Agenda

AGENDA for a meeting of the COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL in COMMITTEE ROOM B at County Hall, Hertford on TUESDAY, 7 FEBRUARY 2017 at 10.00AM

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MEMBERS OF THE PANEL (11) (Quorum 3)

M Bright, M J Cook, R J Henry, N A Hollinghurst, T Hunter (Vice- Chairman), T R Hutchings, P F J Knell, R G Prowse, A M R Searing, R A C Thake (Chairman), C B Woodward

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

PART I (PUBLIC) AGENDA

1. **MINUTES**

   To note the Minutes of the Community Safety and Waste Management Cabinet Panel meeting held on 1 November 2016 (attached).

2. **PUBLIC PETITIONS**

   The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

   Members of the public who are considering raising an issue of concern via a petition are advised to contact their local member of the Council. The Council's criterion and arrangements for the receipt of petitions are set out in Annex 22 - Petitions Scheme of the Constitution.

   If you have any queries about the petitions procedure for this meeting please contact Elaine Manzi, by telephone on (01992) 555554 or by e-mail to

elaine.manzi@hertfordshire.gov.uk.

At the time of the publication of this agenda no notices of petitions have been received.

If you have any queries about the procedure please contact Elaine Manzi, by telephone on (01992) 555554 or by e-mail to elaine.manzi@hertfordshire.gov.uk.

3.   POLICE AND CRIME COMMISSIONER

Members may ask questions of the Police and Crime Commissioner for such period of time as the Panel Chairman may reasonably decide.

4.   POLICE AND CRIME PANEL

a) The Council's representative on the Police and Crime Panel (PCP)
(P A Ruffles) to report on the business of the PCP

b) Members of the Panel may ask questions to the PCP Representative thereon for such period of time as the Panel Chairman may reasonably decide.

5.   INTEGRATED PLAN 2017/18 - 2019/20 (COMMUNITY SAFETY & WASTE MANAGEMENT)

Report of the Director of Resources and the Chief Executive & Director of Environment

> The following reports have been circulated under separate cover to all Members of the Council:
>
> **'PUBLIC ENGAGEMENT ON THE INTEGRATED PLAN 2017/18 - 2019/20'** (circulated as Item 4(i) for the Cabinet meeting of 23 January 2017); and
>
> **'INTEGRATED PLAN 2017/18 - 2019/20 (incorporating the Strategic Direction and Financial Consequences and the Treasury Management Strategy)'** (circulated as Item 4 (ii) for the Cabinet meeting of 23 January 2017).
>
> ***Please bring the reports with you***

6.   FLY TIPPING IN HERTFORDSHIRE

Report of the Chief Executive & Director of Environment

7.   ORGANIC WASTE UPDATE

Report of the Chief Executive & Director of Environment

8.   WASTE MANAGEMENT PERFORMANCE MONITOR

Report of the Chief Executive & Director of Environment

9.   COMMUNITY PROTECTION MID-YEAR PERFORMANCE REPORT 2016/2017

Report of the Director of Community Protection and Chief Fire Officer

10.   HERTFORDSHIRE FIRE AND RESCUE SERVICE 2016 FIRE PEER CHALLENGE REPORT

Report of the Director of Community Protection and Chief Fire Officer

11.   OTHER PART I BUSINESS

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

PART II ('CLOSED') AGENDA

EXCLUSION OF PRESS AND PUBLIC

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

"That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s ……. of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information."

Agenda documents are also available on the internet at:
https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx

Minutes

To: All Members of the Community Safety and Waste Management Cabinet Panel, Chief Executive, Chief Officers, All officers named for 'actions'	From: Legal, Democratic & Statutory Services Ask for: Fiona Corcoran Ext: 25560

COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL

1 NOVEMBER 2016

ATTENDANCE

MEMBERS OF THE PANEL

M Bright, M J Cook, R J Henry, N A Hollinghurst, T Hunter (Vice- Chairman),
T R Hutchings, P F J Knell, R G Prowse, A M R Searing, R A C Thake (Chairman)

<u>Other Members Present</u>

M D M Muir

Upon consideration of the agenda for the Community Safety and Waste Management Cabinet Panel meeting 1 November 2016 as circulated, copy annexed, conclusions were reached and are recorded below:

Note: No declarations of interest were made at this meeting.

PART I ('OPEN') BUSINESS

ACTION

1.   MINUTES

1.1   The minutes of the Cabinet Panel meeting held on 6 September 2016 were confirmed as a correct record.

2.   PUBLIC PETITIONS

2.1   There were no public petitions.

3. UPDATE REPORT FROM DAVID LLOYD POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE

[Officer Contact: Roy Wilsher]

3.1 The Cabinet Panel considered a report providing an update on the work of the Police and Crime Commissioner (PCC) for Hertfordshire and the work of the Commissioner's Office.

Conclusion:

3.2 The Cabinet Panel noted the report.

4. POLICE AND CRIME PANEL (PCP)

4.1 P A Ruffles, the PCP representative, advised that the PCP was continuing to pursue the issue of lack of regulation of light levels emitted from cyclists' LED headlights, which could be potentially hazardous to other road users.

4.2 The Panel was advised of continuing work on the Hertfordshire Hate Crimes Strategy and noted that the PCP representative would be pursuing this to ensure that tangible and clear outcomes were achieved.

4.3 Members requested that proposed financial plans for policing for the forthcoming year, which would be considered by the PCP, also be presented to the Panel for consideration.

P A Ruffles, D E Lloyd

Conclusion:

4.4 Members noted the update.

5. LOCAL AUTHORITY COLLECTED WASTE SPATIAL STRATEGY 2016

[Officer Contact: Alexandra Radley (01992 556165)]

5.1 The Cabinet Panel considered a report and presentation on the Local Authority Collected Waste (LACW) Spatial Strategy 2016 (the presentation is attached as Appendix 1 to these Minutes).

5.2 It was highlighted that an annex to the Strategy addressing the Household Waste Recycling Centre network would be published in summer 2017.

5.3 Members discussed the fact that, if the Waterdale facility were to become unavailable, it would cause a significant problem. It was

CHAIRMAN'S INITIALS

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noted that this would only happen in extreme circumstances, such as fire or flood but an awareness of the heavy reliance on it was important to consider in relation to resilience planning.

5.4   In response to a question from a Member, it was noted that officers would report to the next Panel in February on the data for 2015/16 regarding the effect of the introduction of charges to recycling collection rates. It was noted that Three Rivers District Council had reported on the success of its introduction of a charge for collection of green waste, with approximately 21,000 of 29,000 homes taking up the offer to pay £35 a year with less than expected reduction in the amount of green waste collected. It was agreed that the full impacts could not be known at this stage but officers would continue to monitor this and keep the Panel informed.

S Aries/
Democratic
Services

S Aries

5.5   Members highlighted the importance of preventing food waste being collected as residual waste and agreed that having a separate food waste collection was key to this. It was noted that 32% of residual waste collected at the kerbside was food waste.

5.6   Members raised concerns about introducing charges in some areas of the County given local socio-economic challenges and a the potential risk of an increase in fly tipping.

5.7   With regard to plans for the proposed waste transfer network in the Strategy document, it was noted that officers continued to look for suitable sites in the County.

5.8   It was noted that the Veolia application would be delayed and was now expected by the end of November 2016. Officers would report to Panel with an update after this.

S Aries/
Democratic
Services

5.9   The Panel noted that this was not a formal policy document but rather a technical advisory document for partners in waste collection and waste planning authorities and that it would be circulated to district councils and other stakeholders.

Conclusion

5.10   The Panel noted the Local Authority Collected Waste Spatial Strategy 2016.

6.   WASTE MANAGEMENT PERFORMANCE MONITOR

[Officer Contact: Simon Aries (01992 555255)]

6.1   The Cabinet Panel reviewed the performance of Waste Management for the second quarter of this year (July-September

2016) against the Environment Department Service Plan 2016-2020, including key performance indicators, major projects, contracts and identified risks.

6.2 There was discussion of fly tipping and it was noted that the Police and Crime Commissioner had dedicated funds of £60,000 towards combatting fly-tipping, for which individual districts would be submitting bids. The importance of establishing a consistent view across the County about what constitutes fly-tipping was noted; for example an extra bin bag put out for collection could be recorded as fly-tipping but was not the same as commercial waste dumped on a roadside. The Panel also agreed that it was important to educate people to ensure it was widely understood that individuals had a liability with regard to fly-tipping.

Conclusions

6.3 The Cabinet Panel noted the report.

KATHRYN PETTITT
CHIEF LEGAL OFFICER   **CHAIRMAN**_____

	Agenda Item No.
COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL **TUESDAY, 7 FEBRUARY 2017 AT 10.00AM** **UPDATE REPORT FROM DAVID LLOYD POLICE AND CRIME COMMISSIONER FOR HERTFORDSHIRE**	**3**

AUTHOR: Debbie Barker

1.   PURPOSE OF THE REPORT

To provide a brief update on the work of the Police and Crime Commissioner.

2.   UPDATE

Community Safety and Criminal Justice Plan

The Commissioners new Community Safety and Criminal Justice Plan 2017-2022 will be published this week. Thank you to everyone who responded to the consultation which was very well received. There were over 1,900 responses from members of the public, residents associations, community, voluntary and charitable organisations. The Police and Crime Commissioner (PCC) spent one day visiting all ten districts to promote the consultation, and the resulting Engagement Day film reached 33,000 people on Facebook being viewed over 21,500 times. You can find the film here: https://www.youtube.com/watch?v=QU6lJkQ3bFI The new plan can be found here: http://www.hertscommissioner.org/police-and-crime-plan-herts-pcc. It reflects a new emphasis on the PCCs role having greater oversight and accountability of agencies other than the police.

Emergency Services Collaboration

The Policing and Crime Bill sets out a legal duty for PCCs to consider opportunities for collaboration between police, fire and rescue and ambulance services where it would be in the interests of efficiency, effectiveness of public safety. David Lloyd has agreed to become one of the Home Office's early adopters. He has commissioned KPMG to undertake an independent business case to explore taking on responsibility for the governance of Hertfordshire's fire and rescue authority. This would involve setting the budget and priorities for the fire service and bringing about greater democratic accountability to the public for fire and rescue matters across the county.

The PCC is currently consulting with key stakeholders and interested parties over the proposals and a formal and full consultation with the public will start after the Bill receives Royal Assent in January 2017.

Police Precept

The PCC has proposed a rise in the police section of the Council Tax bill for the first time in 6 years, in order to protect local neighbourhood policing. The increase – which is around £5

a year for the average household in Hertfordshire – is necessary following new challenges to the police budget.

A collaborated IT programme which was due to deliver several million pounds worth of savings has been delayed and there was a reduction in Government grant of £1.5 million. Without an increase, savings will need to be found in local policing. In an open letter to Hertfordshire residents, David Lloyd reiterated his commitment to protect local policing. The letter can be found here: http://www.hertscommissioner.org/fluidcms/files/files/POLICE-PRECEPT-OPEN-LETTER-2017%281%29.pdf

The Commissioner's proposal to increase the precept will be considered by the Police and Crime Panel in February 2017 following public consultation.

Hertfordshire Community Foundation – PCC grant fund

Hertfordshire Community Foundation (HCF) will soon be managing a grant fund on behalf of the PCC. This fund will be accepting small bids for community safety initiatives and projects. Eligible organisations will include parish, town, district councils (including Community Safety Partnerships (CSP)) and the County Council; as well as charity and voluntary sector partners. The fund is made up from proceeds of crime monies (POCA) which equate to £150k for year one. The PCC will launch the fund in February 2017.

Review of Hertfordshire's Criminal Justice Board

One of the key priorities for the PCC during his second term is to lead on a series of reforms that aims to put the interests of victims and witnesses at the heart of the Criminal Justice System in Hertfordshire. David Lloyd commissioned a review into the efficiency and effectiveness of Hertfordshire's Criminal Justice Board, the findings of which can be found here: www.hertscommissioner.org/fluidcms/files/files/pdf/Partners/Hertfordshire's-Criminal-Justice-Board-Review_September-2016-v3.pdf

Victims of Crime Booklet

The Office of the Police and Crime Commissioner (OPCC) has drafted a special advice booklet for anyone who's been a victim of crime. It provides vital information about what advice and help is available, and also what to expect of the Criminal Justice System. This can be a daunting experience so the booklet offers practical guidance. The draft booklet can be downloaded here: http://www.hertscommissioner.org/fluidcms/files/files/pdf/Victims-Commissioning/Hertfordshire-Victim-Information-Booklet---Draft-111116.pdf and feedback is welcome via social media channels - @HertsBeacon on Twitter, on Beacon's Facebook page or by emailing commissioner@herts.pcc.pnn.gov.uk.

Beacon was established in 2015 by David LLoyd as a hub that provides support to victims of crime, helping them to cope and recover from their ordeal. Beacon is available to any victim of crime, even if they haven't reported it to the police. More information about the service can be found here: www.hertfordshirebeacon.org

Beacon Film Festival – 23 February 2017

As part of Victim Rights Awareness Week, Beacon and Oaklands College Media Department are hosting a Hertfordshire film festival. The aim is to share stories and films specifically from

Hertfordshire students and from film makers around the globe in the international category, in order to raise awareness about the issues faced by victims of crime.

All selected films will be screened in front of a live audience at the 400 capacity Weston Auditorium based at the University of Hertfordshire and will be given feedback from a panel of film makers, lecturers and members of the OPCC.

The film festival will take place on the 23rd February 2017, from 6pm onwards. Further information and sign up details can be found here: http://hertfordshirebeacon.us14.listmanage1.com/subscribe?u=b0de3697eb7a44f1e9de7132b&id=99a194fedc

Modern Slavery Conference – 29 March 2017

The OPCC is working in partnership with the Shiva Foundation, Hertfordshire County Council and Hertfordshire Constabulary to deliver a multi-agency conference, aiming to increase the awareness of key Hertfordshire stakeholders on the issue of modern slavery. This is an important event which takes into account the legal statutory duty to address modern slavery and human trafficking under Section 52 of the Modern Slavery Act 2015. The event will take place at the Hilton Hotel, Watford.

The conference will bring together senior representatives from all relevant organisations, in order to enhance understanding of this duty and equip statutory authorities and business partners with the correct tools to respond to these issues. This conference is the first step towards building a comprehensive response to modern slavery across the county.

The conference organisers aim for attendees to leave with:

- an understanding that modern slavery is a hidden issue, but that it is happening in Hertfordshire
- some knowledge about spotting the signs of modern slavery
- knowledge about contacts and experts within the county that are working on this issue
- a resource for further training
- a proposed model for a county reporting pathway
- knowledge and understanding of the National Referral Mechanism (NRM)
- inspiration to work jointly across multiple agencies to tackle this problem
- a desire to share the information with colleagues.

Community Safety Board meetings

Community safety board meetings bring together senior managers from statutory agencies across the county. They are chaired by the PCC. The meetings are held three times per year for oversight of countywide community safety related strategies, and to act as an advisory board on community safety activities. The Board is hosted by each of the member agencies in turn. The host is invited to begin the meeting with a brief presentation to showcase their work. The next two meetings are scheduled for:

- 28 Feb 2017 at Three Rivers District Council offices (4.30-6.30pm)
- 19 June 2017 at East Herts District Council Offices (4.30-6.30pm)

Road Safety Fund

The PCC continues to seek opportunities to use the revenue paid for by offenders, to fund road safety initiatives across the county that help to change motorists' perceptions and behaviour. In the first funding round (April 2016) 19 applications were successful in supporting a range of educational projects, vehicle activated signs and feasibility surveys. Following the success of the first round, the PCC opened a second round for applications which closed on 22 Jan 2017. The new bids are currently being assessed for their suitability.

Road Safety Campaign

Hertfordshire's Road Safety Partnership is currently running a campaign focussing on the illegal use of mobile phones while driving, and the many dangerous consequences. Studies show that drivers using a hands-free or handheld mobile phone are slower at recognising and reacting to hazards. Even careful drivers can be distracted by a call or text – and a split-second lapse in concentration could result in a crash.

It's illegal to use a handheld mobile when driving. This includes using a mobile phone to follow a map, read a text or check social media. This applies even if you're stopped at traffic lights or queuing in traffic.

For more information about the campaign, visit the road safety partnership pages at http://m.hertfordshire.gov.uk/services/transtreets/rsu/impact/roadsafetypartnership/

Independent Business Advisory Group (IBAG)

In the Police and Crime Plan 'Everybody's Business (2015-2020)', the PCC set out an intention to set up an Independent Business Advisory Group (IBAG). This intention was developed in 'Tackling Business Crime Together', the OPCC's business crime strategy, which sets out the following aims of the IBAG:

- help the PCC scrutinise the progress of Tackling Business Crime Together
- act as a continued critical friend for the police response to business crime and other aspects of business involvement in policing
- provide a strong link between the business community, the OPCC and the police.

The IBAG was established in April 2016 and is a forum where independent advisors can give independent advice on business crime and police performance on business crime. Members have the opportunity to examine business crime figures, scrutinise the delivery of Tackling Business Crime Together and bring forward ideas of their own. The group meet on a quarterly basis and the meetings have produced the following outputs:

- LEP data on business landscape in Herts
- promotion of Business Watch
- feedback on Citizens' Academy courses for businesses
- links into other groups, including the Business Forum and Hertfordshire Economic Development Officers Group
- exploration of Growth Hub advisers helping businesses with business crime issues
- inclusion on business crime in LEP survey of Herts businesses
- exploration of LinkedIn and sector-based blogs to get out crime prevention messages.

Citizens' Academy

The OPCC is currently working with colleagues from the Children and Young People Team at Herts Constabulary to develop, implement and launch a new module on the Citizens' Academy website which will deal with 'Sexting.' This was highlighted by stakeholders as a key priority for children, young people, parents/carers and schools. The team are currently working on the content, with a view to producing two new modules, aimed at both the young people themselves and parents/schools.

The OPCC will use a cohort of Volunteer Police Cadets to test the module on young people, to assess the use of language and their understanding; and aims to launch the modules during March 2017.

Other Citizens' Academy modules can be accessed here:
http://www.hertscitizensacademy.org/

Volunteering Strategy 2017-2021

The PCC's refreshed volunteering strategy will be open for consultation w/c 23rd January 2017. Invitations to respond will be extended to the existing cohort of volunteers across the OPCC and Constabulary. We aim to publish the final strategy during February 2017.

END

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL
TUESDAY 7 FEBRUARY 2017 AT 10.00AM

INTEGRATED PLAN 2017/18 - 2019/20

Joint Report of the Director of Resources and the Chief Executive & Director of Environment

Authors: Lindsey McLeod   Head of Accountancy Services
                                      (Tel 01992 556431)
                  Mike Collier   Assistant Director (Environment)
                                      (Tel 01992 555792)

Executive Members: Richard Thake (Community Safety & Waste
                    Management)
                    Chris Hayward (Resources and Performance)

1.   Purpose of the Report

1.1   To highlight the areas of the Integrated Plan which relate to Community Safety & Waste Management in order for Panel to consider these and provide comment.

1.2   Members are asked to bring the following reports to the meeting, which have been circulated separately to all Members of the County Council:

'Public Engagement and Consultation on the 2017/18 – 2019/20 Integrated Plan' (circulated as Item 4(i) for the Cabinet meeting of 23 January 2017); and

'DRAFT INTEGRATED PLAN 2017/18 – 2019/20 (incorporating the Strategic Direction and Financial Consequences and the Treasury Management Strategy)' (circulated as Item 4(ii) for the Cabinet meeting of 23 January 2017)**.**

2.   Summary

2.1   The Integrated Plan brings together the financial impact of service plans and the available funding to resource these over the next three years. Strategic Direction summaries have been produced for each Portfolio, which set out the future direction of services in the context of achieving substantial further savings. These have been informed by comparative benchmarking, both through published data and informal networks with other comparable authorities, to identify areas of potential efficiency gains. Services have identified savings, in the context of the continuing budgetary pressures and reduction in

available funding. Any savings requiring a policy change have been taken through Panels for Cabinet decisions throughout 2016.

2.2   The Government announced the provisional Local Government Finance Settlement for 2017/18 on 15 December 2016. This was the second of the Government's four year settlement offer for authorities who submitted an Efficiency Plan, including Hertfordshire. A number of the reductions to funding were therefore known in advance when preparing the proposed budget. In addition, the Education Services Grant (ESG) has reduced by £8.748m. This follows the consultation on plans to remove the remaining general funding rate from 2017/18, to achieve the full £600m savings (nationally) announced at the 2016/17 Spending Review. In its place, reduced level of funding has been made available through the Dedicated Schools Grant (DSG) and the Schools Improvement Grant. The Settlement therefore proposes a significant reduction in funding, with a £35m loss of Revenue Support Grant (RSG) between 2016/17 and 2017/18. Further savings options have been identified and increases in council tax and the new Social Care Precept are proposed in order to achieve a balanced budget. The IP Pack and Strategic Direction documents have been updated for the proposed savings.

2.3   Savings proposals include reducing the allocation of general non-pay inflation to zero. Whilst this is mitigated to some extent by excluding exceptional inflation areas, it will require services to manage the impact during 2017/18.

2.4   The final position will not be confirmed until the Final Settlement (expected early February) and other late grant announcements, and until figures are received from Districts for council tax base and collection fund balances, due to be provided by the end of January. Should any late changes result in an unbalanced budget, it is expected that this can be met for 2017/18 through central adjustments and/or the one-off use of specific reserves.

2.5   The future position remains challenging: even with the identified savings and continued year on year increases in council tax and the social care precept, current projections of pressures and funding require a further £23.8 million saving to be identified in 2018/19, rising to £44.8 million by 2019/20.

2.6   Given the extent of the required savings, it will be necessary to continue to develop proposals for consideration by Cabinet Panels and Cabinet. It is becoming progressively more difficult to find further savings, and these are likely to require more significant service redesign, and hence lead times, before they are achieved. Specific workstreams have been set up under the Transformation Programme to develop new ways of delivering services, including preventative and other early interventions that reduce demand for more complex services. Cross cutting workstreams are reviewing how the Council can be smarter in how it

runs its business and utilises property and digital approaches, to ensure we meet the challenges of future demand and funding constraints.

3.   Recommendations

3.1   The Panel is invited to comment to Cabinet on the proposals relating to the Integrated Plan in respect of Community Safety & Waste Management.

3.2   The Panel is also asked to identify any issues that it feels that the Cabinet should consider in finalising the Integrated Plan proposals.

4.   Background

4.1   The integrated plan comprises:
- an overview of the proposed revenue budget and capital programme, including a review of the budget estimates and adequacy of reserves (Part A);
- Strategic Direction and Financial Consequences - by portfolio (Part B);
- an Equalities Impact Assessment (Part C);
- the Treasury Management Strategy (Part D)
- the Insurance and Risk Strategy (part E)
- the Capital, Asset Management and Invest to Transform Strategy (part F); and
- Other technical information, including Finance summaries (Part G)

4.2   Part B of the Integrated Plan has separate sections for each Portfolio. These contain the strategic direction summary (for Community Safety & waste Management portfolio, on pages 63 to 82 of the Integrated Plan Pack Part B); revenue budget information including a schedule of Key Budget Movements that sets out details of financial pressures and savings (pages 83 to 85); an analysis of the revenue budget by objective area (pages 86 and 87; and a summary of the proposed Capital Programme (page 89 and 90).

4.3   Key issues for this portfolio include:

Community Protection:
- The Directorate will commence development of a new Integrated Risk Management Plan during the next financial year. The document is required by the Fire and Rescue Services Act and will be a key project to assist in defining the future shape of Fire and Rescue.
- Significant projects to replace firefighting uniforms and breathing apparatus will be completed in the next financial year.
- The recent Local Government Association Peer Review of the Service, undertaken in October 2016, was extremely positive but

highlighted that Estates and ICT are showing signs of lack of investment.

- The outstanding risk reduction work undertaken by Community Protection staff has had a dramatic effect on reducing the number of emergencies, however, this has a negative effect on the experience of staff. Training will need to remain an area for focus and investment to counteract this.
- Attraction of suitable retained firefighters remains a significant issue.

Waste Management:

- The award of planning permission for the proposed Energy Recovery Facility (ERF) at Ratty's Lane, Hoddesdon is critical to meeting the County Council's need to develop a cost effective alternative long term solution for the management and disposal of Hertfordshire's residual local authority waste.
- The HWRC network is an ageing asset and some centres, while coping with demand, are no longer fit for purpose. Work will continue to try to secure new sites and resources to develop a rationalised network of 'supersites'. This is a significant challenge not least because finding appropriate and affordable land is very difficult and, despite the essential nature of the service, proposed new Household Waste Recycling Centre's do not receive great support. It is important that cooperation and active support from relevant borough and district councils is secured.

5.   Equality Implications

5.1   Part C of the Integrated Plan provides an equality impact assessment of the savings included within the plan and how these are intended to be mitigated by the service.

HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT
CABINET PANEL
TUESDAY, 7 FEBRUARY 2017 AT 10.00AM**

FLY TIPPING IN HERTFORDSHIRE

Agenda Item
No.

6

Report of the Chief Executive & Director of Environment

Authors :-   Duncan Jones, Hertfordshire Waste Partnership,
                    Partnership Development Manager & Chairman of the
                    Hertfordshire Fly Tipping Group   (Tel: 01992 556150)

                    Matt King, Head of Waste Management and
                    Environmental Resource Planning (Tel: 01992 556207)

Executive Member :-   Richard Thake, Community Safety & Waste Management

1.   Purpose of report

1.1   To provide a general update on fly tipping in Hertfordshire under the
       context of current statutory responsibilities as well as local efforts to tackle
       the issue.

2.   Summary

2.1   Fly tipping is the illegal dumping of waste either through a deliberate act or
       as a result of not understanding the '*Duty of Care*' which applies to both
       householders and businesses when it comes to disposing of waste.

2.2   Despite information campaigns which highlight both the correct routes for
       disposal as well as the potential penalties and enforcement, action
       instances of fly tipping have increased over the last few years. This trend
       is reflected elsewhere in the country.

2.3   This report looks at the issue from a Hertfordshire perspective; it identifies
       the size, scale and nature of the problem as well as what Hertfordshire's
       Partner Agencies are doing to tackle it.

3.   Recommendations

3.1   That the Panel notes the report.

3.2   That the Panel indicates what, if any, additional information and / or other
       areas related to fly tipping they would like to explore.

4.   Background

4.1   All borough and district councils are litter authorities with a duty to keep land clear. They are also the lead agencies in relation to reports of fly tipping, unless it is obstructing a highway in which case clearance falls to the Highway Authority. However, they neither have a duty nor the financial capacity to clear fly tipping from private land, which instead falls to the landowner including the associated costs.

4.2   During 2015/16, in Hertfordshire there were 14,716 instances of fly tipping recorded by the boroughs and districts. However, in the main these incidents relate to local authority land and for the most part will not include fly tipping on other land such as private land or that which is unregistered. The exceptions to this are where such incidents have been reported to the relevant local authority for investigative purposes.

4.3   Nationally the consequences of fly tipping are significant and include:

• It costs an estimated £86m-£186 million every year to investigate and clear fly tipping. This cost falls on taxpayers and private landowners. During 2015/16, Hertfordshire's local authorities estimated the cost of fly tipping to Hertfordshire's residents to be in the order of £800,000.

• Fly-tipping poses a threat to humans and wildlife, damages the environment, and spoils the enjoyment of towns and countryside.

• Fly-tipping undermines legitimate waste businesses where illegal operators undercut those operating within the law. At the same time, the reputation of legal operators is undermined by rogue traders.

• Areas subject to repeated fly-tipping may suffer declining property prices and local businesses may suffer as people stay away.

5   The Hertfordshire Fly Tipping Group

5.1   The Hertfordshire Fly Tipping Group (FTG) has existed for some years. The aim of the Group, which meets quarterly, is to reduce and prevent fly tipping across Hertfordshire by bringing all relevant agencies together. More recently it has sought to adopt an improved strategic and operational perspective through closer involvement with the local Community Safety Partnerships.

5.2　The Group's current objectives are:

- To provide a policy forum for development and review of fly tipping issues.
- To ensure there are clear reporting processes between local authorities, housing authorities, the Police and the Hertfordshire Fire and Rescue Service.
- To encourage private land owners to report fly tipping to their local authority.
- To encourage timely, accurate and appropriate information sharing between partners tackling fly tipping.
- To ensure good communication between agencies to progress investigations in a timely manner.
- To co-ordinate opportunities to capture and analyse data to inform problem profiling and strategic needs assessments.
- To initiate and support opportunities for joint agency operations.
- Sharing and co-ordinating crime prevention opportunities.
- Assisting in sharing good practice and national updates.
- To develop protocols for how the problem is publicised and by whom.
- To develop and maintain a media plan for the partnership to raise awareness of the problem, to promote the initiatives and successful prosecutions, to reassure the public that the crime of fly-tipping is being addressed and to act as a deterrent to perpetrators.

