation to the Committee about Cadcorp, making the following key points:

- The IRMP team had been formed in May 2018 to review previous IRMP and produce a new Service Plan.
- The procurement of a risk-modelling system had required a full OJEU procurement process. Four companies had bid to supply a system to the Fire Authority and Cadcorp had been selected. The contract would last for 10 years, but could be renewed on an annual basis to give flexibility to the Fire Authority. The funding of the system would be through draw down from Reserves.
- The risk modelling system would enable the Fire Authority to identify foreseeable risks, gather information, allocate owners of risks and contribute to meeting the Fire Authority's duty to produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect the community.
- A risk register had already been built in house to ensure that the Fire Authority managed a large number of risks and organised the significant amounts of information attached to each risk. This had been a successful project using skills within the Fire Authority, and would be easy to change if necessary because it was an in-house development.

Members were shown the Risk Register. The Group Manager demonstrated that each risk had a description, overview, and graph. Also that each risk contained further information such as identification of the inherent risk, current risk and mitigation levels, and planned mitigation.

The Map Modeller was introduced to Members, and it was explained that the Geographic Information Systems (GIS) software enabled three types of analysis:

#### **1) Spatial Analysis**

It was stated that geographic layers can be added to the map modeller, also that hot spots can be plotted either as graphs or through maps. The ability to plot various overlays and incidents enables deeper analysis of risks and greater understanding. It was stated that response times can be mapped.

It was stated that it was important that good quality information was put into the risk modelling system to ensure that good quality information emerged from it. Care had been taken in this regard, for example, road speed was now estimated within 2 seconds of real life road speeds in the Avon area. The organisation had been liaising with other FRAs who had more experience in using the risk modelling

system (e.g. Oxfordshire and Royal Berkshire) to gain advice and further information.

## **2) Risk Modelling**

It was explained that Risk Modelling allowed the organisation to aggregate several elements, in mapping layers, to create single information layers.

It was understood that building up a strong risk modelling tool took time and required the use of many data sets. For example work had already begun to work with various existing data sets such as addressable property types, historic incidents, heritage buildings, and high-rise buildings. Further data sets providing information about flooding, environment, and terror targets would be incorporated, along with police and ambulance data.

## **3) Workload Modelling**

This was a simulation tool which would assist the organisation in planning and deployment. This would help the organisation make front line changes by exploring the impact of changing the location of fire stations, the numbers and types of appliances, crewing arrangements and shift patterns.

Cllr Eddy said that he had found the presentation useful and asked if the Fire Authority would be using the system to contribute its views on proposed new housing developments to LAs. The GM said that Cadcorp would potentially be useful for this as it would help to identify patterns. The ACFO (SD) commented that the level of detail available in the system was expected to be very helpful for prevention of risk. He stated that, for example, hot spot areas identified could be walked regularly to eliminate and reduce risks on the ground. Cllr Goggin said that he could see this would be useful to prevent and reduce grass fires in the summer.

The GM stated that the use of the system was very much in the early stages for the whole team. However, the system was user friendly and the team was getting to grips with it quickly.

Cllr Goggin asked if the Fire Authority had been working with other FRAs. The GM replied that the organisation was making the most of the experience of other FRAs through the Cadcorp User Group to share best practice. However, the organisation had to build the system to suit its own needs.

The Chair said that the presentation had been very useful, and that he now realised that this would be a good planning tool for the Fire Authority.

The GM stated that there was recent frontline firefighting experience within the team working with Cadcorp. He added that this was very useful, and gave credibility when introducing the system to the rest of the organisation.

**31. NEW CONSTITUTION – REFERRAL FROM THE FIRE AUTHORITY**

Members were asked to send feedback on the draft constitution to the Constitutional Reform Working Group (CRWG). It was noted that Cllr Shelford had left notes to be passed to the CRWG.

The CRWG would be meeting on 18 March to review all comments received.

**RESOLVED** to note the request for Members to send feedback about the draft constitution to the CRWG.

**32. DATE OF NEXT MEETING – Thursday 14 March 2019 (1.30pm) at Bath Fire Station**

**33. EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** that the public be excluded from the meeting during the following items of business on the grounds that they contained exempt information pursuant to Schedule 12A, Part I of the Local Government Act 1972 and that in accordance with Schedule 12A, Part II, paragraph 10 of the Local Government Act 1972 the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**34. IMPROVEMENT PROGRAMME – PEER REVIEW FEEDBACK**

The Chair welcomed Emily McGuinness from the Local Government Association (LGA) who was involved with the Peer Review and gave verbal feedback.

**RESOLVED** to note the verbal update.

The meeting closed at 12.58pm.

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Chair