5.3　Current membership of the group includes:

- All ten district / borough councils
- Hertfordshire County Council (including Herts Highways and Rights of Way)
- Hertfordshire Constabulary
- Office of the Police and Crime Commissioner
- Hertfordshire Fire & Rescue Service
- National Farmers Union (links to private landowners)
- Local Authority Community Safety Manager Representative
- Environment Agency
- M25 Connect

5.4　The FTG maintains an open invitation to other potential stakeholders who may be able to contribute towards the aims of the Group.

5.5　Previously the FTG had no official arrangements in place for reporting to any local Member Board and therefore there was no regular political oversight of the Group's work in terms of targets or results. There was also no annual work programme.

5.6   However, at the FTG's meeting in June 2016 an election process, open to all FTG Members, was held following which the Hertfordshire Waste Partnership's (HWP) Partnership Development Manager was elected Chairman for the period September 2016 – March 2018.

5.7   Subsequent to this, the Group's first formal work programme was approved by HWP Members at the HWP Member meeting in July last year. A copy of the work programme has been circulated as Appendix A to the report, FTG Work Programme Sept 2016 to March 2018.

6.   FTG Work Programme September 2016 – March 2018

6.1.   The FTG programme contains 8 distinct works streams including;

   a) Promotion of the Duty of Care
   b) Creation of a Herts Fly Tipping Brand
   c) Herts Fly Tipping Group – public face and promotions
   d) Working with local JPs and magistrates
   e) Hotspot Identification / County wide mapping
   f) Reporting
   g) The Unauthorised Deposit of Waste (Fixed Penalty) Regulations 2016
   h) Research and Innovation

6.2.   As such the programme contains elements ranging from pro-active enforcement activity reminding residents and local businesses of their *Duty of Care*, through to working with magistrates in pursuit of better prosecutions that reflect the true costs of fly tipping.

6.3.   The programme was consulted on with, and reflects contributions from, the FTG, as well as the HWP Heads of Waste Group and HWP Directors Group.

7.   Data

7.1   Boroughs and districts are responsible for recording data on fly tipping incidents via regular reports to DEFRA's WasteDataFlow System. Most now report on a monthly basis with registered users able to download the reports.

7.2   Current reporting requires the data to be broken down into the categories shown in Table 1 below, which also records totals across the boroughs and districts for 2015/16:

Table 1 – Category	No. of Incidents	Percentage
Animal Carcass	17	0.1%
Green	419	2.8%
Vehicle Parts	143	1.0%
White goods	934	6.3%
Other electrical	313	2.1%
Tyres	190	1.3%
Asbestos	79	0.5%
Clinical	7	0.0%
Construction / demolition / excavation	1425	9.7%
Black bags – commercial	66	0.4%
Black bags – household	2766	18.8%
Chemical drums, oil, fuel	60	0.4%
Other household waste	7257	49.3%
Other commercial waste	447	3.0%
Other (unidentified)	593	4.0%
Sub total…	**14,716**	**100%**

7.3   Based on the data in **Table 1,** over 60% of the fly tipping in Hertfordshire is domestic in nature which lines up with a similar picture reported nationally.

7.4   This indicates that, whilst other sources of fly tipping should not be ignored especially when it comes to categories such as chemical drums, oils and fuel incidents, in the main, efforts should concentrate on tackling domestic sources of fly tipping.

8.   Historic Trend

8.1   The historic record for (reported) fly tipping incidents for the period April 2012 – September 2016 is shown in Fig 2. overleaf.

8.2   As can be seen there has been a general upward trend in the number of fly tips reported by the boroughs and districts since 2012.

8.3   However, it should be considered that until recently different definitions of fly tipping were being used by the Partner Authorities making comparisons difficult.

Fig2 - Fly tipping across the HWP - '5 Year View'
(last updated: 16th November 2016)
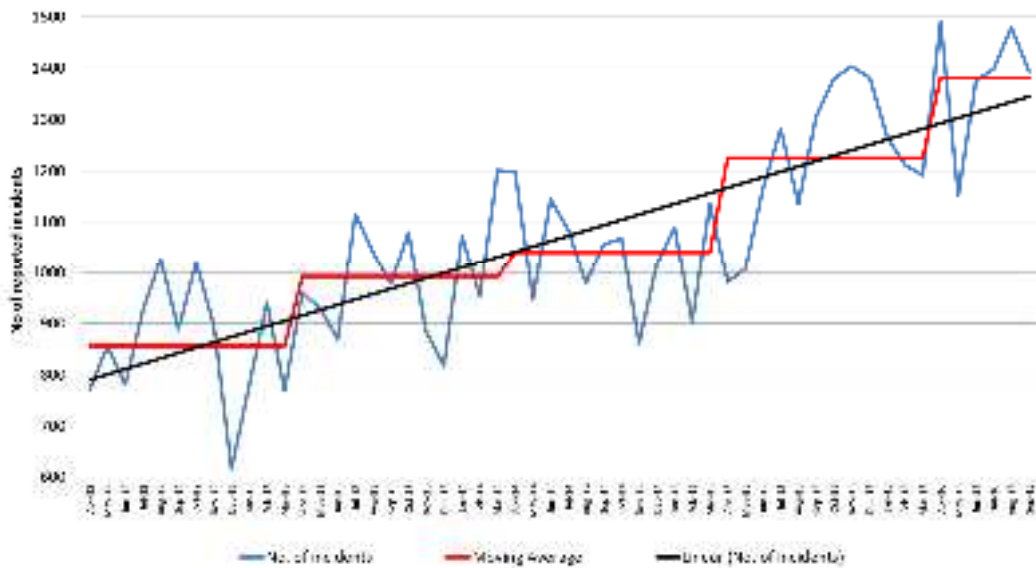
9. Household Waste Recycling Centres (HWRCs)

9.1 There have been publicly expressed views suggesting a possible link between fly-tipping and changes to the operational hours of the HWRCs. Amey took over the operation of the county's 17 Household Waste Recycling Centres (HWRCs) on 6 October 2014 and implemented a number of significant service changes from 5 January 2015. These changes included reduced opening hours at 16 of the 17 HWRCs, the closure of those sites for two days a week and the implementation of a van permitting scheme across the network.

9.2 For a six week period Amey placed a member of staff at each facility on the days they were closed, to provide residents with information of their nearest alternative facility. This also helped to prevent fly tipping outside the sites and to explain the new arrangements to those who were not aware of the changes.

9.3 A free to apply van permitting scheme was introduced to deter commercial waste producers from abusing the sites but is designed to not restrict residents that need to use the service. The permit allows residents with a van, pick-up or trailer 12 visits to dispose of their own household waste at the HWRCs, before they need to apply for a new permit.

9.4 The disposal of commercial waste has never been permitted at the HWRCs and abuse of this nature ultimately costs the taxpayer of Hertfordshire. Therefore, where this material has been identified under the permit scheme, these users have been directed to Amey's commercial waste disposal service at the St Albans HWRC or other private operated disposal facilities around the County.

9.5 Although the data indicates that the number of recorded fly tipping incidents is on the increase (as it is nationally), there is no demonstrable link between the changes in operation at the HWRCs and the level of fly-tipping incidents. The majority of residents are now used to the new opening hours and this has been reflected by the minimal amounts of fly tipping at the gates of the HWRCs on closure days.

10. Definition of fly tipping

10.1. Until recently the number of fly tipping incidents recorded in each borough / district were not comparable as a result of different definitions of fly tipping leading for example to some incidents being classed as littering when in fact they constituted fly tipping under Defra guidance.

10.2. Technically there is no definition of fly tipping other than the offences set out in Section 33 of the Environmental Protection Act 1990, i.e. the illegal disposal of controlled waste. The Litter & Refuse Code or Practice published by Defra in 2006 noted that a single plastic sack of rubbish should usually be considered fly tipping rather than litter. However, the use of the term 'usually' indicates an acceptance that definitions cannot be rigid.

10.3. Under this context it is commonly assumed that fly tipping is as a result of deliberate negative behaviour ranging from those that care little about their local amenities to those seeking to profit from the illegal dumping.

10.4. However, it is common knowledge that a significant proportion of the fly tipping incidents recorded each year stem from individuals acting in what they believe to be a fair and reasonable manner, i.e. leaving out additional black bags to be collected alongside their refuse bin on collection day where the motivation is not negative but rather is intended as being responsible. In Hertfordshire, historically, some authorities have classed this as fly tipping and some have not, which again leads to an inconsistency in reporting.

10.5. Taking the above into account and following work by the FTG across the course of last summer, the Partner Authorities largely agreed a new definition of fly tipping in relation to black bags. Key to this was the agreement that incidents that occur on collection day, i.e. plastic bags placed next to a bin on collection day should not be defined as fly tipping.

10.6. However, the following incidents would still be considered fly tipping:

- Plastic bags left out on non-collection days;
- Plastics bags / sacks or other 'containers' containing hazardous materials such as bonded asbestos, chemicals, paints etc;

- Plastic bags / sacks left out next to a bin where it cannot be reasonably determined that the sacks and bin belong to the same premises;
- Plastic bags / sacks left out in numbers that indicate unusual waste behaviour, i.e. the illegal deposit of trade waste as domestic;
- The deposit of trade waste in domestic bins;
- Repeat offenders, i.e. those that regularly leave out excess waste for example as a result of refusing to engage with the comprehensive recycling services now offered by Hertfordshire's boroughs and districts;
- Plastic bags / sacks left out by commercial customers contrary to their contracted waste arrangements. Such incidents should continue to be treated as either fly tipping or alternatively as *'Duty of Care'* offences.

10.7. However, whilst the partner authorities have tried to underpin a common definition for use across the County, it has to be recognised that flexibility is still needed in the overall approach in order to account for the potential range of circumstances that could be encountered as part of any single incident.

10.8. Therefore, pragmatically whilst there needs to be general adherence to the definition noted above; ultimately in determining whether to issue a fixed penalty notice or to prosecute the partner authorities may consider factors such as waste type, size, location, effect on environment and attitude of the offender in accordance with partner authority enforcement policies.

11. The Unauthorised Deposit of Waste (Fixed Penalties Regulations) 2016

11.1. In response to local government's concerns about increases in fly tipping on the 9 May 2016, the Government introduced the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 herein referred to as *the Regulations*.

11.2. *The Regulations* are intended to address small scale fly tips, which historically make up the bulk of the incidents reported. *The Regulations* amend Section 33 of the Environmental Protection Act 1990 permitting statutory authorities to issue a "Fixed Penalty Notice" (FPN) for fly tipping offenses where the statutory authority believes an FPN is more appropriate than taking the offence to Court.

11.3. However, the Government has made it clear that they should only be used for small scale fly tipping offences with enforcement bodies still expected to pursue prosecutions for more serious cases.

11.4. When the issue was considered by the FTG concerns were raised that different responses could result in an uncoordinated and uneven approach to enforcement. Subsequently, it was agreed that a generic report would be put together by the FTG Chairman which sought to agree a common level of fines across the County. This report would then be used by the partner

authorities to seek approval through 'local processes'. The generic report was presented to the FTG on the 7 September 2016, a copy of which is available on request.

11.5. The report, was also the vehicle used to further align the definition of fly tipping and included commentary and endorsements from the Hertfordshire Constabulary, Office of the Police & Crime Commissioner, the Environment Agency, the National Farmers Union as well as Hertfordshire Fire & Rescue with respect to the need for partner authorities to follow a common definition as far as possible – see section 10.

11.6. As of the 22 December 2016, local interpretation of *the regulations* was noted as follows:

Table 1 – **The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016**			
Partner Authority	**Fine**	**Discount**	**Notes**
Broxbourne	£300	£100	Agreed by the Portfolio Holder in October 2016
Dacorum	£300	£100	Formal Portfolio Holder decision due by the end of January 2017
East Herts	£300	£100	Exec Member Agreed. Non key decision went to Members in November 2016
Hertsmere	£300	£100	Report due to go to the Executive on the 11 January 2017.
North Herts	---	---	Will be considered as part of the wider service/corporate enforcement review. Anticipated commencement in 2016/17
St Albans	£400	£100	Have opted for a higher FPN of £400 but with the same £100 discount. The local scheme of delegations is now being amended to allow officers to issue FPNs which should be completed by the end of financial year.
Stevenage	£300	£100	Due to be ratified as part of a revised Environmental Enforcement Policy due for Member approval in December / January.
Three Rivers	£300	£100	Approved at Committee on the 15/09/16
Watford	£300	£100	Report has been drafted and is due to go to Committee early next year. FPNs scheduled to be in place for the start of 2017/18.
Welwyn Hatfield	£300	£120	Fines and discount approved at Cabinet meeting on 14 June 2016.

11.7. Officers believe this level of penalty demonstrates the seriousness of the fly tipping offence, but is set at a level that makes the option to pay the penalty, preferable to going to Court. Setting the reduced penalty at £200 (if paid within 10 days) continues to emphasise the more serious nature of fly tipping compared to littering but also reflects existing practice by

Magistrates who tend to reduce 'sentences' by a third in response to early guilty pleas.

11.8. On a more fundamental level the large scale adoption of a common interpretation is an early 'win' for the FTG and underlines the value in working in Partnership to address such issues that are common across the County.

12.   Working with the Office of the Police & Crime Commissioner (PCC)

12.1. One of the first actions to be undertaken following agreement on new chairing arrangements for the FTG was a dialogue with the Office of the Police & Crime Commissioner for Hertfordshire with respect to possible support to help fund new anti-fly tipping activity.

12.2. In parallel with these discussions, FTG members were asked to start thinking about new initiatives they would like to implement if additional funding could be secured. At the same time, in anticipation of a successful outcome, a draft bidding process was put in place including a selection criteria presented to and approved by HWP Members at the HWP Member meeting in July 2016.

12.3. Subsequent to this, in early October 2016 it was confirmed that the FTG had secured £60,000 of funding to support new activity with the bidding process opened shortly thereafter.

12.4. By the deadline of Friday, 25 November 2016, 8 bids had been received with a total project cost of £115,441 of which £82,261 was being sought from the PCC fund. The bids range from the rollout of local public relations campaigns to remind audiences about their Duty of Care to the purchase of convert cameras to the running of a special designed training programme in partnership with Keep Britain Tidy to improve the FTG's overall level of enforcement capability.

12.5. Further dialogue with the PCC's office resulted in additional funding to cover the balance of £22,261. As a result all 8 bids were approved for rollout. A list of the bids has been circulated as Appendix B – *Fly Tipping Bids*. It is a requirement of the 2016/17 initiative that all projects are completed by the 31 March 2017.

12.6. The impact of the new activity will be assessed and reported on in due course. It is hoped that if the FTG can demonstrate effective use of the PCC's funding that further discussions can take place with respect to repeating and hopefully expanding this initiative in 2017/18.

13.   Financial Implications

13.1. Costs related to fly tipping are significant including those associated with actual clear up operations as well as investigations and ultimately disposal.

These can vary significantly based on the amount, type and location of material(s) in question.

13.2. Figures submitted by the boroughs and districts to WasteDataFlow for 2015/16 estimate such costs for Hertfordshire to be in the region of £296,000 per annum, covering things like investigation costs, warning letters, statutory notices, fixed penalty notices, duty of care offences, formal cautions and costs associated with pursuing prosecutions. It is not possible to comment on the accuracy of these costs.

13.3. However, in the main these do not include those incurred by the County Council. As an example, a chemical fly tip dealt with by the County Council in November / December 2016 involving the illegal dumping of a 'wax like liquid substance' will result in costs in excess of £100,000 once all remediation activities have been taken into account.

13.4. Costs related to investigation and collection of fly tipped material will normally fall to boroughs and districts. In turn, as currently set out in law (Environmental Act 1990), if the County Council, in its capacity as a Waste Disposal Authority, disposes of fly tipped wastes, it is able to pass costs for any non-household material back to the boroughs and districts accordingly.

13.5. However, historic practice in Hertfordshire has seen the County Council meet the full disposal costs for all fly tipped material, with the exception of rare large scale commercial incidents. This has led to a practise of the majority of fly tipped material being incorrectly classified as street cleansing when recorded at the disposal facility. It is not therefore possible to provide an accurate figure for the cost of disposing of fly tipped waste in isolation. However, it is estimated that the volume of fly tipped waste collected was in the region of 2500 tonnes in 2015/16 at an approximate cost to the County Council of £245,000.

13.6. Going forward historic practices will be revisited so the real costs of fly tipping can be properly identified. Consideration will also need to be given to the potential for different routes dependent on the type and location of fly tipped materials with a view to reducing overall costs. This work is scheduled to take place during 2017 and will be led by the HWP's Heads of Waste Group.

14. Equalities

14.1. When considering proposals placed before Members it is important that they are fully aware of, and have themselves considered the equality implications of the decision that they are making.

14.2. Rigorous consideration will ensure the proper appreciation of any potential impact of that decision on the Council's statutory obligations under the Public Sector Equality Duty.

14.3. The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

14.4. Given the information nature of this report an Equalities Impact Assessment has not been prepared.

15. Conclusions

15.1. Fly tipping is a complex and on-going problem which requires a multi-agency approach. As such, the County Council fully supports the new approach being taken by the Hertfordshire Fly Tipping Group and endorses its integration into the Hertfordshire Waste Partnership.

15.2. As a partner authority in the FTG, the County Council supports the new work programme as well as the projects noted under section 12 of the report which range from pro-active campaigning to promote, highlight and reinforce key messages around the *Duty of Care* through to the deployment of new assets designed to capture fly tipping incidents with a view to prosecution.

15.3. Going forward, the County Council believes it is important that future actions are 'evidence based' and therefore notes the important progress made in the last 6 months with respect to the provision of data on the size and scale of the fly tipping problem in Hertfordshire.

15.4. The County Council also endorses the adoption of a common FPN regime supported by a refreshed definition of fly tipping whilst recognising the need for local flexibility when dealing with the wide range of circumstances that could be encountered when dealing with suspected fly tipping incidents.

Background Documents

Hertfordshire Fly Tipping Group Work Programme, attached at Appendix A.
Fly Tipping Bids Summary, attached at Appendix B.

Hertfordshire Fly Tipping Group – Work Programme Sept 2016 – March 2018

1) Promotion of the Duty of Care	
Rationale: **In Hertfordshire approximately 60% of reported fly tipping incidents are domestic in nature (compared to 67% nationally) ranging from single black bags left next to household waste bins to domestic waste that the householder believes they have contracted to be disposed of but which in reality gets fly tipped. A common denominator is a failure to consider responsibilities under the Duty of Care (Sec.34 EPA 1990).** **Investigations typically reveal either no understanding of, or confusion around 'duty of care responsibilities' on the part of householders who maybe acting in good faith but are in essence unwittingly committing offences. Therefore as part of a refreshed approach the FTG, supported by the countywide communications group, intends to run a PR initiative promoting duty of care responsibilities using a range of techniques.**	
Principle Activities: • Development of a Duty of Care Campaign – to include basic message and annual costs to Hertfordshire - considering using equivalent spends • Identification of 'peak' fly tipping months in order to define optimum time for roll out • Roll out county wide – co-ordinated by relevant FTG stakeholders and countywide communications group • Promotion of current guidance to private landowner groups – *Tackling Fly-Tipping: A guide for landowners and land managers* • Consider producing a Hertfordshire Fly Tipping Video – supported by web seeding	
Relevant Stakeholders: • All districts plus and county council (including FTG reps and Countywide Comms Group) • Herts Constabulary including OPCC • National Farmers Union • Other stakeholders as identified and / or volunteer to participate.	**Activity Lead:** *To be confirmed*
Monitoring / Success measures: • On-going comparison of monthly numbers to previous year and previous 3 year average – looking for reductions and changes in the 'mix' • Use analytics to determine reach of anti-fly tipping social media messages • Reductions in reported fly tips – consider thresholds / targets • Feedback from private landowners	

2) Creation of a Herts Fly Tipping Brand
Rationale: Responses to fly tipping are seen by the general public and elected Members as disjointed and uncoordinated partly; as result of the multiple agencies involved as well as the different procedures and responses seen from Hertfordshire's local authorities, the Police and the Environment Agency. From a fly tippers perspective, especially those that earn a regular income from such illegal activity, this disjointed approach is likely to create an impression of weak enforcement with little likelihood of being caught or fines that are significant thereby encouraging such activity to continue. The FTG intends to address this by creating a 'unifying brand' under which the different agencies and other stakeholders can come together to tackle the problem going forward. Whilst a new brand will do nothing pragmatic to reduce numbers in the short term it should start to underline that Hertfordshire's agencies are coming together in a renewed effort to go after those involved in / responsible for fly tipping.

Principle Activities:
- Development of a Hertfordshire Fly Tipping Brand
- Identification of a political lead to 'front' the brand and be the official voice of the FTG (*the PCC / HWP Chairman / joint lead ?*)
- Use of the brand by all FTG Members
- Consider development of a Hertfordshire Fly Tipping Conference / launch event to highlight the 'new approach'

Relevant Stakeholders: • All current Members of the FTG	**Activity Lead:** *To be confirmed*

Monitoring / Success measures:
- Use of the brand by FTG Members
- Reference to the FTG by local media

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3) Herts Fly Tipping Group – public face and promotions

Rationale:

There is a common perception that there is minimal enforcement activity going on in Hertfordshire when it comes to fly tipping. However, recent analysis demonstrates a significant amount of enforcement activity including pro-active and reactive limited only by the resources available.

Therefore 'perception' needs to be challenged by clearly communicating the efforts of FTG members to tackle fly tipping by publicising everything from pro-active information campaigns designed to deter residents and businesses from contracting with illegal operators to publicising successful prosecutions throughout the county as a deterrent to others.

Principle Activities:
- Inaugural article launching the FTG, its Membership and its mission – publication in Council Magazines supported by press releases and social media
- Develop a 'rolling' 12 month calendar of intended promotional / educational / awareness raising events linked to tackling fly tipping
- Identification of gaps in coverage – both calendar based and geographically
- Cross referencing of planned coverage with fly tipping hotspots and 'hot times'
- Universal coverage of all and any successful prosecutions by all Partners to create critical mass coverage…i.e. *"…another successful prosecution by the Herts FTG this time lead by officers from the XXXXXX and XXXXXX working together…."*
- Inclusion of a 'fly tipping chapter' in the HWP Annual Report to underline the importance of the FTG.
- Map and develop the use / availability of 'free' / best value communications available via any of the FTG members, e.g. borough / district council magazines, bin hangers and leaflets, poster boxes at HWRCs etc.

Relevant Stakeholders:
- All districts
- Herts Constabulary including OPCC
- National Farmers Union

Activity Lead:

To be confirmed

Monitoring / Success measures:
- Number of promotional / educational / awareness raising events held
- Promotional gaps identified and plugged
- FTG quoted by all FTG stakeholders in any press release to do with fly tipping in Hertfordshire
- Reductions in reported fly tips – consider thresholds / targets

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4) Working with local JPs and magistrates

Rationale:

A common concern raised by local authorities, who are the primary agencies involved when it comes to investigating and seeking prosecutions for fly tipping, is that fines levied by the courts are inconsistent and often do not match either the income made or the costs avoided as a result illegal activity, thus reinforcing the 'fly tipping business case'.

In order to address this the FTG intends to work with representatives from Hertfordshire's magistrates to understand current sentencing guidelines and how this may influence aspects such as evidence thresholds with a viewing to moving towards a more consistent response from the courts that fully reflects the seriousness of fly tipping as an offence.

Principle Activities:
- Review of sentencing guidelines for environmental crime to understand issues such as evidence thresholds – lobby for change if necessary
- Participation in relevant JP / magistrate training events with Herts case studies that highlight the costs and key issues involved
- Seek local agreement on updated Hertfordshire guidance when it comes to prosecuting fly tippers – publicise any local agreement (i.e. toughened stances)
- Investigate the possibility of linking 'community payback' schemes to the clearance of fly tipping.

Relevant Stakeholders:	Activity Lead:
- All districts plus the county council. - Herts Constabulary including OPCC - National Farmers Union - Environment Agency - Herts JP / Magistrates Association (Sue Gadd, Justice Clerk for Hertfordshire / Bedfordshire) - Keep Britain Tidy	*To be confirmed*

Monitoring / Success measures:
- Compare previous fines levels and supporting rationale with new prosecutions post 'agreement'
- Tougher sentences being handed down
- Establishment of the 'deterrent factor'
- Reductions in reported fly tips – consider thresholds / targets

5) Hotspot Identification / County wide mapping

Rationale:

Whilst fly tipping impacts on the whole of the County, anecdotally there are a number of well know hotspots. A number of the boroughs and districts are currently assessing recent trends to identify hotspots in their particular area.

However, when looking county wide, especially from the perspective of organised fly tipping there are likely to be hotspots on private land that the FTG needs to consider with respect to the work programme going forward especially where landowners have expressed a desire to work with the FTG to tackle fly tipping.

Principle Activities:
- All districts to identify their top 5 fly tipping hotspots – either by number of fly tips or tonnage ?
- Liaison with NFU and other private land owner organisations to identify hotspots on private land
- Consideration of principle fly tipping types in relation to identified hotspots
- Action plans drawn up to tackle hotspots – if possible including different approaches in a number of areas to see what works best.
- Dialogue with the County Council's Community Safety Unit to assess the feasibility of mapping fly tipping incidents recorded in 2015/16
- Hotspots publicised to act both as a deterrent as well as incentivise increased vigilance
- Establish links with surrounding County's and London Boroughs to discuss and exchange 'cross border' intelligence with respect to fly tipping as well as disseminate the 'Hertfordshire Fly Tipping message' into areas outside the County where fly tipping may originate from.

Relevant Stakeholders:
- All districts plus the county council
- Herts Constabulary including OPCC
- County Community Safety Unit
- National Farmers Union

Activity Lead:

To be confirmed

Monitoring / Success measures:
- Provision of relevant data by each district
- Provision of relevant data by NFU and other private landowner organisations if available
- Hotspots identified and publicised

6) Reporting
Rationale: Key to understanding whether the efforts of the FTG are having the desired impact will be the timely provision of data as reported via the Government's Wastedataflow system. Whilst Wastedataflow is setup for quarterly reporting the fly tipping module introduced last year to replace the Environment Agency's FlyCapture system can accept monthly reports. Currently the FTG Chairman has access to data submissions on Wastedataflow from each of the 10 boroughs and districts. However, by the time quarterly submission have been uploaded, verified and confirmed it can be 6 months before data relevant to a period of enforcement activity is available for analysis. In addition to this there are a number of other 'reporting' issues to be considered if the true nature of fly tipping in Hertfordshire is to be determined.
Principle Activities: • All districts to re-instate monthly reporting in line with previous Fly Capture practice • Relevant districts to consider how to incorporate fly tipping stats from private land into monthly submissions where this is not already happening • FTG to liaise with private landowner associations / groups to encourage reporting of fly tipping on private land • Systems implemented to keep a separate record of fly tipping on private land for future analysis and trend spotting • Review of arrangements for the general public when reporting fly tipping, i.e. smartphone Apps, web interfaces, SPOCs.

Relevant Stakeholders: • All districts plus the county council. • National Farmers Union. • Other private landowner groups as identified	**Activity Lead:** *To be confirmed*

Monitoring / Success measures: • Monthly reports being submitted to Wastedataflow by all partner districts • Monthly reporting includes fly tipping incidents on private land where data is provided • Separate totals for fly tipping on private land kept in order to spot trends etc

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7) The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016

Rationale: Recent Government consultations have highlighted inherent difficulties and costs involved in achieving successful prosecutions for fly tipping. At the same time there is wide spread recognition of support for the introduction of new fixed penalty notices (FPNs) with higher levels of fine attached. In response on the 9th May 2016 the Government introduced the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016. The new regulations are intended to address small scale fly tips, which historically make up the bulk of the incidents reported by local authorities. Under the Regulations FPNs can be issued for fly tipping offences served as criminal penalties in lieu of prosecution for a criminal offence. Fines can range from £150 - £400 with a default level of £200 if no formal agreement has been taken locally. Whilst the Regulations are relatively new there is already concern with respect to possible implications that may arise from the 10 districts developing individual approaches to the regulations resulting in differing levels of fines and therefore inconsistency across the County as already appears to be happening in at least 2 districts.

Principle Activities: • FTG puts together a generic report to inform Members in each of the Partner Authorities about the new regulations whilst seeking agreement, as far as possible, on a common approach to fines and discounts. • Same report used to gain formal sign off with respect to adhering to the Defra definition of fly tipping. • HWP Directors' Group be tasked with presenting generic report to the relevant Member Groups within each Partner Authority

Relevant Stakeholders: • All districts	**Activity Lead:** *To be confirmed*

Monitoring / Success measures: • FTG members to provide monthly updates with respect to the use of FPNs issued under the new Regulations • Standard fines and discounts applied across the County • Reductions in reported fly tips – consider thresholds / targets • Feedback from private landowners

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8) Research and Innovation
Rationale: In Hertfordshire and across the UK the ubiquitous dumping of black bags makes up the majority of the number of fly tipping incidents recorded each year. As such UK local authorities are continually looking for effective, low cost solutions to tackle the problem. To this end the FTG proposes to work with Keep Britain Tidy (KBT) to investigate the behavioural reasoning behind this sort of behaviour with a view to testing potential solutions to reduce this aspect of fly-tipping. The approach would build on previous work of Keep Britain Tidy's Centre for Social Innovation, taking a behavioural science and evidence-based approach to tackling the issue. This will see KBT work with two partners in areas which have a significant problem with fly-tipping to define and test the interventions. The project will take a phased approach beginning with in-depth consultation with local residents in each of the target areas, in the form of focus groups. The aim of this is to provide essential insights to better understand the triggers and barriers to fly-tipping and to inform and define the interventions that will be tested, including the messages used and the delivery mechanisms.

Principle Activities:
- Identify and seek 'in principle' agreement with 2 boroughs / districts *(completed)*.
- Agreement on research methodology including local support requirements
- Establishment of focus groups
- Identification of key behavioural aspects linked to fly tipping
- Design and testing of different 'interventions' to reduce / prevent 'black bag' fly tipping
- Final report and dissemination of best practice.

Relevant Stakeholders: • Keep Britain Tidy • Stevenage Borough Council • Welwyn Hatfield Borough Council •	**Activity Lead:** *To be confirmed*

Monitoring / Success measures:
The robust monitoring and evaluation of the interventions is crucial to the success of the project. In order to be able to identify the success and impact of the interventions on the ground, incidents of fly-tipping (such as the number of incidents, items tipped, numbers of complaints/reports from residents and the number of bulky waste collections booked) will be monitored before and during the interventions by the partner organisations. Partners will be interviewed at the end of the project to identify what worked well, what could be improved and their observations of impact in order to inform any future iterations of the interventions. If deemed successful, the interventions will be fine-tuned and scaled for wider delivery across the Keep Britain Tidy Network.

District	Project Category	Project Name	Financials				Scheduled to be completed by 31.03.17 - YES / NO	Notes
			Total Project Cost	Funding being Sought	%age funding	Sufficient evidence provided YES / NO		
SUBMITTED BIDS								
Broxbourne	Enforcement capability	Additional CCTV cameras to tackle fly tipping	£40,000	£30,000	75%	Yes	Yes	**Bid received 25th November 2016**. The bid is for the purchase of 5 CCTV cameras to combat fly tipping in Broxbourne…cameras to be located at 5 of Broxbourne's Recycling Points as listed in their bid.
East Herts	Promotions & campaigning	Crime Not To Care Campaign	£20,440	£15,240	75%	Yes	Yes	Bid received 25th November 2016. Bid is for the implementation of a public relations campaign to remind residents of their duty of care when it comes to waste disposal. Same campaign will also be used by North Herts; is being supported by the NFU; and
	Enforcement capability	Purchase of Survelliance Cameras and Training	£3,995	£2,995	75%	Yes	Yes	**Bid received 25th November 2016**. Bid is for the purchase of 2 x ID-Cam Remote Surveillance Cameras with selected accessories and associated training.
North Herts	Enforcement training	Herts Fly Tipping Group Enforcement Training	£28,837	£17,400	60%	Yes	Yes	**Bid received 25th November 2016**. This bid is to support the provision of a joint training initiative in partnership with KBT with room for 16 delegates from across the County. Prior to submission the bid was submitted by Broxbourne, Dacorum, East Herts, Hertsmere, North Herts, St Albans and Three Rivers.
Hertsmere	Enforcement capability	Automatic Number Plate Reader camera trial (joint project)	£1,000	£750	75%	Yes	Yes	**Bid received 25th November 2016**. This bid is a joint with St Albans for the purchase of a covert ANPR camera (Novetic 64GB version) for trial use at fly tipping hot spots across the 2 districts
Three Rivers	Promotions & campaigning	Raising Awareness coupled with better recording capabilities. Compromises of 2 separate parts and will be considered as 2 separate bids.	£1,847	£1,385	75%	Yes	Yes	**Bid received 23rd November 2016**. This bid is for the installation of promontional / behavourial changes messages to be installed in 4 cage tippers plus warning signs at a number of fly tip[ing hotspots around the district.
	Enforcement capability		£14,066	£10,549	75%	Yes	Yes	**Bid received 23rd November 2016.** This bid is for the installation of in cab technology into the Districts street cleansing vehicles as well as the provisional of tablets for Environmental Enforcement Officer to make the recording and processing of work instructions to clear fly tipping much more responsive.
Welwyn Hatfield	Promotions & campaigning	Route 23 - Essendon	£5,256	£3,942	75%	Yes	Yes	**Bid received 25th November 2016**. The bid is for the installation of 20 assorted bollards on the Route 23 bye to prevent access to vehicles intending to fly tip.
		Sub total…	**£115,441**	**£82,261**	71%			

HERTFORDSHIRE COUNTY COUNCIL COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL TUESDAY, 7 FEBRUARY 2017 AT 10.00AM ORGANIC WASTE UPDATE	<u>Agenda Item No.</u> **7**

Report of the Chief Executive & Director of Environment

Author: James Holt, Waste Manager - Contract Development
                [Tel: 01992 556318]

Executive Member: Richard Thake, Community Safety & Waste Management

1.   Purpose and summary

1.1. To provide the Panel with an update on organic waste arrangements provided by Hertfordshire County Council as the Waste Disposal Authority (WDA) on behalf of the Hertfordshire Waste Partnership (HWP).

1.2. In response to Member queries at the last meeting of this Panel, this report also seeks to highlight the impact on performance and contractual arrangements for waste treatment from service developments made and proposed by Waste Collection Authorities (WCAs), including implications on Guaranteed Minimum Tonnage (GMT) commitments.

2.   Recommendation

2.1   The Panel is invited to note the report.

3.   Background

3.1. Countywide organic waste arrangements were agreed through the Joint Municipal Waste Management Strategy (JMWMS) for Hertfordshire and the associated HWP Action Plan in order to drive improvements in countywide recycling performance and assist in meeting the aims and objectives of the HWP.

3.2. The HWP Action Plan 2007 required further long term organic waste arrangements to be put in place. GMTs were necessary in order to attract investment in new composting infrastructure in Hertfordshire due to lack of processing facilities at the time.

3.3. Arrangements are provided by the County Council in accordance with Sections 51 (1) and 55 of the Environmental Protection Act (EPA) 1990. The Authority pays the gate fee for the reprocessing of organic waste instead of paying the

Waste Collection Authorities (WCAs) recycling credits, under Section 52 (1) of the EPA.

3.4. The County Council directs the WCAs to a number of treatment and/or transfer facilities and accordingly makes payments, under Section 52 (10) of the EPA, known in Hertfordshire as the 'transport subsidy'.

3.5. In order to facilitate organic waste changes by WCAs, HWP Members approved the HWP Organic Waste Framework in April 2016. The framework was developed to enable changes to existing organic waste collection services to be implemented (including charging residents for garden waste collection) while minimising any detrimental impact on existing contractual arrangements. Key principles of this framework are:

- Any changes to arrangements for the collection of organic waste should avoid, as far as possible, an increase in the amount of organic waste going to disposal.

- Boroughs and Districts will consider the practicality of implementing food waste collection services prior to the implementation of charges for the collection of garden waste. The configuration of such services is for each of the Boroughs or Districts to decide.

4. Current disposal arrangements

4.1. The contracts procured on behalf of the HWP are detailed in Appendix A along with commentary on projections for meeting 2016/17 GMTs. In summary, the County Council provides the following contracts:

In Vessel Composting (IVC) facilities – for mixed green waste and food waste
- Agrivert, South Mimms, Hertfordshire
- Cumberlow Green Farm, Rushden, Hertfordshire
- Envar, Cambridgeshire

Windrow facilities – for green waste only
- Cattlegate Farm, Enfield
- West London Composting, Harefield

Anaerobic Digestion (AD) facilities – for food waste only
- Agrivert, Chertsey, Surrey
- Agrivert, Coursers Farm, St Albans (operational in January 2017 taking over processing of Hertfordshire's food waste from the Chertsey facility).

4.2. Working with the WCAs has enabled organic waste to be redirected to composting facilities to ensure GMTs are met, despite three WCAs changing to separate food and green garden waste collections, thereby reducing the amount of mixed green and food (IVC) material available. For example approximately half of St Albans' green garden waste is being directed through

Dacorum's Cupid Green depot for onward delivery to Envar in Cambridgeshire to ensure the 15,000 tonne GMT for this contract is met.

4.3. Agrivert's new AD facility near St Albans is completed and started processing Hertfordshire's food waste from 16 January 2017. This is a strategically important facility ensuring that there is sufficient capacity across the county to meet at least short and medium term needs. In the first instance, this facility will process food waste collected by Dacorum, St Albans and Three Rivers followed by Broxbourne from March 2017.

4.4. The facility will export electricity to the national grid and provide nutrient rich fertiliser which will be spread on local farmers' fields.

4.5. Arrangements are in place to ensure that GMTs are met in 2016/17 and 2017/18. The end of the Envar contract in March 2018 makes tonnage available that can be delivered into the other contracts in future years. However, if more WCA's move to separate collections of food and green garden waste this will significantly reduce the amount of material available for the IVC contracts and result in some of the separately collected food and green garden waste being processed at the higher IVC rate. However, this additional cost can be mitigated if WCAs provide a separate food waste service as the material forms part of the GMT obligation under the Agrivert contract.

4.6. The Cumberlow Green Farm contract is a potential area of risk as this contract is solely met through material collected by East Herts and North Herts. The ability to meet the GMT for this contract would be put at risk if either WCA chooses to change to the separate collection of food and green garden waste and / or charging for green garden waste prior to 2025 when the contract ends.

5. Service changes

5.1. Recently there has been a trend both nationally and locally of WCAs changing their organic waste collection services. This includes charging for green garden waste collections and implementing separate food waste collections.

5.2. Separation of food waste from the existing mixed garden and food waste service is essential in order to enable WCAs to compliantly charge for the collection element of a household garden waste service as set out in the Controlled Waste (England and Wales) Regulations 2012. From an environmental, disposal cost and performance perspective this is best done by implementing separate food waste collections, such as recently introduced in Dacorum, St Albans and Three Rivers, and about to be introduced in Broxbourne. However, it is known that at least one Hertfordshire WCA is considering directing residents to put their food waste back into the residual waste bin.

Impact of charging for green garden waste

5.3.   From a disposal point of view green garden waste charging generally reduces the amount of waste requiring treatment and therefore reduces the cost of disposal. For charging to take place the green garden waste is required to be free of food waste and can therefore be treated at a lower cost per tonne further reducing disposal costs. Furthermore it should act as an incentive for residents to compost at home which is the most environmentally friendly method to dispose of this waste.

5.4.   However, charging also has the potential to adversely impact costs:

- Changes in organic waste arrangements, for example charging for garden waste, could result in a reduction in tonnage of organic waste being captured making it difficult or even impossible to satisfy contractual GMT requirements.
- Any reduction in yield will adversely affect the recycling rate. In 2015/16, the overall household waste recycling performance was 50.4%, approximately half of which came from organic waste collections. Should new local government recycling targets be introduced, the reduction in organic waste services may hinder the achievement of any imposed recycling targets.
- The implementation of charges could lead to significant diversion of green garden waste into the Household Waste Recycling Centres (HWRCs) and / or residual waste bins to the financial detriment of the WDA and / or the contracted operator.

Moving food waste into the residual waste stream

5.5.   Redirection of food waste from the organic waste stream and back into the residual waste stream could be considered as environmentally irresponsible. Although the majority of residual waste in Hertfordshire is now disposed of by Energy from Waste facilities, a proportion of the total waste managed is still sent to landfill (17.5% in 2015/16). Landfilling of food waste is known to have a detrimental effect on the environment with the decomposition of food waste causing odour and production of methane.

5.6.   The first core objective of the Hertfordshire JMWMS 2007 is to manage materials in accordance to the national waste hierarchy (see figure 1 below). The movement of food waste back into the residual waste stream is counter to this objective.

Figure 1 – Waste hierarchy
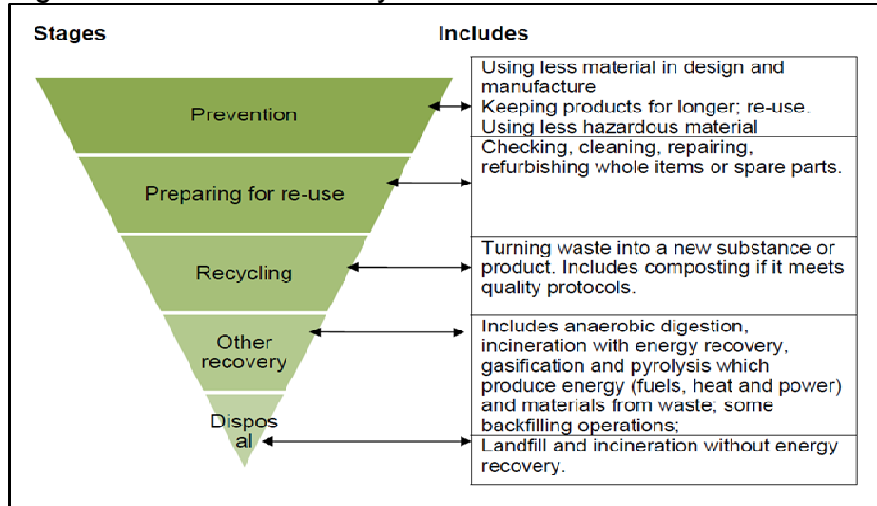
5.7. Furthermore, disposing of food in the residual waste is significantly more expensive than AD or IVC, therefore increasing costs to the tax payer for disposal of this element of the waste stream.

Recycling performance

5.8. As noted in 5.4 above, green garden waste charging is likely to have a negative impact on recycling performance, with organic waste accounting for approximately half of the 2015/16 recycling rate. Not providing food waste collection services will also negatively impact on recycling rates.

5.9. It is particularly difficult to identify the actual impact of green garden waste charging on recycling rates as performance varies significantly depending on a number of factors:

- Resident participation (and therefore the amount of material collected) is subject to the demographics of the area i.e. more affluent areas or households with larger gardens are more likely to pay the charge resulting in a limited impact on tonnages and therefore performance;
- If charging is implemented as part of a wider service change (for example with improvements to dry recycling collections or food waste collections) the overall positive service change is likely to stimulate take up;
- Growing conditions - for example additional tonnage collected due to favourable growing conditions may mask any reduction as a result of charging.

5.10. All ten of England's top performing authorities in 2015/16 provide a food waste collection service; half providing a separate food waste collection and half collecting green garden and food waste in mixed form. Eight of the ten collect food waste weekly. However, three of these highest performing WCAs (including the top performing authority – South Oxfordshire District Council) do

charge for green garden waste collections, suggesting that, in these areas at least, charging has had minimal impact on performance.

5.11. There is evidence of four other WCAs who introduced green garden waste charging in recent years experiencing reductions in performance, ranging from reductions of 5.4% to 2.3% as shown in table 1 below:

Table 1 – Recycling rate comparison

		Recycling rate				
	Charging implemented	2012/13	2013/14	2014/15	2015/16	Possible impact of charging
Gateshead MBC	Apr-15	36.8%	36.5%	35.9%	33.2%	-2.7%
Halton Borough Council	Jun-15	37.4%	39.8%	46.8%	41.4%	-5.4%
Ryedale District Council	Jun-14	52.0%	52.7%	48.1%	45.8%	-4.6%
Sutton LB	Jul-15	36.5%	37.1%	37.6%	34.7%	-2.9%

	Denotes year green waste charging was implemented.

5.12. The impact of charging on tonnages is also highlighted in table 2 below. However, it should be noted that year on year seasonal variations will also have an impact. For example, growing conditions were particularly favourable in 2014/15 and therefore the drop in 2015/16 is partly attributable to less favourable growing conditions. DEFRA's report on 2015/16 waste figures published in December 2016 states that a fall in organic waste for composting is thought to have contributed to a drop in the UK's recycling rate, with some suggestion that a higher temperature and level of rainfall in 2014 having contributed to a greater tonnage of green garden waste being available for composting than in 2015.[1] The levels of reduction are, however, significant enough to be a likely combination of factors including charging and growing conditions.

Table 2 – green waste tonnage comparison

		Green Waste Tonnage				
	Charging implemented	2012/13	2013/14	2014/15	2015/16	Possible impact of charging
Gateshead MBC	Apr-15	9550	9569	10226	8134	-2092
Halton Borough Council	Jun-15	6992	7326	7894	6542	-1352
Ryedale District Council	Jun-14	7804	7996	5914	5185	-2082
Sutton LB	Jul-15	6934	7117	7461	6601	-860

	Denotes year green waste charging was implemented.

5.13. As noted above, performance will also be impacted by service changes. For example, in 2015/16, Three Rivers District Council's performance dropped by 3.8% primarily as a result of moving from weekly to fortnightly green garden waste collections and perhaps less favourable growing conditions. The impact of TRDC charging scheme (implemented in July 2016) will not be fully known until the 2016/17 figures are published.

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1 Source: DEFRA Statistics on waste managed by local authorities in England in 2015/16 – 15th December 2016

6. Financial implications

6.1. Whilst there are no financial implications arising from this information report, it is important to note the difference in treatment costs dependent on how the material is collected and treated.

6.2. Waste treatment costs vary significantly as highlighted table 3 below:

Table 3 – waste treatment costs

Waste type	Treatment cost – average per tonne (excluding haulage)[2]
Residual waste – EfW post 2000	£95
Residual waste - landfill	£102
IVC – mixed food and green	£47
AD – food waste only	£40
Windrow - green waste only	£24

6.3. Therefore, diverting food waste out of the residual waste stream by collecting and treating food waste and green garden waste separately significantly reduces disposal costs, provided that existing contractual GMTs are not adversely impacted.

7. Summary

7.1. In summary, organic waste treatment contracts are in place to process all of Hertfordshire's material up to 2025, after which, further procurements will be required. Arrangements have been made in recent years to accommodate service changes made by WCAs ensuring that GMTs are met, however, there may come a point at which changes will significantly impact on the ability to meet contractual arrangements. Therefore, the County Council will continue to work with the HWP to ensure that all partners are aware of the impact that their proposed service changes will have on waste treatment and disposal contracts, the HWP and the taxpayer.

7.2. Whilst service changes such as green garden waste charging are welcomed, in terms of reducing waste treatment costs, this has to be balanced against the ability to meet contractual arrangements (and the associated impact on the council tax payer) and on performance, which research suggests will highly likely be negatively impacted through implementing such a scheme.

7.3. Performance reductions can be offset by introducing separate food waste collections which will also have an environmental and financial benefit from not only reducing the amount of waste sent for treatment, but turning the waste into an energy and fertiliser resource.

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2 Source: WRAP 2015/16 gate fee survey (published September 2016)

8. Equality Impact Assessment

There are no equality impacts associated with this report.

Background Documents

Organic Waste Disposal Contracts, embedded at Appendix A.

Appendix A – summary of organic waste disposal contracts

Contract	End date	Guaranteed Minimum Tonnage (GMT)	Used by	2016/17 Update – January 2017
Envar, St Ives – Mixed food and green (IVC) and green only	March 2018	15,000	Watford (through sub-contracting arrangement with West London Composting) / St Albans / Dacorum	On track to meet GMT for 2016/17 – circa 6,200 tonnes from WBC, 6,300 tonnes from SADC and 3,000 tonnes from DBC.
Agrivert, South Mimms - Mixed food and green (IVC) and green only	March 2024	35,000	Broxbourne / Hertsmere / St Albans / Stevenage / Wel Hat	Projected to deliver 40,000 tonnes of IVC material into this facility. This combined with 11,000 tonnes of food waste into Chertsey / Coursers Farm will ensure the GMT is exceeded by circa 16,000 tonnes.
Agrivert, Chertsey / Coursers Farm – food waste only (AD)	March 2024 (through the Agrivert contract)	N/A – included in above 35,000	Dacorum / Three Rivers / St Albans (from July 16) / Broxbourne (from March 2017)	
Cumberlow Green Farm, nr. Baldock – Mixed food and green (IVC) and green only	March 2025	20,000	East Herts / North Herts	Annual projection 30,200 tonnes.
West London Composting, Harefield – food waste bulking	March 2018	N/A	Three Rivers	Projected that 3,200 tonnes of food waste will be bulked and transferred to Chertsey / Coursers Farm through this facility. Discussions are ongoing regarding the future need of this facility and if Three Rivers can direct deliver to Coursers Farm now that construction is completed.
Cattlegate Farm, Enfield – green waste only (windrow)	April 2018	N/A	Dacorum	Annual projection 7,000 tonnes.
West London Composting – green waste only (windrow)	April 2018	N/A	Three Rivers	Annual projection 7,800 tonnes.

HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT
CABINET PANEL
TUESDAY, 7 FEBRUARY 2017 AT 10.00AM**

Agenda Item
No.

8

WASTE MANAGEMENT PERFORMANCE MONITOR

Report of the Chief Executive & Director of Environment

Author: Simon Aries, Assistant Director Transport, Waste &
                     Environmental Management (Tel: 01992 555255)

Executive Member: Richard Thake, Community Safety & Waste Management

1.   Purpose of report

1.1   To allow the Panel to review the performance of Waste Management for the
       third quarter of this year (October – December 2016) against the
       Environment Department Service Plan 2016-2020 including key performance
       indicators, major projects, contracts and identified risks.

2.   Service Performance Summary

2.1   Waste Management

       The Waste Management Unit provides three separate quarterly monitoring
       reports to update on the service specific Household Waste Recycling Centre
       (HWRC) contract, the high profile Residual Waste Treatment Programme
       (RWTP) and an overall assessment of the statutory Waste Disposal
       Authority (WDA) function of the County Council in the form of three
       performance indicators.

3.   Recommendation

3.1   The Cabinet Panel is invited to note the report and comment on the
       performance monitor for Quarter 3, 2016-17.

4.   Strategic Performance Indicators

4.1   The Waste Management strategic performance indicators, contracts and
       projects are listed below along with their data for Quarter 3, 2016/17.

4.2   **Hertfordshire Residual Waste Treatment Programme Project**

RAG Status – Red

At this stage in the programme a number of risks have been reduced due to the control measures in place. However, overall, the status remains as red due to the high profile nature and high value of the programme.

The Revised Project Plan (RPP) proposed by Veolia, and accepted by Cabinet, is for an energy recovery facility at Rye House Hoddesdon.

The Council entered into a contract with Veolia ES Hertfordshire Ltd (VES) in July 2011 for the provision of residual waste treatment services including the design, construction, financing and operation of a Recycling and Energy Recovery Facility (RERF) proposed at New Barnfield, Hatfield. Following a lengthy planning application process and ultimate refusal, VES submitted a Revised Project Plan (RPP) which was accepted in principle (subject to the conclusion of the formal legal drafting) by Cabinet on the 14 March 2016. The legal drafting was concluded on 15 July 2016 to vary the contract and bring the RPP into effect. VES submitted a planning application for an Energy Recovery Facility at Rye House, Hoddesdon in late December 2016.

Key Achievements and Progress in Qtr 3 (October – December 2016)

- Officers have been reviewing planning documentation from the contractor, known as Reviewable Design Data under the Contract, to ensure that it meets the requirements of the Authority and is consistent with the submitted RPP prior to submission to the Waste Planning Authority.

- VES submitted the planning application for the Rye House facility in late December 2016 to the Waste Planning Authority.

   Key Issues, Risks & Risk Mitigations:

- There is a risk that VES will not achieve planning permission for the RPP; should this happen the Council may terminate the contract and pay the capped sums (c. £1.2m).

- The key issues for the County Council at this stage are limited as VES bear the responsibility of planning and permitting risk. It is important to note that the County Council has Interim disposal Contracts which are in place until 2018, with possible extension to 2021.

4.3   **Waste Disposal Authority (WDA) function (excluding RWTP) indicators**

Performance indicators are reported annually and therefore this update includes the final outcome for 2015/16.

The 2015/16 outturn has improved on the previous year as a result of the full year effect of kerbside changes in Dacorum and Three Rivers, new service

changes introduced by Broxbourne (reduced residual waste capacity), and improvements in wood waste separation at the household waste recycling centres. The 50.0% household waste recycling rate target has been achieved.

To ensure a compliant, high performing, economical and environmentally sound suite of waste disposal arrangements for Hertfordshire, the Authority uses the performance indicators shown in sections 4.4 to 4.6.

4.4 Total household waste per household in kilograms (**the lower the better**)

- The total amount of household waste per household in 2015/16 was 1,038 kg which represents an improvement on the figure of 1,046 kg in 2014/15.

- Although the figures produced by the Department for Environment, Food and Rural Affairs (DEFRA) are not directly comparable to this indicator, they show that total residual waste per household in kilograms for Hertfordshire was 511kg which is better than both the Eastern region figure of 532kg and the England average of 564kg.

- The amount of overall local authority collected waste has decreased in Hertfordshire by approximately 7,000 tonnes, whilst this figure has increased for England and all other regions except the South West.

4.5 Based on NI 192 – Percentage of Household Waste Recycled, Composted or Re-used (**the higher the better**)

- The percentage of household waste recycled, composted or reused improved in 2015/16 to 50.4%, an increase on the 2014/15 total of 49.8%. This is in contrast to the national trend which has seen an overall decrease in recycling rates.

- In December 2016, DEFRA released the Local Authority Collected Waste Statistics final figures for 2015/16. These figures show that Hertfordshire's recycling rate is higher than the Eastern region figure of 49.2% and well above the England average of 43.0%.

4.6 Based on NI 193: % of Local authority collected waste landfilled (**the lower the better**)

- The proportion of Local Authority Collected Waste (LACW) landfilled in 2015/16 was 17.5%, a significant decrease (positive direction) on the 2014/15 total of 25%.

As a comparison, in the Eastern region 23.4% of LACW was landfilled, whilst the England average is 19.8%.

Key Achievements and Progress in Qtr 3 (October to December 2016)

- Works have commenced on updating the Waterdale Transfer Station, including replacing external cladding and repointing / cleaning the tipping hall structure. Planning permission has also been achieved for the fire suppression system for the transfer station and work is expected to be completed by the end of this financial year. All works are designed to increase the resilience of this business critical facility.

Key Issues, Risks & Risk Mitigations:

- There is a risk that contractual guaranteed minimum tonnage commitments for organic waste are not met, particularly with WCAs considering garden waste charging in response to their own savings targets. The WMU continues to work with all WCAs and contractors to ensure contractual arrangements are met. Key dates relate to the end of current contracts in 2018, 2024 and 2025.

4.7 **Hertfordshire Household Waste Recycling Centre (HWRC) Service**

The County Council has a statutory obligation as a Waste Disposal Authority under the Environmental Protection Act 1990 to provide a HWRC service. AmeyCespa Ltd (Amey) took over the running of this service on 6 October 2014.

Amey operates the County Council's 17 HWRCs under contract. They are delivering all aspects of the contract in accordance with their bid and are providing an improved customer focused service.

Key Achievements and Progress in Qtr 3 (October – December 2016)

- Improved high level signage to assist residents in the separation of their waste was successfully rolled out throughout the network by the end of November.

- A recent internal Health and Safety Audit report on the HWRS provided 'Full Assurance' that Amey have effective H&S controls in place.

- A constructive 'Reuse Retailer Open Day' was held in December to explore operational models for the planned improvements to reuse across the county in 2017.

- The new Enforcement Policy has now been implemented across the network and is working well.

- For the first half year (2016/17), the HWRS maintained a 72% diversion rate from disposal (e.g. landfill) for all waste managed through the centres.

- Over the festive period, pages from the new WasteAware website were linked to frequent social media posts to reinforce HWRS information on

opening arrangements and recycling messages that were specific to the HWRS, e.g. Christmas trees. In total, they received 19,700 impressions (known views) and generated 273 engagements (responses).

Key Issues, Risks & Risk Mitigations:

- Continued low prices and fluctuations in the value of recycling commodities collected at the HWRCs is having an adverse impact on Amey and they continue to explore ways to mitigate their loss of income.

- Trip counters installed periodically across the HWRS network evidence that the service is receiving increased numbers of resident visits with levels up from an approximate level of 2.2 million visits in 2015 to in excess of 2.3 million resident visits in 2016.

- Peaks in service demand potentially causes queuing and capacity issues, although Amey have worked closely with their haulage contractor to reduce the need for unscheduled site closures wherever possible and complaint levels were significantly lower than the previous year. Despite the increasing demand for the service, complaints (comparing 2015 with 2016) reduced significantly with the number of specific complaints about container servicing reduced from 75 in 2015 to 47 in 2016 (down 37%). The total number of complaints (all issues) reduced from 764 in 2015 to 352 in 2016 (down 54%).

- The condition of a number of the centres and their restrictive nature in terms of size and/or accessibility highlights the need to relocate and or redevelop sites identified as not fit for purpose to sustain service delivery for the future. Work in conjunction with the Hertfordshire Property section to identify new opportunities in this regard is ongoing with an Annex to the updated Waste Spatial Strategy detailing the preferred areas for a network of 'super-sites' in development and set to be published in Summer 2017.

- The installation of ANPR and CCTV systems at the HWRCs by early 2017 is on programme and will assist in analysing the capacity of the current network as well as supporting the existing permit scheme for commercial vehicles and trailer use.

5.   **Risks**

Waste Management has one corporate level risk which is as follows:

5.1   Residual Waste Treatment (**Risk ENV0104**)

Following Veolia ES Hertfordshire's failure to achieve a planning permission for their New Barnfield proposals, the Council requested and evaluated a Revised Project Plan for a facility at Ratty's Lane, Hoddesdon. A report was taken to the 4 March 2016 Community Safety and Waste Management Panel and a decision was taken by Cabinet on the 14 March 2016 to accept the RPP in principle. Following the conclusion of the legal drafting to vary the contract and bring into effect the RPP on 15 July 2016, VES have been working on the planning application for the ERF at Rye House; this was

submitted to the Waste Planning Authority late 2016 and it is anticipated that the planning application could be determined in summer 2017.

The overall risk score remains at 32 based on the control measures in place including the interim disposal arrangements and capped termination provisions in the contract (however the risk remains 'red' due to its high profile nature and value)

6.   Financial Implications

6.1   There are no financial implications arising from this report.

7.   Internal Audit

7.1   There were no internal audit reports received in Q3.

8.   Equality Impact Assessment

8.1   There are no equality impacts associated with this report.

Background Documents

Community Safety & Waste Management Cabinet Panel 4 March 2016
HCC Documents

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL
TUESDAY, 7 FEBRUARY 2017 AT 2017

COMMUNITY PROTECTION MID-YEAR PERFORMANCE REPORT 2016/2017

Author: Darryl Keen, Deputy Chief Fire Officer
                  [Tel: 01992 507502]

Executive Member: Richard Thake, Community Safety and Waste
                   Management

1.   Purpose of report

1.1   To provide the Panel with an overview of Community Protection Directorate mid-year performance for 2016/17. This paper aims to highlight areas where the Directorate is performing well and areas for further investigation or action. The full draft report is attached at Appendix A.

1.2   The Panel are also asked to consider the format and content of the report in order that Panel Members feel suitably well informed of the wider activities of the Community Protection Directorate. This version includes case studies that highlight the work of the Directorate that cannot be illustrated using quantitative measures alone. The attached report should be considered as being a draft and amendments recommended by Panel will be included prior to issuing the final agreed version.

2.   Summary

2.1   The performance report is divided into 3 sections:

- Prevent and Protect - Pages 1 - 8
- Plan for and Respond to Emergencies - Pages 9 - 10
- Be an Excellent Organisation- Pages 11 – 16

2.2   CPD performance at mid-year 2016/17 remains good with most targets being met or exceeded.

2.3   Areas where performance has not met target and is more
        than 5% worse than the same period last year include:

   -   Primary fires
   -   Sickness
   -   Attendances to false alarms caused by Automatic Fire alarms

2.4   Areas where performance levels were anticipated and targets have
        been met but performance is not as good as last year include:

   -   Deliberate fires (arson)
   -   Secondary fires
   -   % First fire engine to attend a Road Traffic Collision (RTC) on major
       roads within 12 minutes

2.5   Areas where performance has shown improvement since last year
        include:

   -   Home Fire safety Visits
   -   Malicious False alarms
   -   Volunteer hours provided
   -   Businesses satisfied with the Trading Standards service
   -   Businesses satisfied with the Fire Protection service

2.6   Attendance standards for first, second and third appliance to a property
        fire were above target at the mid-year stage, at 90.9%, 93.6% and
        92.3% respectively. In cases where it was estimated, appliances
        would arrive within the standards and they did note the most common
        reasons provided for the delay were heavy traffic and the location of
        the incident changing en-route.

2.7   Members of the Panel are asked to consider other measures that are
        included in the performance report and recommend that they remain in
        the report or make observations and recommendations of other
        performance measures that should be included. These include figures
        relating to domestic abuse, rogue traders and resilience competencies.

3.   Recommendations

3.1   The Panel is invited to note the mid-year performance of CPD to the
        end of Q2, 2016/17 and agree the content of the report for
        publication to the wider organisation and the general public.

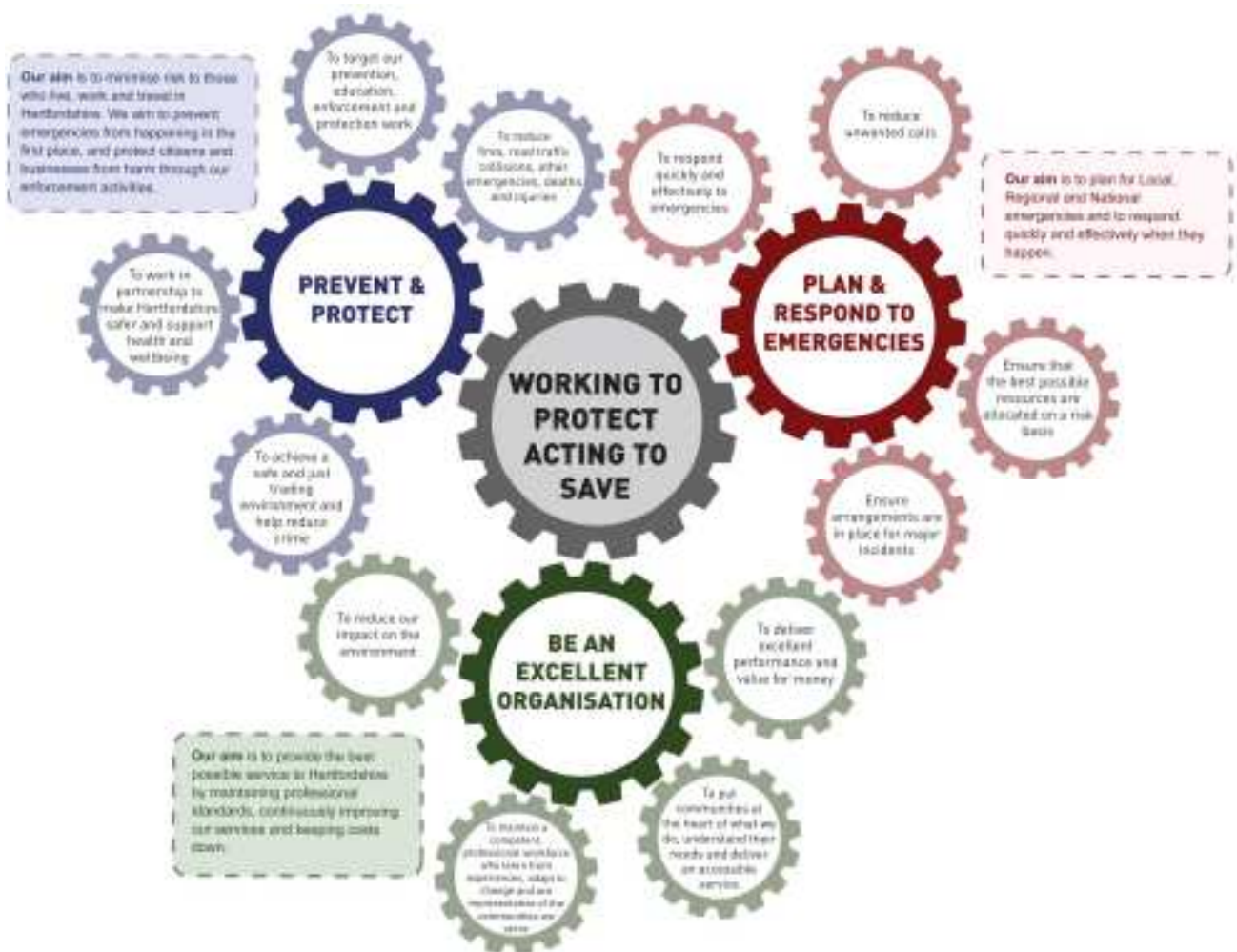# Community Protection Directorate

Mid-Year Performance Report

2016/17

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Strategic Aim – Prevent and Protect

Strategic Aim - Plan for and Respond to Emergencies

Strategic Aim – Be an Excellent Organisation

For the 2016/17 performance year there were 192 employees in scope for a Non uniformed PMDS, of these 190 or 99% had a PMDS in place, 1 employee or 0.5% did not have a PMDS due to family leave and 1 employee or 0.5% due to long term sickness.

Foreword

Roy Wilsher
Director, Community Protection
Directorate and Chief Fire Officer

Richard Thake
Executive Member for
Community Safety & Planning

We have pleasure in presenting the 2016/17 Mid-year Performance Report. Over the last six months the four main parts of the Community Protection Directorate; Fire and Rescue, Trading Standards, the County Community Safety Unit and the Resilience Team have continued to work closely with colleagues in other directorates, partners, voluntary sector and other agencies to deliver a cohesive and comprehensive approach to community safety, protection and regulation. This integrated approach has notably added value to cross council service provision, and delivered efficiencies.   Our prudent financial planning and budgeting has meant that CPD continues to deliver high performing, low cost services to the communities of Hertfordshire.

The Directorate's involvement in Partnership working has grown over the first six months of the year with the introduction of Safe and Well a particular highlight. Our work with youth engagement includes the LiFe programme, Princes Trust programme, and considerable work with our colleagues in the Thriving families' team at fire stations across the county.

Our Volunteers continue to make a significant contribution to the Directorates service delivery through arson and reassurance patrols, Home Fire Safety Visits and support to operational crews and youth engagement initiatives.

We recognise that safer communities can only be achieved by challenging and improving the way we work. There are many examples of work with partner agencies to improve capacity and maximise effectiveness. Over the past six months our Trading Standards team have launched the trusted trader initiative in partnership with the 'Which' organisation to help Hertfordshire residents find reputable traders. Our Joint Protective Services team has won a government award for its work to help Hertfordshire-based businesses grow whilst staying on the right side of regulatory requirements. The Primary authority team, made up of fire and trading standards officers, won Team of the Year at the government's Primary Authority Awards for their work.

The Rogue Traders team have been successful in prosecuting a rogue trader, who was convicted of seven offences and ordered to pay £10,000. Our aim for the coming year is to be even more pro-active in identifying rogue traders, and taking the necessary robust action to protect Hertfordshire's residents and businesses.

There have been increases in primary fires, secondary fires and deliberate fires when compared to the same period last year ending a general downward trend over the last three years. These figures are in line with the national trend identified in the fire statistics monitor 2015/16 that saw increases in primary fires and secondary fires across England. All of these measures will be an area of focus for the second half of the year.

Attendance at Road Traffic Collisions (RTC's) increased during the first half of the year in line with national trends and the directorate continues to develop initiatives and campaigns to raise awareness of the dangers of driving, particularly amongst young drivers.

Despite the recent upturn in some operational incident types, these types of incidents are still significantly lower than ten years ago.

Our operational response over the first half of the year has seen a slight improvement in fire engine attendance times to property fires. Both the first and second appliance response times have improved over the past six months.

The number of calls to automatic fire alarms (AFA's) has increased over the first half of the year and measures have been put in place to provide additional support to those premises that accumulate the most unnecessary attendances.

We regularly review our teams to ensure their objectives and capability match the evolving needs of the service and where necessary remodel the way that services are delivered to provide value for money. During the first half of this year this has included a reduction in the size of the Strategic Leadership Group as a result of the redundancy of the Assistant Chief Officer – Performance and Business Support role.

The safety and competence of our teams is also critical to our performance and so the Directorate continues to invest in training by improving the training facilities and other areas of the service to ensure that our workforce have the capability and support to respond to the increasingly diverse needs of our service. An example of this is the live fire training that has now been delivered to our phase 1 trainees. Live fire training creates realistic and challenging conditions in a controlled environment and the experience and skills learnt during this training are invaluable in developing operational preparedness for our front line personnel.

Directorate services continue to be held in high esteem by members of the public, clearly trusted and visible in times of need. We recognise that our high levels of performance could not be achieved without the enthusiasm, dedication, commitment and professionalism of our employees and volunteers. Through prevention, protection and response, they are central to community life whether working with young people, protecting the vulnerable or rescuing people from emergency situations.

Indicators RAG and Direction of Travel Explanation

Green	Equal to or over performing against last reporting period or target	↑	Performance improving compared to last reporting period or target
Amber	Up to 5% underperforming against last reporting period or target	→	Performance stable compared to last reporting period or target
Red	More than 5% underperforming against last reporting period or target	↓	Performance declining compared to last reporting period or target

Fires

	16/17	15/16	Vs Last Year	Target	Vs Target
Primary fires	**767**	671	↓**14.3%**	674	↓ **13.8%**
Secondary fires	**739**	714	↓**3.5%**	772	↑ **4.3%**
Deliberate fires	**679**	650	↓**4.5%**	773	↑ **12.2%**

**Primary Fires** – fires involving property including buildings, vehicles, crops etc.

The total number of primary fires increased by 14.3% compared to the same period last year, and by 13.7% in the last 5 years. This increase is in line with increases identified in the fire statistics monitor 2015/16 where a 3% rise was recorded.

Primary fires are 12.3% lower than for the same period ten years ago.
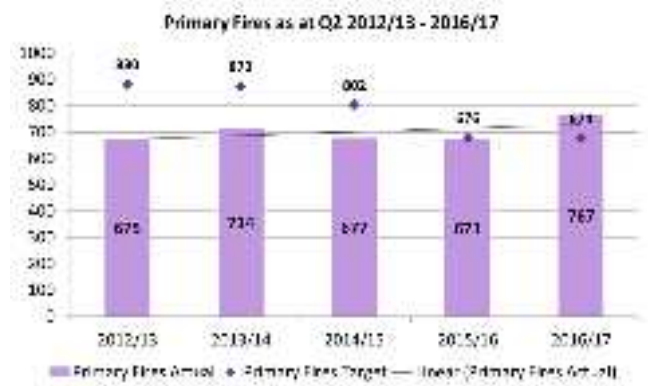
Secondary Fires – fires of no discernible value or ownership e.g. scrubland, grassland, rubbish etc.

The total number of secondary fires has risen by 3.5% compared to the same period last year; there has also been an increase of 20.8% in the last 5 years. However 2012/13 was a particularly wet summer and this affected the number of secondary fires that occurred that summer. If this anomaly was removed then the increase over five years would be 5.6%. This increase is in line with increases identified in the fire statistics monitor 2015/16 where a 7% rise was recorded and is 36% lower than for the same period ten years ago.
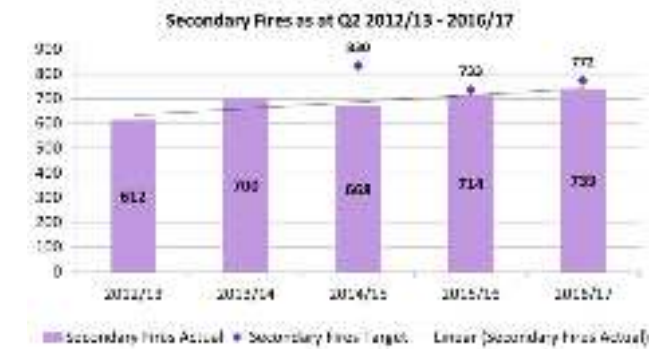
Deliberate Fires – fires which are believed to have been started intentionally.

The total number of deliberate fires rose by 4.5% compared to last year; the total number of deliberate fires has risen by 26% in the last five years and decreased by 42.5% in the last ten years.

The proportions of deliberate fires that are primary or secondary has remained fairly static over the last five years, with around 71% of all deliberate fires being classed as secondary and approximately 29% as primary.

In the early hours of 10 August both Hitchin pumps were called to a property fire in Icknield Close in Ickleford. On arrival crews were faced with a ground floor flat fully involved in fire which had spread to a maisonette above. Crews from Stevenage and Baldock also attended to help extinguish the fire. One male from the flat was taken to hospital suffering from burns to his leg, and the Red Cross Fire and Emergency Support Service unit based at St Albans Fire station attended to help with the welfare of the family from the maisonette above.

Fire Deaths and Injuries

	16/17	15/16
Fire deaths	1	1
Fire injuries	31	18
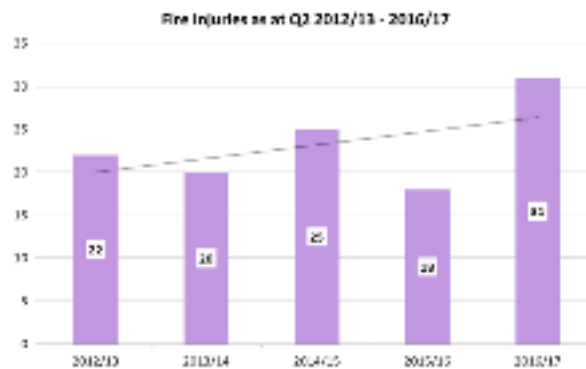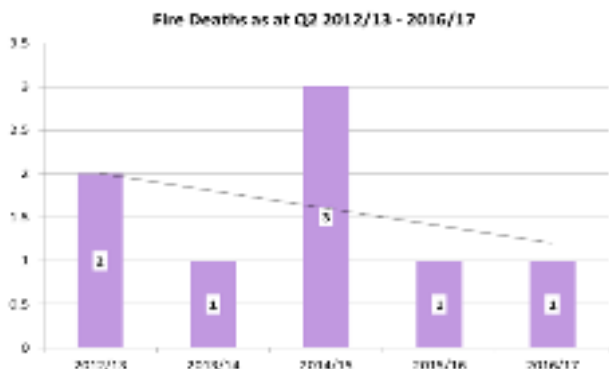
There were no deaths recorded during Q2 and one death recorded in 2016/17 for the year to date where the cause of death has been attributed directly to fire. This is equal to the same period last year.

The Service uses the term injury to include only those casualties requiring treatment at a hospital. During Q2 of 2016/17 there were 21 injuries resulting from fires, this is 16 higher than for the same period last year.

Road Traffic Collisions

	16/17	15/16
Number of RTCs	↓ 266	213
Deaths from RTCs	↑ 2	4
Injuries from RTCs	↓ 216	162

Please note that the above figures represent the number of Road Traffic Collisions (RTCs) **attended** by the Service within the county. Hertfordshire Constabulary record information from **all** reported Road Traffic Collisions across the County, regardless of whether assistance from the Fire and Rescue Service is required. KSI statistics for Hertfordshire will therefore not directly correlate with the figures included here.

The Fire and Rescue Service continue to be called out to rescue significantly more people from Road Traffic Collisions (RTCs) than from fires and on average around ten times more people are killed on Hertfordshire's roads than in fires. For the year to date the Service attended a total of 266 RTCs which is 53 or 25% more than the 213 RTCs attended last year and 60 or 18.4% less than for the same period ten years ago.

Road Traffic Collision in WGC.

On arrival the Fire crew from Welwyn Garden City found a member of the public rendering first aid to an unconscious adult male, lying on his back by the side of the road. The casualty was thought to have suffered a cardiac arrest whilst driving and subsequently crashed the vehicle, containing himself his girlfriend and five children, into a neighbour's garden. Neighbours had dragged the man out of the car and onto the roadside where an off duty Ambulance Technician had begun CPR.

HFRS took control of the scene and administered trauma care to the injured casualties, supporting Ambulance staff until the arrival of the Air Ambulance doctor.

Over the past months, WGC have undertaken frequent, on-watch trauma care and CPR training and this incident put those lifesaving skills into action and ensured the best possible outcomes for the injured.

Plane crash in Potters Bar

On 6 July the Potters Bar DCP crew were busy training with the HFRS drone, when they were called to reports of a light aircraft crash between junctions 22 and 23 on the M25. The crew quickly arrived at the location which was in a field adjacent to the M25. Accessing via Earls Lane, the crew along with other local crews accessed the light aircraft and after some effort managed to isolate a ruptured fuel line to prevent any further escalation. The Swiss pilot and his son, the co-pilot, were attended to by paramedics from the air ambulance which was also in attendance. Both occupants suffered facial injuries and were transported to hospital via the air ambulance. The Potters Bar crew took the opportunity to take some aerial footage of the incident using the drone which was on the appliance following their earlier training session.

Think Safe Refresher Evening at St Albans Fire Station

St Albans 'Think Safe' team held a refresher evening for all those who had attended previous courses in 2016 plus guardians and carers.

'Think Safe' is designed to empower adults with learning disabilities. They have an opportunity to learn how to keep themselves safe from personal abuse, fires in the home, and crime, and the course teaches them what to do if issues do arise. 'Think Safe' gives participants an opportunity to interact with statutory agencies and gain confidence in speaking to their local police, firefighters and social workers.

The evening was a great success, coffee and cakes were provided by the social service team and the fire service gave another station tour with equipment demonstrations which as al-ways, was well received.

Domestic Abuse

	Vs Target	Q2 16/17	Q2 15/16
% of repeat cases	↓ 25%	↓ 20.85%	26.30%

Community Protection has led the strategic and improvement planning and programme management of Domestic Abuse in Hertfordshire up until August this year when this function was passed to Health and Community Services.

Multi-Agency Risk Assessment Conferences (MARACs) are regular meetings where information about domestic abuse victims at high risk of murder or serious harm is shared and discussed to formulate risk-focused action plans to reduce the risks. They are confidential and consider the victim, the family and the perpetrator.

Since July 2014, there has been a general overall increase in the number of cases and repeat cases referred to a MARAC, representing improved performance as more victims are supported. During the Q2 2016-17 period there were 355 cases heard at MARAC, an increase of 51 cases (+16.78%) on the previous quarter (Q1 2016-17).

Repeat rates are defined as the same victim and perpetrator (or group of perpetrators) returning to the same MARAC within 12 months. The overall repeat rate as at Q2 2016-17 was 22.61% with the actual rate of cases heard within the 3mth period being 20.85%. This is 7.11% lower than Q1 2016-17 (27.96%), 5.44% lower than Q2 2015-16 and 4.15% below the local target; meaning Hertfordshire performs slightly above the national average. The expected repeat rate of established MARACs is 28-40%. A lower than expected repeat rate usually indicates victims are not being referred back to MARAC for review accordingly.

The general upward trend in repeats over time is an indication that the local processes and MARAC framework continue to strengthen and can be attributed to improved risk assessment and referral practices within agencies. the sudden downturn should be monitored closely as changes to the application and management of the MARAC criteria and overall processes to ensure the outcomes remain positive in safety planning, risk reduction and mitigation embed - including current MARAC training programmes.

The MARAC Sub-Group (although going through some changes) remain committed to the SafeLives (CAADA) Quality Assurance (QA) and self-assessment process, and along with the outcomes of the countywide SafeLives (CAADA) recommendations and ensuing improvement implementation plan, the local MARAC framework and criteria continue to be scrutinised and improved. Recent changes include redefining the local framework - moving from 3 MARAC to 5 MARAC and amendments to escalation criteria to 4 police call outs in 12 months

Safe and Well work featured in ITN film

The joint Safe and Well Visits project between our Fire and Rescue and Public Health teams is featured in a new ITN film called Beyond Blue Lights. Have a look at how our firefighters are going beyond their traditional role to keep people safe and well in their homes by following this link.

https://youtu.be/qoNmt964JzU

The current affairs style programme – which was filmed at Longfield and in Hertsmere at the beginning of August – has been produced by ITN Productions for the Chief Fire Officers Association to promote the work the UK fire and rescue service does to help keep people safe and well.

The programme, introduced by national newsreader Natasha Kaplinsky, features the new Safe and Well Visits being piloted in the Hertsmere area, as well as looking at how emergency services are working together using the JESIP principles.

The fire and rescue service has worked closely with colleagues from public health to develop Safe and Well, building on the success of the existing fire safety checks.

Firefighters at Borehamwood and Potters Bar fire stations have been given training by Public Health specialists and will now be able to support Hertfordshire's older and vulnerable residents with health issues such as falls prevention, social isolation, keeping a home warm enough and eating and drinking properly, at the same time as carrying out a home fire safety check.

Firefighters are equipped with the skills to identify potential health and wellbeing issues and where necessary will refer residents to relevant agencies for further support.

Joint Working at Travellers site

Potters Bar Crew attended a joint partnership working event at South Mimms Travellers site.

The visit was led by Trading Standards, and the fire service attended along with the Police to promote a better understanding of good working practices for the Travelling community.

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Rogue Traders

	16/17	15/16
Number of rogue trader incidents reported to trading standards	↑ 38	22
% Rogue trader incidents responded to within 24 hours	➔ 100%	100%

Rogue Trading involves consumers receiving visits or calls from unscrupulous traders offering services such as gardening or household repairs under the guise of legitimate business. This invariably sees deliberate overcharging for unsatisfactory goods and/or services. Often this includes charging for unnecessary work, damaging property deliberately in order to charge for repairs, leaving work unfinished and intimidating behaviour in order to extort money. Rogue traders deliberately target elderly and vulnerable members of the community.

Trading Standards Enforcement Officers respond to reports of doorstep crime within 24 hours or in the event that a rogue trader is currently, or is due to arrive at a resident's home, a rapid response procedure is activated and Trading Standards Officers will attend immediately along with the police. In Q2 we dealt with 38 rogue trader incidents and the police with many more (as we continue to train new police recruits on doorstep crime). However, this is just the tip of the iceberg, as doorstep crime is heavily under reported. A national survey last year estimated the reporting rate for doorstep crime to be between 10 and 20%, and possibly as low as 5%, meaning that there is likely to be more than 170,000 incidents per year nationally.

One of the team's investigations was concluded in court in June, when a cold calling roofer was ordered to pay almost £10,000. The rogue trader pleaded guilty to seven charges relating to roofing work he carried out at two addresses in Hatfield and St Albans last year. He admitted using aggressive commercial practices, failing to provide information on cancellation rights, failing to provide information about his address and making false claims for VAT.

He was fined £2,000 and ordered to pay £3,100.80 in compensation to his two victims as well as £4309.98 prosecution costs and a £100 victim surcharge at St Albans Magistrates' Court on 15th June. The court heard that at one address he initially agreed to carry out work costing £50 but then pressured his victim into agreeing to £800 of work, insisting on immediate payment and even following her up the stairs to watch her while she made an online payment.

At another address he initially quoted £1,000 to apply wood preservative to joists but then claimed that he was owed an additional £280 in VAT, despite not being registered for VAT with HMRC.

Government award for JPS regulators

Our Joint Protective Services team has won a government award for its work to help Hertfordshire-based businesses grow whilst staying on the right side of regulatory requirements.

The primary authority team, made up of fire and trading standards officers, won Team of the Year at the government's Primary Authority Awards for their work.

The primary authority scheme allows businesses trading in two or more areas to form a legally recognised partnership with one local authority. Businesses in Hertfordshire of all shapes and sizes, from large companies such as Tesco down to small and medium enterprises, are benefitting from our expert advice, which helps to reduce the cost of compliance by providing certainty to that business, reducing risk and aiding compliance.

Such partnerships deliver benefits for the regulatory system as a whole, for the businesses they partner with, and for those that the regulations are designed to protect – consumers, workers and the environment.

Speaking after the win, Richard Thake, Cabinet Member for Community Safety, said: "I'm delighted that our team's hard work has been recognised. We're in the unique position of having the fire service and trading standards in the same directorate, and that's a real advantage for both us and for the businesses we support. We're committed to supporting Hertfordshire-based businesses and helping them maintain a high level of protection for the public."

In awarding the prize to the team, the judges said: "This is an excellent entry, including endorsements from businesses and local authorities. The work Hertfordshire carries out with businesses and local authorities to promote high quality primary authority services are to be commended."

The awards are organised by the Department for Business, Innovation and Skills to recognise outstanding work.

New trusted trader partnership launched with 'Which?'

Trading Standards and the consumer organisation 'Which?' launched a new partnership in May, aiming to make it easier for Hertfordshire's residents to find a reputable trader.

The joint scheme is the first of its kind in the UK, bringing together both 'Which? Trusted Traders'
- the iconic endorsement from the UK's largest independent consumer organisation - and Trading Standards' current approved trader scheme. Traders on the new scheme will undergo an assessment by Which? and Hertfordshire Trading Standards professionals - including face-to-face interviews, financial checks, and even Trading Standards checks, in order to become endorsed. Endorsed traders will have use of the new Hertfordshire Trading Standard approved and Which? Trusted trader endorsement logo, and consumers will be able to find a profile of the traders at: http://trustedtraders.which.co.uk Speaking at the launch at the Which? Offices in Hertford, Richard Thake, Cabinet Member for Community Safety at Hertfordshire County Council, said: "It is difficult for households to know which tradespeople they can really trust and this new joint endorsement scheme is here to help. "Our Trading Standards team and Which? Trusted Traders both aim to make it easier for consumers in Hertfordshire to find a reputable trader. We hope this partnership, with its added assessment from both successful schemes, can be mirrored in other parts of the UK."

Risk Based Inspections

	16/17	15/16
RBIPs undertaken by Fire Crews	➔ 328	332
RBIPs undertaken by Fire Protection Officers	⬇ 163	189
Total RBIPs undertaken	⬇ 491	521

The Fire and Rescue Authority are the primary agency responsible for enforcing The Regulatory Reform (Fire Safety) Order 2005 legislation in most premises. In Hertfordshire, inspections of those premises that present the highest risk to the community are completed by the Fire and Rescue Service following our risk based inspection programme. We aim to work in support of individuals and organisations to make their premises safe. However we will take legal enforcement action to ensure that appropriate work is carried out.

Our current fire safety 'Risk Based Inspection Programme' (RBIP) has been devised using local statistical information on fires in non-domestic premises combined with national data and the professional judgement of the Fire Protection management team. The overall potential for loss of life or serious injury is the major determinant of risk for the purposes of the RBIP. When we receive intelligence of an alleged fire risk we aim to respond within four hours to inspect the allegation, determine the severity of any breach of fire safety legislation and take immediate enforcement action if necessary. The number of RBIPs completed by Fire protection officers for the period has reduced primarily due to an increase in workloads in other areas that has seen Approved Inspector Building Regulation consultations up 13%, Local Authority Town and Country Planning consultations up 82% and Specific (Fire Safety) Inspections up 53%.

Home Fire Safety Visits (HFVSs)

	16/17	15/16
HFSVs undertaken by Fire Crews	⬆ 2557	2090

Home Fire Safety Visits (HFSVs) are an accidental dwelling fire prevention initiative. HFSVs involve the identification of potential fire risks in the home, the provision of fire safety advice and the installation of smoke alarms where necessary. HFSVs are offered to all households in Hertfordshire, with awareness campaigns and risk profiling tools used to identify and target 'high risk' areas and households. HFSVs are also provided for 'at risk' individuals when referrals are received from other agencies or services. CPD can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing. The number of HFSV's undertaken has increased over the last six months when compared to the same period last year. Alongside this the introduction of the more comprehensive 'Safe and Well' visits have improved outcomes for vulnerable people but reduced the quantity of visits undertaken.

Online fire safety demo

In line with the CFOA fire safety calendar the Bishop's Stortford crew undertook a live video screening of a hot oil fire demonstration. This event was broadcasted live via Twitter and the Periscope app.

During the demonstration viewers were able to send messages via the app, which were relayed to the crew giving the presentation who were able to answer the public's questions in real time and give further fire safety advice.

Not only could we reach local communities and the people of Hertfordshire from this live demonstration, additionally we had viewers from around the globe and without anyone having to leave their homes , HFRS brought fire safety direct to their device.

Fire Engine Attendance Times

		Target	16/17	15/16
	% First fire engine to attend a property fire within 10 minutes	↑ 90%	↑ 90.9%	**89.0%**
	% Second fire engine to attend a property fire within 13 minutes	↑ 90%	↑ 93.6%	**89.0%**
	% Third fire engine to attend a property fire involving people within 16 minutes	↑ 90%	↑ 92.3%	**90.5%**
	% First fire engine to attend a Road Traffic Collision (RTC) on major roads within 12 minutes	↑ 75%	↓ 85.9%	**87.2%**
	% First fire engine to attend a hazardous materials (HAZMAT) incident within 20 minutes	→ 100%	→ 100%	**100%**

For property fires, road traffic collisions and hazardous materials incidents occurring within Hertfordshire boundaries we have attendance times that are set by Hertfordshire Fire Authority. Attendance times are measured from the time the fire engine is assigned to an incident by Fire Control until arrival at the scene.

The Digital Services department produce a monthly report on attendances that do not meet the attendance standards. On occasion the nearest available appliances to an incident are too far away to meet the Service's attendance standards. However in cases where the mobilising system estimated an appliance would arrive within the standards and it did not further investigation is undertaken by managers. In 2016/17 to date in cases where it was estimated appliances would arrive within standard and they did not the most common reasons provided for the delay were heavy traffic and the location of the incident changing en-route.

Site Specific Information

		Target	16/17	15/16
	% of outstanding 7(2) d inspections	↓ 0.0%	↓ 1.5%	**0.9%**

The Fire and Rescue Service carry out annual inspections on sites which would potentially pose a special risk to firefighters, the general public or national heritage in the event of an incident. These are known as 7(2) d inspections (which refers to the related section in the Fire Services Act 2004) and are used to update Site Specific Risk Information (SSRI) documents for use by fire crews. At the end of Q2 2016/17 inspections at **5** sites or **1.5%** of the total 7(2) d inspections were outstanding.

HCC Incident Response Planning

The Resilience Team coordinates and supports emergency planning and business continuity arrangements across council departments to ensure that HCC can respond quickly and effectively to a wide range of incidents and emergencies whilst continuing to deliver critical services during times of disruption, when demand for services can increase rapidly. The team also coordinate the provision of welfare support to the community and take a key role in the recovery phase of emergencies. There is now one overarching Incident Response Plan for HCC which each departmental Incident Response Plans link into and these were all tested in March 2016.

		Target	16/17	15/16

Automatic Fire Alarms

	Target	16/17	15/16
Total attendances to false alarms caused by AFAs	1360 ↓2.9%	1399 ↓8.9%	1285
Attendances to false alarms caused by AFAs – **non-domestic** premises		588 ↓5.9%	555
Attendances to false alarms caused by AFAs - **domestic** premises		811 ↓11.7%	726
AFAs **not attended**		580 ↓0.7%	584
% of **all** AFA calls **attended**		70.7% ↓1.9%	68.8%

A significant percentage of incidents attended by the Fire and Rescue Service turn out to be false alarms generated by Automatic Fire Alarm (AFA) systems.

As of 1 April 2014 Hertfordshire Fire and Rescue implemented a new policy and no longer automatically respond to calls from AFA systems in most business premises between the hours of 9am and 5pm, Monday to Friday, unless a fire is confirmed. The new policy proved to be extremely successful and the total number of attendances to false alarms caused by AFAs fell by **14.5%** in 2014/15.
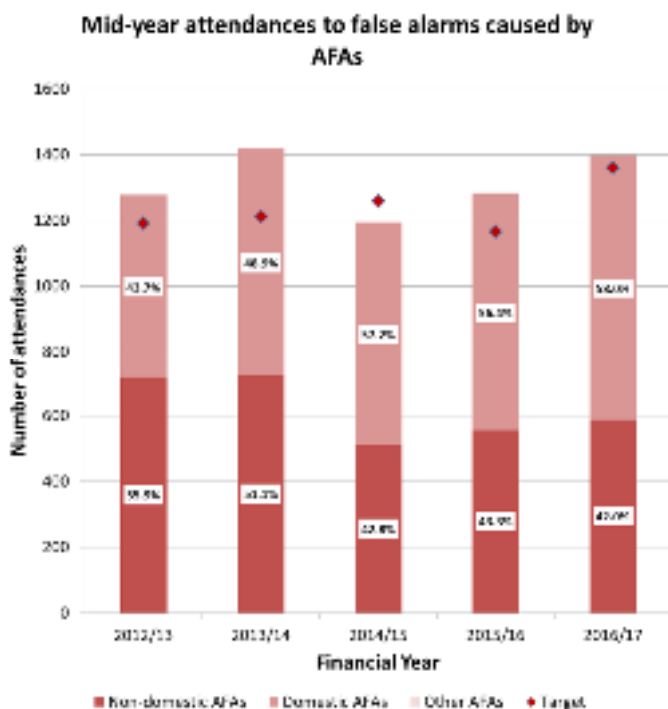
This year to date the service has experienced an overall rise of **8.9%** in the number of false alarms attended caused by AFAs. Attendances to **non-domestic** premises rose by **5.9%** and to **domestic** premises by **11.7%.** The number of calls successfully challenged by Fire Control where no attendance is made has fallen by **0.7%** and overall the Service attended **70.7%** of false alarm calls generated by AFAs compared to **68.8%** last year a reduction in performance of **1.9%.**

AFAs in domestic premises now make up the majority of attendances to this type of false alarm, **58.0%** of the total compared to **42.0%** for non-domestic premises.

Mid-year attendances to false alarms caused by AFAs

Malicious False Alarms

	16/17	15/16
Number of malicious calls received	↑ 116	118
Number of malicious calls attended	↑ 36	37
% of malicious calls attended	↑ 31%	31.4%

Emergency calls that turn out to be false alarms divert essential fire and rescue resources rendering them unavailable for more serious incidents. Fire Control Operators use their experience and training to identify potential malicious callers and challenge them. To drive down the number of hoax calls the Service maps hotspots to target prevention activity and works with phone network providers to bar persistent offenders. In comparison to last year the total number of hoax calls received **decreased** from **118** to **116** (**down 1.7%**), and the percentage of hoax calls attended decreased slightly by **0.4%** from **31.4%** to **31%**.

Customer Satisfaction

	16/17	15/16
Businesses satisfied with the Trading Standards service	↑ 88%	84%
Businesses satisfied with the Fire Protection service	↑ 100%	88%

A sample of the businesses that have been visited or advised by Hertfordshire Trading Standards or Fire Protection service are surveyed to gain feedback on their satisfaction. This includes traders or businesses that we have received complaints about. The surveys ask whether our officers were fair, helpful, polite and courteous. Whether information was easy to understand and whether businesses felt as a result of the advice received they were better equipped to deal with similar problems in the future. The mid-year score for 2016/17 for the Trading Standards was 88% and for Fire Protection was 100%, compared to 84% and 88% respectively for the same period in 2015/16.

	16/17	15/16
Consumers satisfied with the Trading Standards service	↓ 88%	90%
Consumer enquiries given a full response within 3 working days	↓ 93%	95%

During 16/17 Trading Standards responded to 93 % of enquiries within 3 working days - a 2% decrease on last year. Of those not responded to within the 3 workdays, the enquiries came in from other local authorities involving referrals about head office businesses in the Hertfordshire area.

Hertfordshire Trading Standards seeks to provide consumers with advice and information to help them resolve disputes and be better able to deal with matters in the future. A short survey is sent out at random to consumers that have used the Trading Standards advice service. Questions include whether they are satisfied with our service, whether information and advice is easy to understand, if our staff are informative and treat them fairly, and whether we are polite and courteous. At mid-year 2016/17, 88% of respondents stated that they were satisfied with the overall level of service; this figure was down from 90% in the previous year. Some respondents feel we should act for them in their civil disputes with traders, where a complainant is not vulnerable, we provide them with information and advice to help them pursue their complaint themselves with the traders. Sometimes complainants are not happy with this resulting in a small number of surveys being returned with the response to the question 'how do you rate our overall service' being scored as 'poor'.

	16/17	15/16
Residents satisfied with the Fire Prevention service	→ 100%	100%

The Fire Prevention service offer Home Fire Safety Visits (HFSVs) to residents which involve the identification of potential fire risks, the provision of fire safety advice and the installation of smoke alarms where necessary. Awareness campaigns target vulnerable groups and risk profiling tools are used to identify and target 'high risk' areas and households for a priority visit. HFSVs are also provided for 'at risk' individuals when referrals are received from other agencies/services and we can supply and fit specialist protection where a need is identified, this includes arson proof letterboxes, smoke alarms for the hearing impaired, portable suppression systems and fire resistant bedding packs, throws and clothing. Following a visit residents are asked to complete a short satisfaction survey.

Cost

The Chartered Institute for Public Finance and Accountancy (CIPFA) publishes annual fire statistics which enable national cost comparative analysis. The latest available CIPFA statistics 2014/15 show HFRS to be one of the lowest cost English FRSs in the country at **£32.04** per head of the population. This places HFRS eighth lowest cost nationally out of 43 English FRAs, lowest of 13 FRAs in our defined Family Group and fourth lowest out of 13 County Council FRAs. The most recent CIPFA statistics for Regulatory Services show that the net expenditure for Trading Standards in Hertfordshire was **£2.55** per head of the population in 2013/14.

Cost of theFire and Rescue Service per head of the population 2010/11 - 2014/15
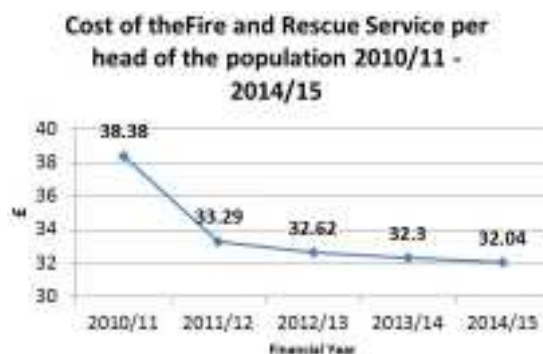
Data from CIPFA Fire and Rescue statistics

Sickness

	Rolling 12 months – 16/17				Rolling 12 months – 15/16			
	% Short Term	% Medium Term	% Long Term	Average Days	% Short Term	% Medium Term	% Long Term	Average Days
Fire and Rescue - Uniformed	31.70%	22.30%	46.00%	⬇ **8.8**	38.4%	26.1%	35.5%	**6.3**
Fire and Rescue - Non-Uniformed	44.9%	44.2%	10.9%	⬇ **4.4**	31.0%	36.0%	33.0%	**2.9**
JPS – Non-Uniformed	14.9%	21.4%	63.7%	⬇ **7.2**	34.3%	31.9%	33.8%	**3.0**

There have been 4 operational injuries during 2016/17.

Hertfordshire County Council monitor sickness absence levels through measuring the number of working days/shifts lost per person in the last 12 months. Sickness levels have increased since last year across all areas of the Directorate, particularly for long term sickness.

Managers work diligently to ensure that return to work interviews are completed and short term absence is monitored and managed appropriately. Our dedicated Occupational Health team ensure that those on long term absence have access to rehabilitative support to facilitate their return to work as soon as is practical.

Complaints and Compliments

	16/17	15/16
Stage 1 complaints	⬇ 10	7
Stage 2 complaints	➔ 1	1
Ombudsman complaints	➔ 0	0
Compliments	⬇ 155	246

The Directorate is committed to listening to service users and dealing with any complaints that have been received promptly and effectively. We aim to learn from service user's views to help us improve and develop the services we provide. Mid-year performance for 2016/17 shows the number of Stage 1 complaints increased from 7 last year to 10 this year. There has been one stage 2 complaint received for the period and no complaints in 2016/17 received from the Ombudsman.   The number of compliments received decreased by 91 from 246 in 2015/16 to 155 in 2016/17; however a change in the way that we record compliments means that multiple compliments received from groups involved in the same event are now counted as a single compliment.

Volunteers

	16/17	15/16
Hours provided by Trading Standards volunteers	**649**	**429**
Hours provided by Fire and Rescue volunteers	**4064**	**3579**
Total hours provided by volunteers	**4713**	**3860**
Standby hours provided by the VIST team	**4380**	**N/A**

We have continued to build upon the success of our Volunteer Scheme which was established with the primary aim of empowering local communities to become more closely involved with delivery of our services. The number of volunteers on the scheme currently exceeds 150, including the UK's first Trading Standards volunteers.

Our volunteers undertake a wide range of duties including some high profile initiatives which they deliver for their local districts, such as regular arson and reassurance patrols on horseback and on bicycles. Volunteers also help to deliver Home Fire Safety Visits (HFSV's) and support their local Fire and Rescue Service crews with all types of community engagement, including youth and positive action events and are now trained to crew reception centres on behalf of Hertfordshire Resilience in the event of a major incident.

The Volunteer Incident Support Team (VIST) is based in St Albans and covers the whole of Hertfordshire. The primary function of the team is to provide support to victims of fires in helping them clear up following a fire in their home.

Volunteer Batchwood HFSV project

Volunteers in St Albans were tasked with targeting the Batchwood/New Greens area of St Albans for HFSV's

Working one road or area at a time, a letter is delivered to every house explaining the aim of ensuring that every household has a working smoke detector. The hand delivered letter explains that we will be calling back on such a date to personally talk through what a HFSV entails and book a date to complete a HFSV if required. If no answer is received, a second letter is left asking them to contact the Fire Station if they would like a HFSV. If still no contact is made, when we deliver a HFSV to a neighbouring address a second door knock is completed and third letter delivered. So in all a household can receive three letters and two door knocks in an effort to deliver a free HFSV.

Be Excellent	Maintaining a competent and professional workforce and striving towards a representative one

Firefighter Training and Competence

	Target	16/17	15/16
% Core training activities completed	↓ **90%**	↓**87.5%**	**89.2%**
% Procedures received, read and understood	↓ **85%**	↓**78.0%**	**78.3%**
% Operational staff who have received a formal Breathing Apparatus course since 1 April	**50%** Mid year target	**45.1%**	**NA**

The safety critical nature of the role of our firefighters demands that we ensure that we provide the necessary operational training, equipment and support. Operational staff complete rigorous training and development schedules and managers record whether competency levels are being maintained. The reductions in performance noted above are due to an ongoing change in recording systems which it is believed has led to some under recording for the period. The transition between systems is a temporary process and will ultimately result in a more accurate, robust system of reporting once completed.

Operational firefighting personnel (Firefighter to Watch Commander) are scheduled to undertake a Breathing Apparatus Refresher Assessment (BARA) formal training course each year. By the end of September 2016, 45.1% of in-scope personnel had completed a BARA course since 1 April. The Mid year target for delivery of BARA is 50%.

Live Fire training – North Watford Police Station

Hertfordshire Fire and Rescue Service trainees took full advantage of the opportunity to practice their new found firefighting skills in realistic 'Live Fire' conditions. The opportunity presented itself from the excellent work carried out by Watford and Three Rivers district in locating North Watford Police Station for use as part of the 'Live Fire' training project. The venue had already served as a valuable asset to the service as a 'Live Fire' training venue for operational crews in the district.

The scenario was a person's-reported building fire with the BA team briefed to complete search and rescue operations. The exercise was designed so crews initially enter avoiding the fire compartment which then develops, giving them a key decision to make on returning to their entry point with the casualty. Once the crew had safely executed the rescue and withdrawn from the risk area, they were tasked with locating and extinguishing the fire. This gave an invaluable opportunity for the fire behaviour training instructors to talk through fire development and highlight the importance of correct water application.

Correct water application is vital within a fire compartment due to the fact that incorrect application can lead to a rapid increased humidity. The trainees got the opportunity to experience this by over applying water creating realistic 'Live Fire' training conditions within a controlled environment.

The building was heavily smoke-logged creating realistic and challenging conditions for Breathing Apparatus teams. The controlled introduction of fallen cables added within the corridor adjacent to the fire compartment gave a fantastic opportunity for crews to practice correct cable entanglement procedures. The trainees demonstrated a high level of competence throughout the exercise displaying the fundamental skills acquired during the breathing apparatus and fire behaviour training delivered at Training and Development Centre.

Individual Performance

Performance management is a continuous process. The Performance Management and Development Scheme (PMDS) cycle begins with the Performance Agreement and the establishment of performance objectives that have measurable outcomes, clear expectations about demonstration of Values and Behaviours, and a personal development plan which is directly linked to this. A performance agreement is drafted in April, and reviewed at regular one to ones before a formal mid-year review in October. An annual review is then undertaken in March to assess progress for the year, before the process begins again as of April.

Performance Related Increments (PRI) were introduced for Green Book Hertfordshire County Council (HCC) personnel as of April 2012 as part of a review of the Hertfordshire Employment Package. This provides the opportunity to recognise and reward individual performance. As the PMDS review is now linked to pay HCC monitor completion rates for Green Book personnel. Grey Book (operational) Fire and Rescue personnel serve under different terms and conditions and PMDS completion rates for these staff have not been reported here as the recording system is currently being replaced.

For the 2016/17 performance year there were 192 employees in scope for a Non uniformed PMDS, of these 190 or 99% had a PMDS in place, 1 employee or 0.5% did not have a PMDS due to family leave and 1 employee or 0.5% due to long term sickness.

Resilience competencies

The Resilience team have created a matrix mapping HCC employees with resilience responsibilities against the competencies required for those roles. The Directorate measures the percentage of employees who can evidence current resilience competencies through formal training, real incidents or training exercises.

Note that the Resilience awareness figure has decreased from 94% last year due to a larger number of people identified to complete the training.

Resilience Competencies	2016/17	Target
Resilience planning and response within HCC	**88%**	↑ **70%**
HCC social care response	**N/A**	**70%**
Resilience Awareness e Learn	**56%**	↓ **100%**
IMT e Learn	**65%**	↓ **100%**
Record keeping e Learn	**65%**	↓ **100%**

Table shows percentage of personnel across the whole of HCC who can evidence resilience competencies through formal training, real incidents or training exercises.

Exercise Phoenix: Live Exercise at St Albans City Hospital

On June 24, the Resilience Team was one of many organisations that attended a live multi-agency exercise at St Albans City hospital. Organised by West Hertfordshire Hospitals NHS Trust, Phoenix 3 was the final of a series of exercises.

The scenario was a gas explosion in one of the hospital's estates buildings. Fake smoke issuing from the building, as well as volunteers from West Herts College who played the roles of casualties added an extra layer of realism to the scene.

Participating organisations included St Albans City and District Council, HCC, HFRS, East of England Ambulance service and Herts Constabulary got hands-on experience of responding to a major incident at the hospital. As well as practicing rescue operations, the responding agencies also went through the actions of evacuating the hospital and surrounding area which included a children's nursery and a hospice. The impact on the community had to be considered as utilities in the area could be affected by the explosion and issues such as road closures would affect the town and surrounding businesses.

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HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY AND WASTE MANAGEMENT
CABINET PANEL
TUESDAY, 7 FEBRUARY 2017 AT 10.00AM**

HERTFORDSHIRE FIRE AND RESCUE SERVICE 2016 FIRE PEER CHALLENGE REPORT

Report of the Director of Community Protection and Chief Fire Officer

Author: John Johnstone, Business Support Manager
(Tel: 01992 507537)

Executive Member   Richard Thake

1. Purpose of report

1.1 To present Panel with the "Hertfordshire Fire and Rescue Service Fire Peer Challenge (11-14 October 2016) Final Report", attached at Appendix A, which highlights the key findings of the Peer Challenge which Hertfordshire Fire and Rescue Service (HFRS) hosted on the 11th to the 14th October 2016.

2. Summary

2.1 The Peer Challenge report reflects extremely positively on the work of the Service and the wider Community Protection Directorate (CPD), which it states is subject to *"sound financial planning and governance"*. The report further reflects that HFRS' *"....influence, impact and outcomes … in the county far outweigh.."* it's spend of approximately five percent of Hertfordshire County Council (HCC) budget and that it is also *"contributing well to the County Council's efficiency requirements"*.

2.2 The report also references that HFRS *"punches above its weight in making a positive difference to people's lives and well-being".* This view was further evidenced by the Peer Challenge team lead, Chief Fire Officer Dave Curry, of Hampshire Fire and Rescue Service who remarked that Hertfordshire had yielded more examples of notable practice than any other that he had been involved in. These included:

- The formation of the Advocacy Group which the team considered a demonstration of *"true community engagement… ensuring the Service understands and is integrated with the communities it serves"*.

- The team felt that there is clear evidence that the *"bold move"* to introduce the Joint Protective Services (JPS) department *"adds enormous value to community outcomes"* and that this *"innovative"* approach should be considered by other County Council Fire Services around the Country.

- The team were of the opinion that other fire and rescue services could learn from HFRS' approach to the planning and implementation of 'Safe and Well' visits by operational fire crews.

- The way in which JPS is able to contribute to the Regulators forum as a consequence of the fact that HFRS chairs the Better Business for All partnership for Hertfordshire County. Thereby ensuring that the Service and the CPD supports economic growth and the removal of regulatory burdens for businesses in Hertfordshire.

2.3   The report does identify areas where there may be opportunities for improvement, in particular in relation to the adequacy of ICT provision, the need to strengthen succession planning arrangements, and the approach to capital investment in the estate.

2.4   The CPD Strategic Leadership Group (SLG) has begun work to develop a Peer Challenge action plan designed to address the 'areas for improvement' and recommendations contained in the report and these will be managed at SLG level.

3.   **Recommendations**

3.1   The Panel are asked to note the key findings contained in the report, attached at Appendix A, and to endorse publication of this very positive report.

4.   **Background**

4.1   Fire and Rescue Peer Challenge, which has been developed by the Chief Fire Officers Association (CFOA) in partnership with the Local Government Association (LGA), aims to help Fire and Rescue Authorities strengthen local accountability and evaluate and improve services.

4.2   A key part of the review process was the open and honest Self-Assessment report, attached at Appendix B, that HFRS produced and published in September 2016.

4.3   The Fire and Rescue Peer Challenge which HFRS hosted between the 11th October and the 14th October 2016 was based on the HFRS

2016 Self- Assessment (see appendix B) and over 176 supporting reference documents.

4.4   In addition to reviewing the Self- Assessment, the Fire Peer Challenge focused on organisational effectiveness and ability to improve, thrive and innovate in challenging times. During the visit the Peer Challenge team met a broad cross-section of staff within Fire and Rescue, the Joint Protective Services (JPS) department, elected members and representatives of partner organisations via a timetable of interviews, focus groups and visits (42 meetings over the 3 days during which time the team met over 140 people).

5.   Financial Implications

5.1   None related directly to this report. Any financial implications that may arise as a consequence of actions identified in the Peer Challenge action plan will be considered by CPD SLG as appropriate.

6.   Equality Impact Assessment

6.1   There are no equality impacts associated with this report.

Background Documents

Hertfordshire Fire and Rescue Service Fire Peer Challenge (11-14 October 2016) Final Report, attached at Appendix A.
Self-Assessment report, attached at Appendix B.

Hertfordshire Fire and Rescue Service
Fire Peer Challenge
(11-14 October 2016)

Final Report

1.   Introduction, context and purpose

This report outlines the key findings from the Local Government Association's (LGA) Fire Peer Challenge at Hertfordshire Fire & Rescue Service (HFRS) in October 2016.

The Review team provided its views on the Leadership and Organisational Capacity themes:

1. Understanding of local context and priority setting
2. Delivering outcomes for local communities
3. Financial planning and viability
4. Political and managerial leadership
5. Governance and decision-making
6. Organisational capacity

The team also provided feedback against the seven Key Areas of Assessment (KAAs) and the questions which sit under each:

1. **Community Risk Management** – How well is the authority identifying and prioritising the risks faced by the community?
2. **Prevention** – How well is the authority delivering its community safety strategy?
3. **Protection** – How well is the authority delivering its regulatory fire safety strategy?
4. **Preparedness-** How well is the authority ensuring that its responsibilities for planning and preparing are met?
5. **Response –** How well is the authority delivering its response, call management and incident support activities?
6. **Health and Safety-** How well is the authority ensuring its responsibilities for health, safety and welfare are met?
7. **Training and Development** – How well is the authority ensuring its responsibilities for training, development and assessment of its staff are met?

The report provides further detail on the areas that the Service requested that the team focus on in addition to looking at the Key Assessment Areas and Leadership and Corporate Capacity elements of the Peer Challenge toolkit upon which the Service produced its Self-Assessment. HFRS asked the Peer Challenge Team to focus their attention on the following areas during the peer challenge:

- **Key Assessment Areas 2 & 3** - In particular, HFRS welcomed feedback regarding the effectiveness and performance of the Joint Protective Services (JPS) department.
- **Key Assessment Area 7** – HFRS asked the team to provide feedback regarding the structure, effectiveness and performance of its Training provision

In addition the Service requested specific feedback in respect of HFRS's performance with regard to:

- Partnership Engagement and
- Communication of Risk Information to Crews.

Fire Peer Challenge is part of sector led improvement. In the last four years, all 46 FRSs nationally have undertaken a peer challenge. Following this, the process has been revised to reflect developments within the sector and ensure it continues to meet the needs of FRSs and other key stakeholders. FRSs are now able to commission another peer challenge, to take place at a time of their choosing over the next four years. HFRS deserve great credit for being one of the first FRSs to commission a peer challenge using the revised approach and framework. It is a clear reflection of the Service's willingness to undertake external challenge and learn from others.

The HFRS Fire Peer Challenge took place from 11 to 14 October 2016 inclusive. The summary of activity was as follows:

- Background reading was provided to the team in advance *(A comprehensive Self- Assessment and over 176 supporting reference documents)*
- Meeting with a broad cross-section of officers, elected members and partners via a timetable of interviews, focus groups and visits *(42 meetings over 3 Days during which the team met over 140 people)*

During the challenge the peer team were very well looked after and people the team met were fully engaged with the process and very open and honest.

The evidence and feedback gathered was assimilated into broad themes and was delivered to HFRS on the final day of the challenge condensing over 350 pieces of evidence that the team considered.

2.   The fire peer challenge process and team

Fire peer challenges are managed and delivered by the sector for the sector and peers are at the heart of the process. They help FRSs and Fire & Rescue Authorities with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge. The peer challenge team for HFRS was:
- **Lead Peer** – CFO Dave Curry (Hampshire and the IOW Fire and Rescue Service)
- **Member Peer** – Councillor Nick Chard (Chair, Kent Fire and Rescue Authority)
- **Officer Peer** – Jason Avery (Hampshire FRS and CFOA)
- **Officer Peer** – Dean Haward (IoW FRS*)*
- **Officer Peer** – Guy Keen (Merseyside FRS)
- **Officer Peer** – Neil Liddington (Avon FRS)
- **LGA Peer Challenge Manager** – Ernest Opuni

3.   Executive Summary

Hertfordshire Fire and Rescue Service (HFRS) has a strong underlying culture of working effectively with partners. It is utilising the benefits of being integral to Hertfordshire County Council and this is clear in all of its partnership working with both internal and external stakeholders.

There appears to be sound financial planning and governance. The Service is clearly accountable to and scrutinised by the County Council. HFRS is also contributing well to the County Council's efficiency requirements.

There is mature collaboration between the Service and Police Partners. There is strong and visible leadership from the Strategic Leadership Group (SLG) and clear evidence of an on-going cultural shift within the service moving from a culture of command to a more team and inclusive approach.

There is evidence of efficiencies and improved community outcomes being achieved through the approach to collaboration being taken within Joint Protective Services (JPS).

The HFRS 'Brand' is being used effectively to access vulnerability and the Service is deploying a wide range of Prevention interventions in an effective manner.

Protection is clearly visible in Operational Response which demonstrates the Service being proactive in addressing an area it was encouraged to explore in a previous peer challenge.

Strategic support in the provision of training facilities has improved the efficiency and effectiveness of training and development whilst investment in the Health and Safety unit of an additional practitioner with relevant industry qualifications was seen as a positive move.

It is clear that the current IT systems are seen more as a burden on capacity than being a resource for freeing it up across the Service. It will be important for the Service to give thought to how this might be addressed.

It appears that the capital investment in the estate has been limited and consideration could be given to the decline in the estate, the increased maintenance this can create and the longer term capital problems this can develop as a result.

The Protection succession risk could pose a real challenge to the Service because of the potential for significant numbers of experienced fire safety officers and managers to leave the Service within a short timeframe.

Alongside recognition of numerous areas of 'Notable Practice' the team found at HFRS, a number of actions which are detailed under 'Quick Wins' and 'Game changers' at the end of this report. The team would recommend that the Service consider these areas as priorities for its continuous improvement.

Detailed Findings

4. Leadership and Organisational capacity

4.1   Understanding of local context and priority setting

Hertfordshire Fire and Rescue Service has a strong underlying culture of working effectively with partners. There is a clear understanding within HFRS of the benefits of being an integral part of Hertfordshire County Council (HCC) and the Service is utilising this effectively. A good example of this in action is the innovative approach shown through the establishment of Joint Protective Services (JPS), a part of the Community Protection Directorate which incorporates Fire prevention, Protection and Trading Standards.

An example of HFRS's successful work with external partners is the Hertfordshire Local Resilience Forum (LRF) where HFRS has worked effectively for many years and is highly regarded by other LRF partners. The LRF is widely regarded as being more agile and less bureaucratic than some other LRFs around the country. The connectivity between the various members of the group is strong and appears to be further evidence of the benefit of HFRS being a part of HCC.

HFRS has a strong approach to Inclusion and Diversity with a number of key individuals who seem highly committed to this agenda. Although inclusion and diversity is taken into account in respect of the approach to everything that HFRS and the wider CPD does, this fact needs to be made more explicit.

4.2   Delivering outcomes for local communities

The relationship with the local Representative bodies, particularly the FBU was positive. They were keen to become more involved in the recruitment campaign to ensure they added their support to maximise this opportunity to diversify the workforce to better match the community they serve.

The Community Advocacy Forum (CAF) has implemented a successful way of working that has been recognised through National Awards received. The CAF pairs link workers, who are volunteers from public sector organisations, with advocates who represent and speak for the groups or communities they represent. This innovative approach has produced notable benefits and success such as the work done with Traveller communities in fitting smoke alarms. There has also been some good targeting of vulnerable groups through timely briefings and raising awareness of the risk presented by 'legal highs' and skin whitening products.

There is an enthusiasm to build on current successes and broaden the representation of advocates. The Service recognises that the Lesbian Gay Bi-

Sexual and Transgender (LGBT) community is currently under-represented and is exploring ways of addressing this.

HFRS's creation of Community Rooms on a number of fire stations appears to have been well received by the local communities. They are well used and this positive integration with the community is leading to the education of local crews about the cultures with the communities they serve.

HFRS has a well-developed and growing volunteering section. This is seen as adding positively not just in terms of capacity but also ensuring a wider representation of the community is visible within the workforce.

Text anywhere" was seen as a really helpful facility and was clearly being used to support communications. There was a feeling however that it is sometimes being overly used and that a more targeted approach would avoid losing impact. There was also a feeling that this could be used more as an external communications channel to connect with local communities.

4.3   Financial planning and viability

HFRS is financially strong and there is clear evidence that they are supporting HCC positively in facing the financial challenges which all councils are dealing with.

There appears to be solid financial planning and governance with clear accountability and scrutiny through to HCC. It was also evident that as efficiency proposals come forward there is a sensible approach to testing their political and community impact prior to placing any measures into a more formal process.

It is clear that HFRS are seizing the wider community partnership and collaboration opportunities that are available. This helps HFRS to be well informed and sighted on a wide range of subjects that have an impact on the service it delivers. HFRS spend represents approximately five percent of HCC budget however the influence, impact and outcomes that benefit the wider communities in the county far outweighs this figure. HFRS punches above its weight in making a positive difference to people's lives and well-being. The Joint Protective Services department have been successful in obtaining money from "Proceeds of Crime" amounting to £125,000 per year and this resource is being channelled into positively supporting other delivery such as funding home safety visits

HCC are developing a successful commercial vehicle through SureCare and it appears that HFRS is a key player and contributor to this initiative. As this grows the profits will obviously support HCC and the financial challenges it faces.

It appears that the capital investment in the estate has been limited with only three new fire stations being built in the past 40 years (Watford, St Albans and

Harpenden), which was quoted as an example of this limited investment. The team felt that consideration could be given to the decline in the estate, the increased maintenance this can create and the longer term capital problems this can develop as a result.

4.4 Political and managerial leadership

There is mature collaboration between the Police and Crime Commissioner (PCC) and HFRS. The PCC was Portfolio Holder for fire in 2006 and is a Member of Hertfordshire County Council (HCC) meaning he has the knowledge of, contacts within and a good relationship with the Community Protection Directorate. The Chief Fire Officer (CFO) is also the Chief Executive of the Office of the PCC which further enhances the connectivity between Hertfordshire Constabulary, the PCC and HFRS.

There is strong and visible leadership from the Strategic Leadership Group (SLG). It was also evident that SLG makes time to spend with developing leaders. This was witnessed by the team through the week at the development day at attendees expressed their appreciation of the time spent with SLG.

There is clear evidence of an on-going cultural shift within the Service, moving from a culture of command to a more team and inclusive approach. This was welcomed by most. It was also evident that there are some areas that are holding this cultural shift back. Examples observed were the estate and working environment, imagery, some areas of commonly used language and the use of green and grey book roles. It was felt that a good examination of these areas would release the full potential of this cultural shift.

The move to a more open, team orientated culture aligns with the cultural shift being made within HCC and this alignment is seen as helpful. However there was evidence of pockets of older culture through middle and supervisory levels, which did not match that seen in SLG. This again could be explored to achieve a more consistent leadership approach. Nonetheless, it was clear that middle management was aligned, on message and supportive of the progress being made within the Service.

There was a feeling expressed to the team that greater clarity could be provided in how inclusion and diversity will shape the future workforce and the culture that is created. This could be documented through a clear Workforce Strategy and the team would encourage HFRS to give further consideration to developing this.

Results from the latest staff survey have shown a potential increase in bullying and harassment. However this could be a result of changes to the questions posed which may have had an impact on these results. Nonetheless it is clear that the outcomes of the recent staff survey do provide a good basis for the development of a Workforce Strategy which could positively support the development of the inclusive culture within the workplace that the Service is moving towards.

4.5   Governance and decision-making

The CFO's national role and his leadership of the OPC clearly bring insight, knowledge and experience to help shape and position the progress of the Service. It is likely that the CFO will move on in the not too distant future and consideration needs to be given to how this gap can and will be filled over time**.**

The SLG has good and relevant capacity and are well aligned on messages going out to the wider Service. The team is new with some recent changes and will develop further however individuals already appear confident to add value to the discussions and decisions of the SLG.

It was clear that the Service has well developed and robust performance and risk management processes in place. It is believed this strength may be a result of the previous command culture and is an aspect of the Service that should be maintained as the culture shifts.

The strength of the Advocacy Group could be better used within the EqIA process and therefore further enrich the decision-making process.

The positive relations with the FBU could have a greater input at an earlier point in developing strategic projects. The example used was the Occupational Health Unit review. It was further understood that this review had not started as yet and therefore this may be a simple communication issue. In addition there was a feeling that on some projects the FBU contribution was not fully recognised (for example on the launch of the Bluelight Mind initiative). This could be addressed by agreeing communications through regular dialogue between the various parties involved.

4.6   Organisational Capacity

The Service seems to maximise its positive links with national developments such as the development of a Procurement Hub and is able to balance this well as a result of the benefits of the integration with HCC.

The use of the Longfield site, which is seeing increasing site usage with both fire and partner activities, is a good example of maximising the fire estate capacity.

The Equalities and Inclusion team were successfully embedding advocates into the workforce and this appeared to be releasing both potential and capacity to support this agenda.

The cultural shift is having a positive impact on organisational capacity. A good example of this is the plans to re-balance grey/green book staff in JPS

which will provide the opportunity to bring in new skills. Involving the FBU on groups such as the SOTB, Equality Action Group and the Appliance Equipment Planning Board are good examples of using this capability and capacity at an organisational level. The Discipline Team is having a positive effect in resolving cases at an earlier point. This is having a useful impact by reducing managerial time that would have previously been taken up by extended processes.

There was a concern amongst middle managers that they were at "information overload" and that this may lead to a risk that they miss or misunderstand important information.

The team felt that there was a change programme which was being managed through business as usual governance and this seemed to be working well. It was however communicated in a number of meetings that there is an expectation within the Service that this change programme was about to accelerate. The team's view is that there may be some value in some additional resources being allocated to coordinate change and ensure the impact is fully embedded.

HFRS has taken this approach to achieve this in parts of the Service through the use of dedicated Project Officers particularly seen in the work on the Integrated Risk Management Plan (IRMP). This work will make an important contribution to the effective review of HFRS's IRMP. It will also be integral to other large scale change programmes so there may be some value in the Service considering this approach in order to effectively deliver this area of work.

Some partners expressed the view that although there is a drive to see change in the estate to include a new Headquarters, there is also a degree of resistance which appears to be down to an emotional attachment to the current building. The team could not say for certain that this view is accurate but suggests the Service may find it helpful to gain a better understanding of this perception.

HFRS could give further consideration as to whether it is deriving the full benefit of the talent and expertise held within the RDS workforce. This could be particularly beneficial to the Service's delivery of projects and other change initiatives.

There was a view that the lack of integration of IT systems could affect the services ability to progress the IRMP as planned. On a wider front, the view expressed to the team on a number of occasions is that IT systems are seen more as a burden on capacity than being a resource for freeing it up across the Service.

There is also a possibility that some opportunities for LRF partner training are being missed as a result of some agencies not liaising in a timely manner with the LRF manager. This means that some exercises - both desk-based and practical - could yield greater value if the LRF manager had more timely information.

Significant thought and preparation has gone into the SLG's succession planning. This does not appear to be as well developed in other areas of the Service and the team felt able to identify potential single points of failure where turnover may impact on future success. This was the case not only with individuals but with some teams more widely. HFRS may wish to review this in order that it can assure itself that it is able address these potential points of future failure.

The team identified that there may be more of a focus on Response than there is on other areas of the Service such as Prevention and Protection. It is not the team's view that has been created deliberately. Rather it seems to be a perception which has grown within the Service due not only to the CFO's national role but also because of the involvement and profile of many HFRS SLG colleagues in relation to the Response function. This appears to have led some individuals in the Service to pursue an operational career path within HFRS rather than exploring opportunities in other disciplines. As an immediate implication it appears fewer HFRS staff are choosing Protection and Prevention as a route for career progression and the Service may wish to explore further how it encourages staff to more actively pursue these career paths.

5. Key Assessment Areas

5.1 <u>Community Risk Management</u> – *How well is the authority identifying and prioritising the risks faced by the community?*

The Peer Challenge Team found that HFRS is having a significant impact in supporting the achievement of public health priorities through their active engagement and support of public health partnerships. The impact and success of these partnerships demonstrates that the Service understands the local context and contributes to the reduction of risks faced by the local community.

HFRS has fully embraced the recently introduced concept of 'Safe and Well' and is expanding the role of firefighters to support the wider reduction of risks faced by the local community. The success of the early impact of the 'Safe and Well' pilot scheme is an area of strength for HFRS against the key areas of assessment for Community Risk Management.

The 'Safe and Well' visits by Operational crews have been prioritised to focus on vulnerable persons who are yet to receive an intervention package. This is proof that the service delivery of 'Safe and Well' is effectively targeting those members of the community deemed to be at greatest risk.

There is good evidence that the Annual Strategic Assessment is well understood and utilised across all areas of the Service. This process, considers a wide range of relevant data in informing the Service's risk priorities. Examples include:

- The Fire Death analysis report 2012-16 which maps out the fire victim profile for the County of Hertfordshire.
- The JPS Strategic Assessment, utilising a wide range of relevant risk information to inform the Risk Based Inspection Programme. This is reviewed annually to ensure it remains up to date and relevant.
- A dedicated JPS Intelligence Officer maps intelligence into a report to inform the Strategic Assessment and review priorities based on emerging risks.
- An HFRS Area Commander is currently exploring the use of Adult Services Social Care System to better inform vulnerability targeting. This is more accurate and cost effective than simply deploying MOSAIC and Exeter data for example.

District and Station annual plans are well aligned to the Service's Annual Strategic Assessment which aims to drive Station performance. There are clear targets set in relation to Risk Based Inspection Programme audits,

Home Fire Safety Visits (HFSV's) and Supporting Community Safety campaigns.

The Community Safety campaigns are detailed within the annual Community Protection Directorate Safety Calendar and this is an effective means of organising pre-determined risk interventions aligned to local and national campaigns. This calendar is reviewed, produced and published at the beginning of each year.

District and Station Commanders have a good level of understanding of the contribution station based personnel make to the Service's Risk Based Inspection Programme. They are actively encouraged to contribute to the JPS annual review which ensures that local risk knowledge is captured and prioritised.

There are numerous examples of partnership working which contribute positively to the targeting of risk in local communities. This includes a number of partnerships and collaborations which are actively sharing intelligence and resources to target known and emerging risks swiftly, efficiently and effectively.

The Hoarding Partnership is contributing positively to identification and targeting of a number of overlapping vulnerability profiles relevant to Fire, Health and Housing risks. Partnership collaboration is significantly reducing the number of visits which have to be undertaken. This is being achieved through removing duplication and better utilising signposting as a means of reducing the risk to vulnerable people. Partners are able to close cases more quickly because of increased confidence that the risks have been removed or effectively controlled. More widely the work in addressing hoarding has increased community confidence and is empowering residents to become less vulnerable to crime. Other benefits are fewer evictions, greater financial savings from reduced requirement for repairs, reduction in vulnerability of residents to fire and crime as well as fewer hospital admissions.

Good relations with individuals in the local Immigration Office have led to intelligence on vulnerable sleeping risk being passed to JPS for action by Fire Safety Inspectors. This collaboration is proving to be effective in identifying and prioritising risk thus enhancing the effectiveness of Prohibition Notices served under the Regulatory Reform (Fire Safety) Order.

The collaboration in JPS has led to income from Trading Standards prosecutions under the Proceeds of Crime Act being diverted into supporting fire safety interventions. In addition to the income generation, there is evidence that the combined structure of Trading Standards and Fire Safety is enhancing the effectiveness of sharing and targeting emerging risk. An example of this is Hover-board fire incidents being quickly identified and

targeted through a combination of education and regulatory compliance interventions.

Partnership working via the local JAG has enabled swift intervention on emerging arson threats to members of the community. Fire crews are responding swiftly to intelligence gained either internally or via JAG partners to protect homes vulnerable to arson attack by fitting fireproof letterbox plates. Opportunities to secure funding for this work are being utilised well.

HFRS will play a significant role in securing significant savings as a direct result of its Public Health work reducing risk among vulnerable members of the community.

It is clear that the multi-agency collaboration on Event Safety is widely understood and valued by partners and staff alike. This work is contributing effectively to reducing risk through multi-agency capture and sharing of information via the Event Tactical Response Plans. One recent example of this working well was at the British Masters Golf Tournament hosted in Hertfordshire.

Performance Management is largely focused on activity outputs such as the number of Home Fire Safety Visits or Risk Based Inspection Programme audits completed. Officers across the Service were not always able to clearly articulate how this activity was linked to achieving wider outcomes. One such example was the inability to link Protection, Prevention and JPS activity to safety outcomes and it was not clear how the annual Strategic Assessment review took account of risk reductions achieved in either the current or previous years. For example whilst licenced premises have been identified as a priority risk for fire safety audits in 2016, there was no clarity on how Protection activity in Priority areas was reducing risk and informing the risk based targeting for subsequent years.

The failure of the ICT system to meet the needs of individuals and departments across the Service was a common theme which emerged across all areas of the Peer Challenge. In respect of Community Risk Management, it appeared that the current ICT systems does not have the ability to effectively process and share information held in various internal databases in order to assist with risk based targeting.

It appears that the current limitations of ICT systems in processing and sharing risk information could adversely affect future improvement. This is leading to some inertia. However the team would encourage HFRS to make the most of information that is currently available and not allow ICT challenges to act as a barrier to identifying the outcomes that are being achieved.

Although there are practical difficulties in evidencing short, medium and long term impacts of safety interventions, significant improvements could be made by more clearly linking activity to actual impact in achieving reduction of risk. For example, the effectiveness of targeting Fire Safety activity could be measured in terms of the proportion of fire safety audits requiring enforcement action. A more robust measurement of the difference between the perceived risk prior to and following fire safety intervention could enable the Service to better evidence the impact of activity. Longer term impact can also be assumed from reduction in incident statistics in areas where risk reduction activities have been carried out. This will be important in avoiding resources being diverted away from Community Risk Management activity due to the impact of previous initiatives not being clearly evidenced.

JPS have a good partnership with the local Immigration Office. It appears however that this partnership is over-reliant on personal relationships and should certain individuals from either Service move on then the currently effective partnership working could suffer. The Peer Challenge team recommend that this can be overcome by partners signing up to a Memorandum of Understanding which would sustain impact in the event of key individuals no longer being available or involved in future.

Hoarding partners have been unable to engage with Adult Health and Mental Health Services to obtain their assistance in areas where they hold some direct responsibility. The lack of engagement appears to stem from a perception that hoarding is a life-style choice rather than recognition of the mental health and adult health issues involved. There would be value in some Strategic and Political level intervention in order to ensure that the engagement between these two services can be improved.

Analysis of fire death victim profiles are being skewed by the impact of having only a low number of fatalities (1 to 2 per year). There is a risk therefore that common themes are not identified or anomalies accounted for. The accuracy of fire death victim profiles could be improved by widening the research base to include additional relevant data (for example by better utilising findings from other parts of the country and data from fire incidents with injury or serious injuries which had the potential to cause a fire fatality).

Effectiveness of Joint Protective Services

There is evidence of efficiencies being achieved through collaboration. The Trading Standards Legal Support Team has removed the dependence on external legal advice. This has led to efficiency savings for Protection whilst increasing the effectiveness of prosecution activity. This has also impacted positively on enforcement activity as Protection now has full access to internal legal support including a solicitor and a financial investigator. The mix of experience within the team is also providing legal career opportunities.

Trading Standards have been able to release significant efficiency savings without impacting on front line capacity and productivity with the creation of JPS. This merger has removed duplication of regulator activity which would have previously been the case if separate teams had remained. For example the Petroleum and Safety of Sports Grounds inspections are sometimes delivered through a single regulator visiting and covering all areas resulting in greater efficiency.

Trading Standards now have the opportunity to carry out test burns at the Fire Training Centre. This is saving significant time and cost and is enabling a better joined up approach to Corporate Communications. This is resulting in more rapid safety releases on emerging risks (for example the work on Halloween Costumes which led to positive regional and national coverage). Further benefits were also achieved by convincing Tesco, a Primary Authority Scheme (PAS) partner, to source only fire retardant costumes for their stores nationally.

The sharing of intelligence is leading to prioritised risk targeting and early intervention for both education and compliance. There are examples of Trading Standards benefitting directly from sharing and collaboration with Fire Safety. This is resulting in effective tackling of emerging issues in Community and Fire Risk (for example Hover-boards and Power-bars). Fire Safety Inspectors (FSIs) and Trading Standards Officers (TSOs) are actively sharing concerns via shared ICT systems and shared office facilities. This is leading to greater awareness of each other's risk resulting in earlier intervention. For example FSIs alerted TSOs to concerns over fire risks posed by the material in cushions which were being sold by a local retailer. This has resulted in these being removed from stores nationally and led to a successful prosecution. All FSI's and TSO's have received training on how to signpost to other regulators. This is supported through Better Business for All (BBfA).

The Strategic Assessment is setting the team's priorities leading to more effective action being undertaken by JPS.

There is a recognition of overlapping vulnerability profiles which is enabling regulatory and educational activity to avoid duplication (for example Beer Mats with County Community Safety Unit (CCSU) messages about 'drink-driving' were distributed by JPS Officers whilst targeting inspections in licenced premises).

Managers are multi-skilled and versatile in their delivery whilst recognising the limits of expertise that can be expected from businesses and individuals. The Joint Tasking Group is better able to react to new and emerging issues outside of the Strategic Assessment.

Trading Standards experience in delivering Primary Authority Scheme partnerships is directly guiding the Fire PAS partnerships. This has made it possible for 14 Fire PAS to be fast-tracked. Income generation from PAS partnerships is off-setting the impact of resource reductions whilst achieving a

net gain in regulatory compliance and community safety through national adoption of Fire PAS.

The 'Talking Heads' training package for business has been delivered to all regulators in Hertfordshire. This is leading to wider regulator appreciation of the business need which is reducing the regulatory burden on business and therefore supporting economic growth. This package has received national recognition and has been adopted into the national GRIP toolkit hosted by the Better Regulation Delivery Office (now Regulatory Delivery).

The Advocacy Network used input from the Asian Fire Service Association to train regulators on the issue of unconscious bias on a Development Day. This is enabling regulators to work better with ethnically diverse businesses in supporting regulatory compliance.

Over the last three years the Joint Protective Services has recovered over £375,000 through the Proceeds of Crime Act (POCA) following Trading Standards prosecutions. This resource has been re-invested into Community Risk Management. Income streams from Fire PAS are contributing significantly to the aspiration that this work becomes cost neutral.

ICT systems appear to be hindering the analysis and communication of risk intelligence. The 'APP' system used by Joint Protective Services does not process information relating to outcomes from activity. This in turn is limiting the scope for effective analysis. Mobile Data Terminals (MDTs) on fire appliances are not as effective or resilient as they could be. This means that the communication of critical risk information discovered by Inspecting Officers to responding fire crews is being completed by an inefficient manual process.

There is a lack of clarity around outcomes achieved from Joint Protective Services activity. As a result Service Managers do not appear to establish clear successful outcomes criteria for routine work or reactive projects.

The Service is making good progress on the process of interrogating the APP system as a means of providing accurate performance management information. However, the focus on outputs and activity does not allow the scrutiny of performance in terms of outcomes. For example whilst an Inspector's work can be measured in terms of how many audits they may have completed, further work on achieving greater clarity about the level of risk reduction which has resulted from this work as management reviews focus primarily on quantitative measurements.

It was not clear to the team how JPS data is being factored into the IRMP or how effectively it is contributing to identifying IRMP outcomes. HFRS may find benefit in reviewing this in order to improve managers' understanding of how JPS data is utilised for IRMP to better assure the quality and effectiveness of processes.

It appears that the turnover of internal team members within JPS is resulting in a loss of experience. This is having a negative impact on progress and productivity due to the need to replace this capacity. The team would encourage the Service to give this some attention.

5.2 Prevention – *How well is the authority delivering its community safety strategy?*

There is forward-thinking leadership and an appreciation of the potential to influence the wider agenda and the strengths of HFRS for Prevention.

The HFRS 'Brand' is being used effectively to access vulnerability. The Service is supporting corporate priorities by using intelligence to prevent slips, trips and falls, contributing to health outcomes and is doing this without requiring additional budget.

HFRS is deploying a wide range of Prevention interventions. This includes rapid early intervention from Fire crews following hoarding referrals supporting sufficient multi-agency impact on reducing risk.

The Service deploys a wide number of youth engagement initiatives. The Service's work with the Prince's Trust has delivered an 82 percent success rate in advancing candidates into employment or further education.

The Service is leading in numerous road risk interventions such as the 'Learn to Live', 'Biker-down' and Driving test referrals initiatives to improve road safety outcomes in Hertfordshire.

The clear investment in preparing and delivering the training of firefighters in Safe and Well has improved their ownership and competence in delivering these. Partners on the Hoarding project were very impressed with HFRS's ability to out-perform targets and spoke highly of their experience of fire crews demonstrating ownership of and commitment to this agenda.

Effective partnership working is already having some positive impact through closer working with Public Health. However performance management against wider safety outcomes with stronger evaluation is an area which would benefit from further focus. Building on this further could potentially enable HFRS to benefit in respect of linking safety outcomes to its other Prevention and Protection activity through tapping into the wider experience, capacity and expertise in this area that Public Health could bring.

There were some concerns expressed about the sustainability of Prevention activities and initiatives in light of anticipated future resource reductions. There may be some value in further and more robust evaluation of impact to demonstrate the value for money benefits of this activity.

5.3 Protection – *How well is the authority delivering its regulatory fire safety strategy?*

The Risk Based Inspection Programme (RBIP) is well planned and widely understood across the organisation as evidenced by Operational crews being effectively engaged and supported in delivering against the objectives of this programme.

Station Commander's (SCs) are actively engaged in Protection. A cross-section of SC's from across the Service all demonstrated a good level of understanding of the role of the Joint Protective Services (JPS) and were able to articulate in detail the effectiveness of Protection activities contributing to the multi-agency Event Safety planning process. The distribution of Operational Risk Information being communicated back to operational officers and crews via the Event Response Plans is also a strength and has positive impact on Preparedness.

Crews demonstrated a desire to complete Protection work once the strategy behind the crews doing this work had been clearly communicated to them and adequate training had been provided.

Protection is clearly visible in Operational Response. In a previous Peer Challenge, Protection was identified as not being well integrated with Operational Response. This has been addressed over time as a priority objective by JPS Protection senior managers and the profile of Protection has been raised significantly.

Station Liaison Officers (SLO's) are actively supporting Protection Activity undertaken by Station Crews and are contributing to the communication of operational risk information being found during JPS activities. Consequently, regulatory fire safety matters being discovered by crews during their lower level fire safety audits are signposted to relevant JPS Officers and operational risk information is reaching crews in a timely fashion.

For example, crews undertaking a routine visit became concerned regarding the sleeping accommodation above a scout hut. The matter was referred immediately to the on-duty FSI and a Prohibition Notice was served.

The clear leadership in BBfA is enhancing better regulation priorities. The Z-card produced through this partnership is a good example of regulator collaboration providing business with good levels of support and advice on compliance with regulation.

Protection senior officers are aware of the Protection succession risk and have commenced work on a plan to address this. Given the potential of the Protection succession risk to impact on the Service's capacity to deliver statutory fire safety functions, it may be prudent to add this issue to the HFRS Risk Register and undertake focussed work in this area. Protection activity could be better linked to risk reduction outcomes

The organisation does not appear to have clarity on the value of Grey book personnel in specialist Protection roles. There is not yet a clear distinction between the role separation of Green and Grey book personnel in Protection. For example a Fire Safety Inspector (Green book) performs exactly the same role as a Watch Manager (Grey). This could put HFRS at risk of challenge and make it difficult to defend its position as budget pressures increase. A clear mapping of the separate value that each role brings to Protection would help the Service to plan and maintain the capacity to perform all of their Protection duties without compromising on effectiveness to the detriment of regulatory compliance or firefighter safety. A clear distinction will also assist the Service in maximising the potential of each role across the structure of Protection.

The Protection succession risk could pose significant challenges to the Service because of the potential for a number of experienced fire safety officers and managers to leave the Service within a short timeframe. The high level of knowledge and commitment that is currently underpinning the technical strengths of Protection along with the dependence on mentoring to develop and maintain fire safety competence will need to be taken into consideration within the succession planning process. In the event of the department losing a number of officers, this could have an adverse impact. Replacing senior Protection officers and managers who could in the past rely on the high level of technical fire safety expertise in their direct reports will not be easy and some thought should be given to addressing this as a priority.

There is some reluctance among officers to move into Protection roles. There is a perception that promotion opportunities are limited which is causing a disincentive for Operational personnel to move into Protection. This perception is worthy of additional focus from HFRS.

Plans to re-develop the town centre of Stevenage have potential to exacerbate the Protection succession risk. As a consequence HFRS may miss opportunities to prevent capacity loss impacting on their Protection objectives (for example influencing fire safety consultations for new buildings and developments to avoid these causing a detriment to firefighter safety and effectiveness).

The Regulators Code (Enterprise & Regulatory Reform Act) requires regulatory authorities to demonstrate the competence of their inspecting and auditing officers. This requires that officers conducting audits and inspections under the Regulatory Reform (Fire Safety) Order are qualified to do so (minimum Level 4 Certificate of the CFOA Business Fire Safety National Qualifications framework). There is a small risk that the Service could be challenged to demonstrate that their officers are competent particularly during enforcement action. One possible solution could be for more experienced officers trained prior to the National framework being implemented being justified as having competence through acquisition and application of their fire safety knowledge, skills and experience. Although they may not have transitioned to the National framework this would be a pragmatic solution given the time and costs of achieving the qualification. The retirement-age

profile of existing experienced fire safety officers emphasises the need to prioritise development of newer fire safety officers. There would be some value in replacing the phrase 'low-level RBIP audit', which is the term used to describe RBIP work by fire crews, with the term 'low-level RBIP assessment' to avoid the risk of challenge under the Regulators' Code. There is also more to do around the quality assurance of operational crews performing Protection activities.

There may be some value in further educating partner agencies with respect to referrals. This could help to remove pressure on HFRS Protection capacity and allow further opportunities for utilising partner knowledge and intelligence to shape their understanding of the risk profile. This is already happening between Trading Standards and Fire Safety and there is an opportunity to replicate such practice

5.4 Preparedness- *How well is the authority ensuring that its responsibilities for planning and preparing are met?*

HFRS are clearly embedded and shows strong leadership with the CFO chairing the LRF. There is access within these structures to resilience professionals with technical qualifications within HCC and District Councils. HFRS are well placed to drive progress within the LRF sub-groups with structured teams to support them.

There is evidence that Resilience Direct is used by HFRS and their LRF partners to publish and share Emergency Plans and Business Continuity Plans. These plans are shared with neighbouring LRF groups that may respond into Hertfordshire.

The LRF exercises on the Community Risk Register Risks. These exercises are prioritised based on 'Very High' and 'High' risk ratings.

Exercise outcomes are shared through the LRF Management Group and are Red/Amber/Green (RAG) rated. Recommendations and actions are monitored through this group to ensure they are completed. This ensures all partners benefit from these learning outcomes.

HFRS may wish to explore the opportunity to promote the LRF outside of its constituent partners. This may raise awareness to other organisations of the benefits the LRF can bring to exercises. This can assist in avoiding duplication of effort and capitalise on other resources in exercise planning.

HFRS may find value in focusing on a single team for RDS recruitment and apply a degree of flexibility around RDS establishment numbers to assist in filling RDS vacancies at key times and days of the week.

HFRS may wish to consider the utilisation of more day staff to assist in proving fire cover during the working week. The Service may also find value in enhanced monitoring of the use of day crewed plus personnel within their current relief strategy.

Some operational crews were unaware the OPI's were held on MDTs and were still accessing potentially out of date documents on stations.

The team would encourage HFRS to consider an RDS availability based scheme to reward personnel for their true levels of cover based on RAPPEL data. This could be in the form of band based payments.

HFRS may wish to consider the effect of using pre-arranged overtime for resilience planning as this may prove to be unsustainable in the long term.

5.5 Response **–** *How well is the authority delivering its response, call management and incident support activities?*

There is a strong sense of professional pride within the Service. Personnel expressed a real desire to perform to the highest standards. Middle managers on the Flexible Duty System have operational references in addition to corporate and management responsibilities. Staff are well equipped with up to date appliances and equipment. One team stated that their appliances and equipment had never been so well maintained following a change of duty system to Day Crewed Plus. This was an indication of greater ownership and pride at a local level.

HFRS has produced a Firefighting discussion paper to review current response methods where "Smart Firefighting" could provide an even more effective and efficient Response function which is a long standing strength of the Service.

Fire Control personnel attendance at debriefs adds value to the organisational learning following incidents. This enables a 'one-team' approach to organisational learning from the first 999 call through to operational response and successful resolution of the incident.

"On watch" quality assurance of Fire Control call handling improves best practice. This has helped evaluate call challenging and assisted in getting correct and accurate information at time of call. There was a clear understanding of the importance of getting the right information at initial time of call and how this can advantage the operational response.

Fire Control has a pragmatic approach and applies common sense to balance call handling and mobilisation. An example of this would be taking longer to gather information and taking longer than the KPI time for high risk incidents such as CBRN or where the location of an incident may not be initially clearly identified by the caller e.g. in rural areas or on the road network.

Fire Control staff have situational awareness of incidents by good use of the motorway camera system. The ability to relay information to responding crews through the observation of incidents via the camera system enables Fire Control to determine the accuracy of call information, apparent risks and

if the incident is escalating. The positive relationship with Highways England is notable and this was displayed during the visit to the Fire Control Room.

Fire Control convey key information to crews dynamically via MDT and radio. This was seen as common practice and was confirmed in conversations with Fire Control and operational staff. The mix of pre-incident inspection and information gathering with emerging intelligence enables incident commanders to build the fullest picture of the incident in hand. There was also an understanding of the issues around correctly managing data and how it should be handled e.g. not having personal or sensitive information transferred via tele printer messages as these can be left or lost at incidents.

Liaison clearly exists between Fire Control and other teams in HFRS to improve operational response. For example Control staff are regularly involved on Incident Command assessments, on training centre courses, visiting fire stations and input to Flexible Duty System officers on the role and capability of HFRS Control.

Fire Control staff are trained to interrogate and interpret data from Chemdata and Hazard Manager. This eliminates the need for a Hazardous Materials Liaison Officer (HMLO) to attend Fire Control and also maximises the added value Fire Control add to operational response.

The Review team were impressed by the high engagement by the crew at the Day Crewed Plus station that they visited. It was evident that the recruitment of the right staff improves pride, attitudes, ownership and professional standards on station. Conversation during the visit was positive and inspiring showing what can be achieved when the team are built at a local level.

Day crewed plus crewing system was seen as being beneficial to operational competence call rate per firefighter. During periods where nationally call rates have halved the ability to expose operational personnel to the maximum amount of real emergencies will enable them to maintain and review individual and team competencies.

HFRS may want to explore immediately improving ICT access for responders as they require multiple logins and training content cannot be viewed on station computers. This has led to frustrations of staff when using internal ICT systems. The team were surprised that not all staff have email accounts and that some crew managers had to use the watch managers logon ID to access the training system.

HFRS is producing recommendations for an electronic operational assurance tool to improve assurance systems and organisational improvement. This project is on the service timeline and scheduled for spring 2017. The Peer Challenge team felt that having this in place along with the leadership supporting it is positive. However the team was equally aware of other projects that were being scheduled for a similar time and feels strict programme management across HFRS will be important to ensure that this is successfully delivered.

The "Text Anywhere" facility is being used for resilience purposes in crewing and recall to duty. This was seen as a good use of technology but a view from conversations with Representative Bodies indicated that it can be a bit 'broad brush' and the effectiveness of it has been lost as messages are sent frequently. A more targeted approach should be considered to increase the potency of the system which could improve the response by staff during periods of critical crewing levels.

5.6 <u>Health and Safety</u>**-** *How well is the authority ensuring its responsibilities for health, safety and welfare are met?*

Investment in the Health and Safety unit of an additional practitioner with relevant industry qualifications was seen as a positive move. Previously the post had been occupied by an ex-serving Grey book employee. The recruitment of a Health and Safety practitioner not only added value but also allowed the Health and Safety manager to operate at the appropriate level within HFRS.

The use of PROTECT magazine online to highlight Health and Safety issues is a useful tool in the opinion of the Peer Challenge Team. The ability to easily and quickly access Health and Safety information via the internal magazine enables staff to be informed of the type of approaches and practice that will make them safer and more effective in the workplace.

A positive culture on the reporting of Health and Safety events has been developed and monitoring of reporting is clearly in hand. Increase of reporting was not seen as a negative as it is not an indication of an increase in safety events but an acceptance of a desire by HFRS to make the workplace safer. This will allow the Health and Safety Department to feed into operational learning and therefore reduce reoccurrences of the incidents.

The Health and Safety unit frequently visit fire stations to educate staff on the work they do, reporting systems and the importance of a no-blame culture among other things. This helps underpin the increased reporting of safety events and the confidence in the relationship between operational staff and the Health and Safety team.

Health and Safety staff have a good awareness of 7(2) d's, SSRI and OPI. It is encouraging that there is a common understanding of embedded systems across teams, whether operational or non-operational.

The Health and Safety manager expressed how positive the support they receive from a strategic level is. The relationship with the ACFO and DCFO was repeatedly raised as an improved situation over recent years following some reorganisation within HFRS. This clearly gave the manager confidence about what is expected because this high level of support is in place.

Development of the RIVO system for recording safety events was being conducted and was observed in the test environment. However the Health

and Safety manager was unaware of the wider ICT programme and there needs to be a greater level of co-ordination to make sure the potential of the RIVO system is maximised.

The Health and Safety manager has been in HFRS for a number of years and in post for a period which has enabled a level of consistency in delivering Health and Safety outcomes. More recently the manager has been able to build a team which in spite of being relatively small is determined to improve Health and Safety across the Service. The team felt it important to recognise the good work observed and the positive influence the team is having. However due to the small team size, which is not unusual for a service the size of HFRS, there could be issues around capacity to deliver if one or more of the Health and Safety team were unavailable for extended periods. The Service may wish to further assure itself that it has the necessary resilience in this regard.

The connection between HIVE and RIVO or other ICT products was not clear to the Peer Challenge team. The Health and Safety manager sits on other boards and committees and as such it should not be difficult to integrate the team into any current or future ICT development programmes. This would ensure they have full view of how RIVO might 'talk to' and integrate into other software packages.

The development of RIVO is another ICT project which has been earmarked but not yet started. This should be supported and development of this package needs to be integrated into the wider ICT strategy.

5.7 Training and Development – *How well is the authority ensuring its responsibilities for training, development and assessment of its staff are met?*

Strategic support in the provision of training facilities has improved the efficiency and effectiveness of training and development by ensuring a geographical spread of potential training locations across the service area. This has decreased travel times for crews and individuals attending training evolutions and has created various satellite sites allowing for a greater diversity of training opportunities for operational staff.

A restructure of the training staff roster which has complimented the additional training facilities has allowed for a seven day a week training delivery programme. This is ensuring that potential bottle necks caused by facilities without instructors has been alleviated. This roster is currently being reviewed to better understand whether further improvements to training provision can be achieved to the greatest benefit of staff, the Service more widely and ultimately to the various communities across Hertfordshire.

The additional capacity achieved by these restructures has supported the quality of training in areas such as the initial 20 week RDS recruits course which is viewed as being of a high standard. It may be possible to improve this training without reducing overall quality by investigating if the period over

which the course is run could be compressed. This would have the effect of creating a more effective development process for the Service and its needs.

A clear vision on solutions to the current IT issues has been set out. Once implemented this will greatly assist in achieving HFRS's objectives in not only the training and development arena but also across the wider Health and Safety function.

Senior officer commitment and involvement in the development of future officers which prepares them for their new roles. The use of preparation materials such as the "Is it for me videos" has ensured that all staff are aware of what is expected of them and that they are supported in their progression.

This support is also in place for the maintenance of targeted development. Flexi officer input days have been produced to prepare the officers for assessments and ultimately operational activities. This ensures that the reduction of operational opportunities are being offset by simulated development and assessment days.

These input days are facilitated by trained assessors whose qualifications and maintenance of skills are regularly updated. This is ensuring that a high level of internally moderated training provision is being provided.

The Technical Fire Safety (TFS) Training delivered to Whole Time personnel is a good example of the efficient use of targeted training in order to release capacity elsewhere in the Service. This has allowed these staff to carry out simple audits during their operational shift which has in turn freed up TFS officer time. This efficient use of time and resource is allowing these officers to focus on the more complex technical issues which contributes positively to protecting the built environment across Hertfordshire.

This commitment to development for all staff is well supported by career pathways which set out the direction of travel and what is expected at each stage of promotion. This is available to both operational and support staff. These pathways are also used in conjunction with competency logs thereby setting out once again a clear route map of what is expected of all staff.

The commitment from the Senior Leadership of the Service to training and development has created a strong psychological contract between staff and the organisation. This was borne out throughout the Peer Challenge by the commitment and passion of staff toward their Service.

A wider Workforce Development strategy including overarching learning and development priorities could be used as a signpost document to the supporting training and development policies which are in place.

The process of evaluation of training currently being carried out across the Service seemed to mainly focus at Level One only (i.e. reaction to the training via 'happy sheets'). The additional levels of 2 (learning achieved), 3

(behaviour changes) and 4 (results produced) could be further investigated to fully appreciate the value of the training.

As a result the potentially rich information required to inform positive future training evolution is not being fully utilised.

Knowledge of the procurement of training delivery was varied across the Training directorate. This could be improved by ensuring all budget holders have had relevant training and have sight of service requirements on the purchasing of training provisions.

It was not clear how the implementation of positive action as part of the next Whole Time recruit intake will be achieved. HFRS is also aware of concerns about how the cost of living in the local area may be impacting adversely on the recruitment and retention of suitable staff.

Succession planning and the process of implementing this is a concern that was expressed by several staff. This was due in part to the low levels of new personnel entering HFRS which in turn has reduced the ease with which key positions can be replaced. It will be important for the Service to consider how the experience and skills which will be leaving HFRS at both middle and senior management positions in the medium to long term will be replaced.

Succession planning within the training department was also highlighted as a more specific potential problem. It appears staff were not keen on putting themselves forward for posts within the unit. HFRS may wish to consider whether an agreement could be secured from staff whereby some time is served in supporting Learning and Development in exchange for the personal development they benefit from. There may also be some value in considering whether a pre-assessment agreement could be implemented where successful candidates are advised that they may be utilised in any positions across the Service including such departments as Training and Community Safety.

The moderation process for operational competency could potentially be reviewed. This could be used in determining whether a specific cohort of assessors could be more regularly used to reduce some of the variations in assessment. Alternatively a more detailed and objective assessment process might improve consistency of approach.

A more consistent approach to RDS recruit probationary portfolio and ADC process for RDS officers which is consistent across the Service might ensure there are common standards between districts. It appears some RDS Recruits are receiving competency pay after 12 months without a sign-off for this competency being assessed against an agreed, documented standard. The Service may find benefit in reviewing this.

The current RDS recruit training period is spread over 20 weeks which can cause gaps between need and resources being available. There may be ways in which this period could be shortened without affecting the high quality of the

resultant trained fire fighters and HFRS may find value in further exploring this.

Training records were held on various systems which are not fully connected. The Service may be missing opportunities to learn from data which could enhance the ongoing development of training provision. The Service may wish to assure itself further that it is utilising all such opportunities.

There seemed to be limited access and log-ons to training recording systems on stations. This appears to be an issue with the number of licences available to allow for individuals to independently log on. The team would encourage the Service to explore further ways in which this might be addressed.

The capacity for additional specialist bolt-ons such as FI and HazMat to flexi officer's normal day to day work was not clear. The expected CPD requirements seemed to vary. A potential way of addressing this might be to agree minimum CPD requirements for each specialism in order to make clear what is required for each field.

6. Partnerships

Overall the JPS is good at sharing good practice and lessons learned from different areas across the directorate. One such example is the way in which Trading Standards systems and practice is being applied across other areas of HFRS business.

HFRS is a valued and respected partner in public service delivery and seen to "punch above its weight" in terms of influence and impact. A good example of this successful partnering is the extension of the co-responding scheme with East of England Ambulance Service into other areas of the Service.

Consideration could be given to developing further conversations with SERCO the ICT provider to improve the ICT provision and develop greater integration. This could lead to better data quality.

HFRS may wish to explore Road Safety related income generation through SureCare such as Driver Awareness training and Bikeability schemes. There is a view among some staff that there may be further opportunities to do this than is currently the case.

7. Notable Practice

The Peer Challenge team would like to highlight the following as areas of notable practice:

- The breadth and commitment of the Advocacy Group supported by the Side by Side community engagement were seen by the team as notable practice. This level of true community engagement (which is enhanced through the community rooms on stations) is ensuring the Service understands and is integrated with the communities it serves.
- The introduction of the JPS department was a bold move to maximise the benefits of being integrated into the County Council. The team felt this was innovative and that following a number of years of implementation the service was deriving those benefits and this approach should be considered by other County Council Fire Services around the Country. There is clear evidence that the Joint Protective Services (JPS) department adds enormous value to community outcomes.
- HFRS has maximised the relations with health partners and learning from other Fire and rescue Services before implementing Safe and Well visits. The Service has considered the implementation in detail and approached this change in a way that other Fire and Rescue services could learn from. The Service has invested well in planning and implementing 'Safe and Well' visits by operational fire crews.
- HFRS chairs the Better Business for All partnership for Hertfordshire County. This is enabling the JPS Department to actively contribute to the Regulators forum to support economic growth and remove regulatory burdens for businesses in Hertfordshire. The Service is demonstrating a clear leadership role in this arena.

Hertfordshire Fire and Rescue Service - 'Quick wins'

- With the Advocacy group being seen as notable practice HFRS could quickly lever the benefits here into their decision making process. This would be particularly important and powerful as the Service plans its next IRMP.
- One of the key benefits of establishing the JPS is to learn from others in related fields. One aspect of this is the flexibility and mobility of the Trading Standards team. It was felt that this approach could be quickly introduced into the Fire Safety Team to help them become equally efficient.

Hertfordshire Fire and Rescue Service - 'Game changers'

We have tried to capture at the end of this report the things that we found that are easy to achieve but if progress could be made on them it would strengthen the Service, remove uncertainty and some frustration and increase efficiency and sustainability. Overall these three issues could progress a good organisation into a great one and ensure it remains so.

ICT

It is clear the creating a solid ICT infrastructure (and integrated systems to work upon it which enable rather than hold back the service) will be crucial for future success. The Peer Challenge team recognise the difficulties in achieving this as this capability is being provided through HCC and SERCO. The team also recognises that there are financial constraints. However the team feels that a different approach needs to be considered which could ease the current significant levels of frustration and enable the Service to deliver better outcomes for the community.

Estate

The estate is not in good repair and does not provide a modern progressive environment for a new culture to grow. Capital investment needs to be considered and faster progress made on projects that have been discussed for many years. Once again the peer review team felt that this aspect although complex and difficult to achieve could be a game changer for the service.

Succession planning

An examination could be undertaken of the Service as to where the single points of failure are or where teams could become vulnerable due to change. In order to pre-empt a loss of continuity the approach taken within the Strategic Leadership Group ought to be replicated across all levels of the Service.

Conclusion and contact information

Through the peer challenge process we have sought to highlight the many positive aspects of Hertfordshire Fire and Rescue Service but we have also outlined some key challenges. It has been our aim to provide some detail on them through this report in order to help the Service consider them and understand them. The senior managerial and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Thank you to HFRS for commissioning the challenge and to everyone involved for their participation. The team are particularly grateful for the support provided both in the preparation for the challenge and during the on-site phase and for the way people we met engaged with the process.

Following HFRS's invitation, members of the peer team will be available to return to work with the Service as it takes forward the messages within this report. Gary Hughes (the Local Government Association's Principal Advisor for the East of England) will act as the main contact between HFRS and the Local Government Association going forward, particularly in relation to improvement. Hopefully this provides you with a convenient route of access to the LGA, its resources and packages of support.

All of us connected with the peer challenge would like to wish Hertfordshire and HFRS every success in the future.

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Appendix 1 – Contents of the feedback presentation delivered to HFRS on Friday 14 October 2016

Governance and decision making

Areas of Strength

- Linkages to national context (particularly through the CFO and other colleagues)
- SLG providing good governance
- Solid risk management and performance management processes

Areas to Explore

- The expertise of the Advocacy Group not being fully utilised for Equality Impact Assessments (EqIAs) and therefore decision-making
- Ensuring that the FBU is informed or involved at the earliest stage in project work (e.g. FBU involvement in Occupational Health Unit Review and Bluelightmind launch)

Understanding of Local Context and Priority setting

Areas of Strength

- The FRS budget makes up 5 percent of the County budget. However HFRS senior team's influence and leverage within the HCC far exceeds this figure.

Areas to Explore

- Equalities quickly drops down the agenda when other priorities come into play

Financial Planning and Viability

Areas of Strength

- Financially strong and supporting HCC financial challenge providing financial leadership in the wider-setting
- Efficiencies coming forward from Fire but an understanding that these are not always acceptable politically or via the community and therefore go through a filtering process as part of the consideration (as they are considered)
- Developing commercial opportunity through Sure Care
- Solid financial planning and governance with clear accountability and scrutiny through HCC.

<u>Areas to Explore</u>

- The level of capital investment in buildings and estate is a concern with only 3 new fire stations being built in the last 40 years
- Financial challenges facing both HCC and HFRS are linked with a changing relationship with the community and the increasing influence of council tax
- HFRS may wish to explore Road Safety related income generation opportunities such as Driver Awareness Training and Bikeability schemes

Organisational Capacity

<u>Areas of Strength</u>

- Appropriate connections with CFOA and national work looking for efficiencies on the right issues but mindful of the HCC connections (e.g. procurement)
- Use of Longfield site is a good example of maximising the potential of the asset including partner involvement
- A transparent and mature approach to SLG succession planning
- Cultural shift which is moving away from uniform and hierarchy is having a positive impact on capacity and capability (e.g. JPS Grey/Green Book shift)
- FBU representation on Health and Safety Coordination Group, Strategic Operations Training Board, Equality Action Group and Appliance Equipment Planning Board

<u>Areas to explore</u>

- Information overload – managers' concerned about amount of 'paper work' coming out leading to a concern about being up to date on important issues
- ICT systems are acting more as a burden than an enabler.
- HFRS may wish to take opportunities to engage further with SERCO to improve ICT systems and limit the frustration of staff
- Unseen work of equalities team in supporting cultural shift
- No clear capacity or management of transformational change as opposed to service improvement (PMO?)

- Feeling that although there is drive for changes in estate (HQ), there is also a resistance to change within Fire
- Consideration of RDS talent bank to draw on for projects

- Apparent lack of integration of IT systems – potential negative impact on production of IRMP due to potential for ineffective data management

Delivering outcomes for local communities

Areas of Strength

- Community rooms on stations being used to integrate and educate crews around community culture
- Good examples of the Service achieving good community engagement are:
1. Safe and Well Visits
2. Advocacy Group
3. Volunteers

Areas to explore

- Greater involvement with the FBU in RDS recruitment campaigns – enthused and energised about helping create solutions
- Text Anywhere facility can be overused and could lose impact. Consideration could be given to how this might be better targeted.

Managerial Leadership

Areas of Strength

- Strong visible leadership of the senior team with developing managers
- Good capacity, knowledge, on same page and confidence of SLG – still developing but high performing
- Consistency of understanding and priorities through middle management
- HCC and HFRS are becoming more culturally aligned

Areas to Explore

- Although cultural shift is seen as a positive, certain aspects are acting as drag weights (e.g. estate, imagery, language/roles [Green/Grey])
- Pockets of old culture still seen across the organisation
- Potential loss of CFO's wide ranging responsibilities needs to be fully appreciated
- Service level projects not naturally thinking of equalities input (e.g. Live Burns project – ops. Diversity)
- Service is very focussed on operations which may be to the detriment of other aspects of service delivery

Political Leadership

<u>Areas of Strength</u>

- The Cabinet Member responsible for Fire is knowledgeable and respected by colleagues
- There is a good working relationship between the office of the PCC and HFRS
- The Cabinet Member is a regular attendee at LGA Fire events which gives him a broader understanding of national context and issues.

<u>Areas to Explore</u>

- There is uncertainty and a lack of a clarity on future governance arrangements. There would be benefit in the service and other stakeholders exploring options in order to achieve clarity.

Community Risk Management

<u>Areas of Strength</u>

- Significant impact in public health prevention
- Early impact on Safe and Well
- Annual Strategic Assessment informing risk priorities
- Wide range of relevant data sources
- District SCs actively contribute with local risk knowledge
- Strong prevention partnerships (e.g. hoarding, Safe and Well, Letterbox plates, immigration/vulnerable sleeping risk)
- Clear and effective multi-agency collaboration on ensuring event safety

<u>Areas to Explore</u>

- Performance management is focused on activity
- ICT systems seem unable to assist with risk-based targeting
- Some partnerships are over reliant on personal relationships
- Limited engagement by Adult Health Services and Mental Health Services re: hoarding

Effectiveness and performance of the Joint Protective Services (JPS) department

<u>Areas of Strength</u>

- Collaboration efficiencies
  - Access to legal resources
  - Maintained capacity in the face of reduced resources

- Sharing intelligence leading to prioritised risk targeting and early intervention for both education and compliance
- Development of regulators to support business
- Income generation
  - Primary Authority
  - Proceeds of Crime Act

Areas to Explore

- ICT systems hinder analysis and communication of risk intelligence
- Lack of clarity on outcomes achieved from JPS activity
- Unable to ascertain how JPS data is being factored into the Integrated Risk Management Plan (IRMP).

Prevention

Areas of Strength

- Forward-thinking leadership
- Effective use of FRS Brand to access vulnerability
- Wide range of Prevention interventions
  - 8k HFSC visits per year/2-3 fire fatalities per year
  - Wide range of high performing youth engagement interventions
  - Numerous road risk interventions
- Ownership and competence in Safe and Well (Fire Crews)
  - Over-achievement of target
- Advocacy – effective model utilising volunteers:
  - Supporting ethnic business community
  - Access to interventions for Traveller community

Areas to Explore

- Ineffective ICT impacting on analysis and vulnerability targeting
- Limited evaluation of initiatives and performance linked to safety outcomes
- Concerns for sustaining Prevention activities in the face of future cuts

Protection

Areas of Strength

- Risk Based Inspection Programme (RBIP) is well planned and widely understood across the organisation
- Operational crews effectively engaged and supported in delivering against the RBIP
- Clear leadership in Better Business for All enhancing better regulation priorities
- Good level of technical competence

<u>Areas to Explore</u>

- Protection activity not linked to risk reduction outcomes
- Distinction between Green and Grey book roles
- Significant succession risks:
    - Top heavy retirement profile risking significant loss of technical & managerial competence
    - Disincentive for operational officers to join JPS
    - Potential for retention risk for green book
    - Stevenage town centre redevelopment could exacerbate succession challenges

Preparedness

<u>Areas of Strength</u>

- Preparation is underway to review IRMP which is linked to improvement strategies and financial challenges
- Clear links from current IRMP to district and station plans
- HFRS is clearly embedded with the LRF at all levels and is well placed to drive progress within those groups
- Resilience Direct is used by HFRS and its partners to publish and share business continuity plans
- The LRF exercises are prioritised by the Community Risk Register ; HFRS ensures all partners benefit from outcomes

<u>Areas to Explore</u>

- Raise awareness outside of your existing LRF partners to assist in avoiding duplication of effort in exercise planning
- Focus on a single team for RDS recruitment and apply a degree of flexibility around RDS establishment numbers and turn out tolerance
- Consider a greater use of day staff and nucleus crewing
- Further monitor the use of Day Crew Plus personnel in its relief strategy
- Confirmation that all crews are aware of the OPIs being held on MDTs and all paper versions held on station destroyed
- Reservists could provide some future potential to reduce pressure on RDS availability (Staff Bank)

Response

<u>Areas of Strength</u>

- There is a strong sense of professional pride and staff are well equipped with up to date appliances and equipment

- Firefighting Strategy to review current response methods will provide 'smart firefighting' and more efficient response
- HFRS is looking to improve electronic operational assurance tool to improve assurance systems
- Day Crewing Plus recruitment of the right staff – improved pride, attitudes, ownership and professional standards.
- Day Crewing Plus system is beneficial to operational competence – call rates per firefighter

(Specific to Control)

- Attendance at debriefs adds value to organisational learning following incidents
- Internal quality assurance process is improving operational effectiveness
- Pragmatic approach to call handling and mobilisation and are encouraged to apply operational discretion and professional judgement.
- Text anywhere facility is being used for resilience purposes in crewing and recall to duty
- Contact between with other teams creates a stronger service (e.g. involvement on ICS assessments, training centre courses, visits by stations and FDS input)
- Interrogation and interpretation of data by staff of Chemdata and Hazard Manager

Areas to Explore

- Consider an RDS availability policy which rewards true levels of cover to assist in more accurate recording on RAPPEL
- HFRS may wish to consider immediately improving ICT access for responders on station
- Incident Command and Officer Specialisms – ability to maintain competence
- District Commanders with additional service references in addition to operational and managerial responsibilities
- Smart Firefighting project in addition to other work could cause capacity issues and failure to deliver projects on time and to quality
- There is a strong sense of professional pride and staff are well equipped with up to date appliances and equipment
- Firefighting Strategy to review current response methods will provide 'smart firefighting' and more efficient response
- HFRS is looking to improve electronic operational assurance tool to improve assurance systems

- Day Crewing Plus recruitment of the right staff – improved pride, attitudes, ownership and professional standards.
- Day Crewing Plus system is beneficial to operational competence – call rates per firefighter

Health and Safety

Areas of Strength

- Strategic support given to all H&S aspects
- Investment in H&S unit via an additional practitioner
- H&S compliance with regard to training school staff (Number of wears)
- Use of PROTECT magazine online to highlight H&S issues
- Positive culture on the reporting of H&S events
- Development of the RIVO system for recording safety events

Areas to Explore

- No resilience for health and safety unit notification when staff sick or on holiday
- H&S manager not linked into any ICT project boards
- No clear connection between HIVE and RIVO or other ICT products

Communication of Risk Information to Crews

Areas of Strength
- OPERA collects information which feeds into SOTB to improve outcomes
- Station liaison officer is recognised role in supporting the collation and recording of risk information
- SIS, 7(2)d have a structure behind them for inspection and can complete ad hoc update to system files at station end
- Mixture of green and grey book positions in digital services seen as a good mix of technical and operational posts
- Clear inspection regime in place using a risk based approach on frequency of visit
- Clear regional and local liaison in exercising around risks including section 13/16 arrangements
- Everyone owns risk information keeping all staff safe
- Staff familiar with accessing information from MDTs and updates sent dynamically with good use at incidents

- IT systems are not linked to allow the efficient management of risk information (Sophtlogic, FP activity via email)
- Ensure that all crews are aware of the OPIs being held on MDTs and all paper versions held on station destroyed
- Development of risk information process on hold due to ESMCP
- Limited initial training of crews in accessing risk information on MDT's

Workforce Development – Training and Development

Impacts
- People
  – Succession planning (Short Medium and Long-term)
  – Cost of living
  – Green Book/Grey Book
  – Positive Action
  – Financial
  – Vocation vs. job
- Plant
  – IT development
  – Facilities – future proofing
- Process
  – Increase in information
  – More specialist information

Structure, effectiveness and performance of HFRS Training provision

Areas of Strength

- Enhanced training facilities.
- Strong psychological contract.
- High standard of RDS training.
- Good use of flexi preparation days

Areas to Explore

- Overarching Workforce Development Strategy would be beneficial
- Evaluation and quality assurance of training could be further enhanced
- The overall approach of HFRS in relation to succession planning would benefit from further review
- There would be value in the Service formalising clearer expectations to resource flexi specialisms
- There is more to do to ensure that all IT systems are better interconnected
- Incentivise specialist post positions

Partnership Engagement
Areas of Strength
- Inclusion in the JPS department of HCC gives close connectivity to other community safety organisations
- HFRS is a valued, respected and highly-regarded partner in public service delivery
- The Service is 'punching above its weight' in influence and impact
- The Community Advocacy Forum is well placed to communicate with hard-to-reach groups using an innovative approach
- Current co-responding scheme success has led to East of England Ambulance Service agreeing an extension of the scheme to other areas of the county.

Areas to Explore
- Changes to the governance of HFRS could threaten reputation and effectiveness
- Resource needs may change as Protection and Prevention initiatives develop (e.g. further secretarial/administrative support for the Advocacy Forum)

Hertfordshire FRS Areas of Notable Practice

- Advocacy Group and Side by side community engagement (e.g. Training on unconscious bias – example of good practice which could be fed into work on a national toolkit)
- Effectiveness and performance of the Joint Protective Services (JPS) department.
- Collaboration with Trading Standards yields clear benefits more for less
- Safe and Well – the implementation along with the public health and research undertaken
- Leadership role in Better Business for All
- Control – strong leadership and clear willingness/desire to apply operational discretion. Also the relationship with Highways Agency and motorway cameras to bring better operational situational awareness to crews
- Day Crew Plus

Hertfordshire FRS 'Quick Wins'

- District Commander reassurance of Incident Command
- Potential of advocates informing EIAs
- Proportionate evaluation before, during and after project delivery
- Adaption to trainers roster will close pinch points in delivery
- Flexibility in RDS FTE establishment levels to support response

- Transfer OPI hard copy to MDTs (or at least put the hard copy in appliances)
- Potential to learn from Trading Standards to achieve more flexible mobile working to increase efficiency of Fire Safety Officers

Hertfordshire FRS 'Game Changers'

- Succession Planning
- ICT
- Estate

Hertfordshire Fire and Rescue Service

Operational Self Assessment 2016

Working to protect. Acting to save.

Hertfordshire Fire & Rescue Service

Operational Assessment

Self - Assessment

Contents

County Profile

Geography

Hertfordshire is situated just to the north of Greater London and stands astride key routes between London and the major cities of the Midlands and the North. It borders the counties of Buckinghamshire, Bedfordshire, Cambridgeshire and Essex as well as Greater London and is one of six counties in the East of England region. It covers an area of 634 sq. miles (1,634 sq. km) and has a population of just over 1.1 million. There is one city (St Albans) and a variety of market towns, industrial towns, new towns, commuter villages and rural villages.

Over half of the County's land is Green Belt and there are significant amounts of open space between settlements, making Hertfordshire an attractive and desirable place to live and work whilst avoiding many of the disadvantages of urban life. The four largest and most populous areas in the County are Watford (85,250), Hemel Hempstead (101,455), Stevenage (101,667) and the city of St Albans (102,348). Additionally the four Lea Valley towns of Broxbourne Borough (Broxbourne, Hoddesdon, Cheshunt and Waltham Cross) have combined to form a large urban area housing approximately 95,750 people.
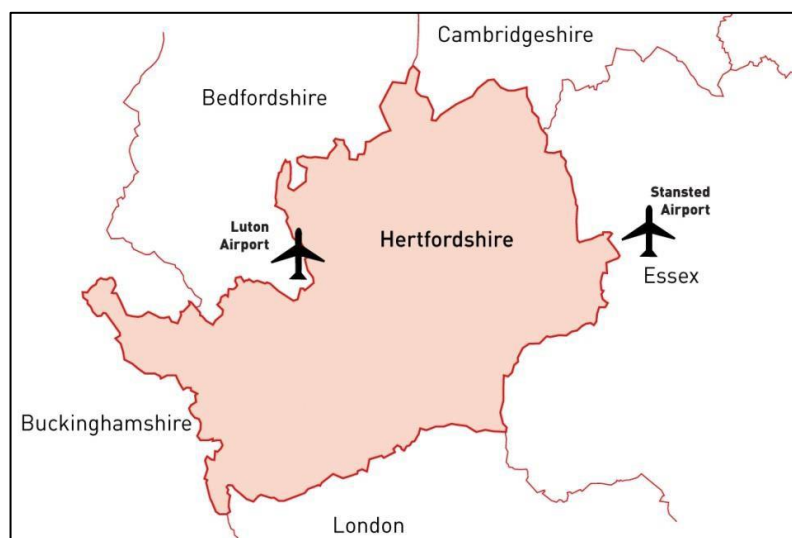

Figure 1 County map and neighbouring authorities

Population

Between 2001 and 2011 the national population increased by 7.1%, the largest growth in England and Wales in any 10-year period since census taking began. The increase in Hertfordshire's population during this period was greater than the average at 7.9%, rising by 82,000 from 1,034,000 in 2001 to 1,116,000 in 2011. The percentage increases for Welwyn Hatfield and Watford districts were significantly greater, both at

13.3%. Hertfordshire's population is projected to increase by 276,400 (24%) by 2039, placing additional demand on all public services. Projections for Welwyn Hatfield district are particularly high with a 38.7% population increase forecast between 2011 and 2031.

Transport

The County has a number of major road and rail links that form key arterial routes in and out of the capital to the Midlands and the North. These include the M1, A1 (M), M25, A10, A41, A5 and the West Coast, Midland and East Coast Mainlines. There are no airports in Hertfordshire but London Luton and London Stansted are both close to the County border.

Traffic levels are high with daily flow rates on motorways, trunk roads and principal (A) roads over twice the national average. The number of HGVs (heavy goods vehicles over 3.5 tonnes) is significant with motorways and trunk roads carrying three times the national average and principal (A) roads almost double national levels. Traffic flows in the County are forecast to grow by around 12.7% between 2014 and 2031. The majority of Hertfordshire's rail users are commuters to central London leading to capacity problems and overcrowding at peak hours.

Local Services

Local services are provided through a two-tier authority system; Hertfordshire County Council (HCC) and ten District Councils.

Figure 2 County map showing District councils

Hertfordshire Fire and Rescue Service

Hertfordshire Fire & Rescue Service (HFRS) has 29 fire stations strategically placed across the County which provide a swift and effective 24/7 emergency response to: extinguish fires, with the aim of protecting life and property; rescue people from road traffic collisions; and deal with other emergencies such as, wide-area flooding, chemical incidents and large animal rescues. HFRS work closely with Hertfordshire communities and businesses to reduce the risk of fires and other emergencies occurring and to help prevent crime and disorder.

HFRS also play a major role in civil protection, working in partnership with other public bodies and private sector organisations to ensure an integrated approach to dealing with large scale civil emergencies such as terrorist attacks and major rail or air accidents.

HFRS is the major component of the Community Protection Directorate (CPD) within HCC, which is also the Fire and Rescue Authority. The CPD, which was established on 1st April 2011, brought together HFRS, Resilience, Trading Standards and the County Community Safety Unit.

The formation of the CPD provided the opportunity to reframe community protection work in Hertfordshire with HFRS Prevention & Protection (Enforcement) teams, Trading Standards and the County Community Safety Unit merging to form Joint Protective Services (JPS). Cross functional teams were created within JPS focussed on Hertfordshire businesses and residents, and frontline services are able to exploit the synergies between teams to deliver on key projects.

Equality and Diversity

Equality and Diversity is not an 'add-on' to HFRS's day-to-day work, but a fundamental element of its purpose and functioning and the Service is committed to the HCC vision and priorities for equality and diversity across Hertfordshire and within its workforce as set out in the HCC Equality Strategy. A new four year draft strategy was released for consultation on the 25th July 2016 in accordance with the Public Sector Equality Duty (PSED) of the Equality Act 2010.

Service Delivery

HFRS senior management follows a functional structure. The Chief Fire Officer (CFO) leads the Strategic Leadership Group (SLG) which defines and communicates the allocation of responsibilities, accountability, authority and resources to ensure the effective and efficient implementation of all of the organisations functions, statutory duties, and policy. The management of service delivery is through five District Commands formed from the pairing of neighbouring District Local Authorities. HFRS staff are based largely within the communities they serve which has enabled them to establish strong, positive relationships with residents and businesses. These

relationships provide the organisation with a good understanding of their individual needs and enable it to work in partnership in order to address local problems and priorities.

The SLG actively promote and encourage all staff to contribute ideas and suggestions for new ways in which HFRS can build upon and extend its community engagement activities to ensure that its services remain appropriate, effective, efficient and fully inclusive and reflective of the diverse make up of its communities.

Strategic Framework

HCC is part of Hertfordshire Forward, the countywide local strategic partnership which brings together all the key agencies in the county to improve the quality of life and wellbeing of Hertfordshire residents. This partnership has developed the Hertfordshire Forward Ambition which articulates how they want Hertfordshire to be and principles to work by. This is used to underpin the *HCC Corporate Plan 2013/17: Hertfordshire County of Opportunity* which lays out the key conditions that the Council will encourage to deliver their ambitions for Hertfordshire, together with the high-level priorities that will be pursued to promote those conditions and achieve the objectives set out in the Forward Ambition. HFRS contributes to the achievement of these objectives through the provision of prevention, protection and response services and partnerships with key agencies.

Other factors, in addition to the priorities set out by the County Council that influence what HFRS does include: the Fire and Rescue Services Act 2004; the National Fire and Rescue Service Framework Document; the Regulatory Reform (Fire Safety) Order 2005; the Civil Contingencies Act 2004; the Health and Safety at Work etc. Act 1974; and the Fire and Rescue Service Equality Framework.

The Service's strategic aims and objectives, incorporated in the CPD Corporate Plan 2013-2018, and HCC Fire Authority Integrated Risk Management Plan 2014-2018 (IRMP) demonstrate how HFRS intends to meet all of these requirements. These plans cover all aspects of the organisation's work and its vision ***"Through service delivery and working in partnership, we aim to save life, reduce risk, improve community safety, reduce crime, protect the environment, and support Hertfordshire's economy*** "and help to focus attention on the key areas to achieve our mission "***Working to protect. Acting to save".***

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HFRS Strategic Aims

Aims		Objectives
Plan & Respond to Emergencies	Our aim is to plan for local, regional and national emergencies and to respond quickly and effectively when they happen.	To respond quickly and effectively to emergencies
		To reduce unwanted calls
		Ensure that the best possible resources are allocated on a risk basis
		Ensure arrangements are in place for major incidents
Prevent & Protect	Our aim is to minimise risk to those who live, work and travel in Hertfordshire. We aim to prevent emergencies from happening in the first place, and protect citizens and businesses from harm through our enforcement activities.	To reduce fires, road traffic collisions, other emergencies, deaths and injuries
		To work in partnership to make Hertfordshire safer and support health and wellbeing
		To achieve a safe and just trading environment, supporting the Hertfordshire economy and helping to reduce crime
		To target our prevention, education, enforcement and protection work
Be an Excellent Organisation	Our aim is to provide the best possible service to Hertfordshire by maintaining professional standards, continuously improving our services and keeping costs down.	To deliver excellent performance and value for money
		To put communities at the heart of what we do, understand their needs and deliver an accessible service
		To maintain a competent, professional workforce who learn from experiences, adapt to change and are representative of the communities we serve
		To reduce our impact on the environment

Performance

The table below details the level of operational activity over a three year period, 20013/14 to 2015/16 and shows an eight year comparison to outline the overall trends in levels of operational activity.

Performance measure	2008/09	2013/14	2014/15	2015/16	% change 2013/14 to 2015/16	% change 2008/09 to 2015/16
Total incidents	10624	8890	8230	8633	**-3%**	-19%
Primary Fires	**1640**	1339	1298	1290	**-4%**	-21%
Secondary Fires	**1567**	985	1010	1062	**8%**	-32%
All Deliberate Fires	1686	816	923	1039	**27%**	-38%
Deliberate Primary Fires	536	234	280	311	**33%**	-42%
Deliberate Secondary Fires	**1150**	582	643	728	**25%**	-37%
Dwelling Fires	**607**	588	527	512	**-13%**	-16%
Deaths from Fire	**3**	3	8	4	**N/A**	N/A
Injuries from Fire	**91**	49	56	49	**Equal**	-46%
False Alarms due to Automated Fire Alarm systems	**3128**	2719	2324	2508	-8%	-20%
Malicious False Alarms	**188**	72	69	69	-4%	-63%
Non-domestic Fires	**330**	195	179	180	-8%	-45%
Special Services	2510	2165	1926	2028	-6%	-19%

In 2015/16 there were four fire deaths. HFRS has fully investigated these fires and as a result it is channelling further energies into targeting preventative activities and even closer working with partner agencies to reduce the likelihood of fatality from fire.

HFRS undertakes extensive benchmarking activity against National Family group and County Council Fire and Rescue Authority comparators.

There are 45 Fire and Rescue Services nationally and benchmarking against this group gives an overview of performance.

Family Group Fire and Rescue Services are nationally prescribed groups with similar geographic and demographic features that ensures 'like for like' comparisons.

The comparison between County Council Fire and Rescue Services enables comparisons between organisations with similar governance and structural arrangements.

As can be seen from the Benchmark results for 2014/15 in the table overleaf, HFRS performs well across a range of performance indicators with performance in relation to Family Group and other County Council Fire and Rescue Authorities providing the best comparators.

Measure	[1]Ranking 2014/15		
	National	Family Group	County Council FRAs
All Fires	**5** / 45	**3** / 14	2 / 14
Primary Fires	**9** / 45	**4** / 14	**4** / 14
Secondary Fires	**14** / 45	**2** / 14	**8** / 14
All Deliberate Fires	**21** / 45	**4** / 14	**10** / 14
Deliberate Primary Fires	**18** / 45	**5** / 14	**8** / 14
Deliberate Secondary Fires	**21** / 45	**5** / 14	**10** / 14
Dwelling Fires	**17** / 45	**6** / 14	**7** / 14
False Alarms due to Automated Fire Alarm systems	**14** / 45	**5** / 14	**5** / 14
Malicious False Alarms	**6** / 45	**3** / 14	**3** / 14
Fatal Casualties	**34** / 45	**11** / 14	**9** / 14
Non-fatal Casualties	**22** / 45	**7** / 14	**10** / 14
Non-domestic fires	**10** / 45	**5** / 14	**5** / 14
Operational Staff	**16** / 45	**6** / 14	**3** / 14
% Senior Managers to All Staff	**18** / 45	**7** / 14	**6** / 14
Pumping Appliances	**13** / 45	**7** / 14	**2** / 14

(Incident rows: All Fires through Non-domestic fires; Resource rows: Operational Staff, % Senior Managers to All Staff, Pumping Appliances)

In addition to fire specific measures, HFRS is a major contributor in the prevention of road traffic collisions (RTC). There are many examples of local initiatives targeted at high risk groups and HFRS is working at both the Strategic and Practitioner levels of the Local Road Safety Partnerships. This work has contributed to a reduction in the number of RTC fatalities, which have reduced from 16 in 2011 to 7 in 2015.

Budget – Value for Money

HFRS keeps budget and financial issues under close scrutiny and has a successful track record in terms of reviewing and reducing costs and reallocating finance to areas of the greatest need. As the leading member of the CPD, HFRS plays a full and active part in the HCC Integrated Planning process. There is a clear timetable involving CPD in County wide budget discussions via the HCC Strategic Management Board and Policy & Resource Officers Group. Since 2011/12 the Directorate budget has reduced by 20.73% from £44.45m to £35.24m in 2015/16.

The Directorate has continued to successfully and actively reduce risk to the communities in Hertfordshire including significant reduction of emergency calls. However this has created additional pressure on the requirement for realistic training on

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[1] Source CIPFA Fire Statistics 2014/15, Fire Statistics Monitor 2014/15

a scale not previously necessary. Despite this and the ever expanding role of the Fire and Rescue Service in terms of its contribution to the wider community agenda, HFRS has successfully brought its budget in on target every year and become one of the most cost effective Fire and Rescue Services to operate. The Chartered Institute for Public Finance and Accountancy (CIPFA) Value for Money (VfM) statistics, based on 2014/15 budgets, show HFRS as the fourth lowest cost per head of the population of the fourteen County Council FRSs in England, with a budgeted expenditure of **£32.73** per head of the population.

Cost Rank	County Council FRSs	[2]Budget cost per head £
1	Suffolk	29.22
2	West Sussex	30.02
3	Norfolk	30.54
4	**Hertfordshire**	**32.73**
5	Lincolnshire	32.83
6	Northamptonshire	33.53
7	Surrey	34.32
8	Gloucestershire	34.56
9	Warwickshire	34.80
10	Cumbria	40.23
11	Oxfordshire	40.73
12	Cornwall	47.08
13	Northumberland	48.64
14	Isle of Wight	50.83
-	**Average of all County Council FRSs**	**37.14**

The 2014/15 CIPFA VfM average for English County Council FRSs was **£37.14** per head of the population, **£4.41** more than HFRS. An additional **£5.09 million** would need to be invested for the Service to reach the average, which equates to an increase of over **13%** of the total HFRS budget for 2014/15.

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[2] CIPFA Value for Money (VfM) Toolkit 2014/15 – 2014/15 Budgeted Figures

1   Community Risk Management

<div style="background:red;color:white">

How well does the Authority understand the local context and identify, plan for and prioritise the risks faced by the community?
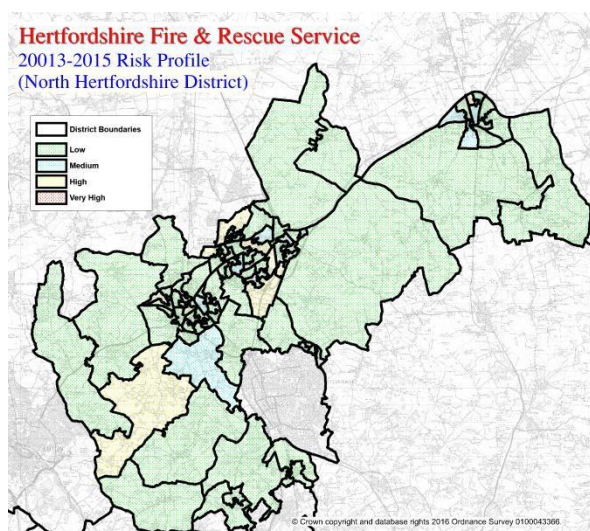
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Key Area of Assessment	Descriptor of current level of performance
1.1 Does the FRA have an effective, evidence based risk strategy that reflects the diverse nature of the community, and identifies and prioritises those most at risk through its IRMP?	**Advanced**
1.2 Does the FRA use the outcomes of its risk analysis effectively and efficiently to plan, prepare and successfully implement and deliver prevention, protection, call management and incident support, response, health, safety, training and development activities within its IRMP?	**Established**
1.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its risk analysis process?	**Established**

> **1.1** Does the FRA have an effective, evidence based risk strategy that reflects the diverse nature of the community, and identifies and prioritises those most at risk through its IRMP?

1.1.1. HFRS regards itself as having well developed, effective risk analysis processes which it uses to identify and prioritise those members of the community who are most at risk

Use of Evidence

1.1.2. The CPD Corporate Plan 2013-2018 and IRMP 2014-2018 set out the key influences and legislative framework directing the Service and the organisation's strategic framework which includes the delivery of a network of services in partnership with key agencies. HFRS will begin a comprehensive review in 2016/17 of its IRMP to ensure that attendance standards, crewing arrangements, the location of fire stations and allocation of

Hertfordshire Fire & Rescue Service
20013-2015 Risk Profile
(North Hertfordshire District)

District Boundaries
Low
Medium
High
Very High

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resources reflect changes to risk profiles and the built environment. The review is designed to ensure that HFRSs structure and associated service delivery and support arrangements meet existing and future operational needs whilst also ensuring the provision of an effective, efficient, and economic service. The outcomes of the IRMP review, including stakeholder feedback, will be used to develop a revised corporate plan that articulates the activities and services that HFRS and the wider CPD are committed to deliver in order to address the needs and priorities of Hertfordshire's communities.

1.1.3. The use of various data sources including Mosaic and Exeter data combined with local intelligence and fire activity data provides a detailed profile of Hertfordshire's community. Risk profiling enables HFRS to target prevention work, and run targeted campaigns for recruiting retained firefighters and volunteers. HFRS has continually improved the collection of risk and demographic information over recent years. HFRS has a robust and resilient information management team that uses statistical information to assess risk to the community. JPS teams comprising of Trading Standards and Fire & Rescue personnel carry out joint inspections at premises which may be at risk and/or are contravening legislation. This joined up approach to inspection, together with co-location of analyst teams, where analysts from across CPD literally sit alongside each other has facilitated the sharing and pooling of intelligence.

1.1.4   HFRS is able to better target groups through community profiling, targeting the most at-risk groups and tailoring the service it provides to make them safe.

Community Understanding

1.1.5   HFRS has a thorough understanding of the communities it serves and extensive demographic data is contained in the CPD Corporate Plan, IRMP and District Plans. This knowledge is used to inform frontline activity. HFRS uses a model which quantifies risk according to rolling three year incident data, mosaic types and indices of multiple deprivation, which enables it to identify high risk super output areas.

Case Study - North Herts Minority Ethnic Forum 'FIREFIT' Project

The crew at Hitchin Fire Station completed a very successful project working with groups of people both young and old at North Hertfordshire Minority Ethnic Forum (NHMEF).

Over 76 children participated in various programmes to increase their awareness about health, safety and active life styles with very positive feedback received from parents who were delighted about the project.

The programme incorporated fitness, team building and group working sessions, and was followed by a number of talks designed to deliver a positive message to the varied communities who regularly use the centre. These talks included input on fire safety in the home, dangers of cooking methods (hot oil demo), road safety, healthy eating and community awareness.

1.1.6   Data is mapped and analysed at Service level, and communicated through District Plans. This information is used to effectively target prevention activity at a local level.

1.1.7   Staff demonstrate a good understanding of the specific needs of their local community, and diversity and equalities training is embedded within the Service. This wider understanding and local engagement is evidenced by the many projects and initiatives that are undertaken by stations/districts which recognise the individual needs of the communities and seek to address both fire safety issues and wider community priorities and problems.

1.1.8   HFRS has identified areas, which are high risk in terms of meeting attendance times to fires and other emergencies. TSM Phoenix mapping together with Mosaic data formed part of the underpinning evidence for work leading to the closure of Bushey retained duty fire station in 2014 and implementation of the three Day Crewing Plus stations at Potters Bar, Rickmansworth and Baldock & Letchworth. HFRS now uses Cadcorp workload modeller to provide enhanced coverage and scenario information.

1.1.9   HFRS manages and uses a 7(2)(d)[3] database to record and deliver risk information to crews. The database includes CAD drawings and risk critical information for all high risk commercial and high rise buildings, drawing on intelligence from across the Directorate including fire safety. The data, which is subject to continuous review, is held on mobile data terminals (MDT) on front-line appliances, ensuring that crews have the most current building plans and risk information at the scene.

1.2 Does the FRA use the outcomes of its risk analysis effectively and efficiently to plan, prepare and successfully implement and deliver prevention, protection, call management and incident support, response, health, safety, training and development activities within its IRMP?

1.2.1. HFRS believes that it effectively examines the outcomes of risk analysis and uses these to target and implement its prevention, protection, call management, incident support, response, health, safety, training and developmental activities.

Target and Distribution of Resources

1.2.2. HFRS and the wider Directorate articulates and manages its strategic level projects and activities through an annual Directorate Action Plan which is informed by the priorities set out within the CPD Corporate Plan. The golden thread throughout the organisation ensures that a robust planning cycle based on risk information links Assistant Chief Officer / Assistant Director Plans to district/station and department work plans and ultimately individual employee Performance Management & Development Scheme (PMDS) plans. Each plan

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[3] **7(2)(d) inspections** - Section 7(2)(d) of the Fire and Rescue Services Act 2004 requires fire authorities to make arrangements for inspection of certain premises to obtain information. These inspections are known as 7(2)(d) inspections.

shows the contribution towards the achievement of the Service's overall objectives, ensuring there are clear lines of accountability to drive improvement forward.

1.2.3   In 2015, HFRS reduced the number of flexi duty officers (from 36 to 32) and Phoenix was used as a planning tool to model the change and ensure that a flexi-duty officer was able to attend an incident with the same attendance time as previously used. In addition to this HFRS has brought three 'Day Crewed Plus' fire stations online at Potters Bar, Rickmansworth and Baldock & Letchworth. The introduction of this model enables HFRS to operate with fewer firefighters without compromising attendance standards.

Use of Risk Analysis

1.2.4   HFRS has an established performance culture and is continually seeking to improve in its use of performance information. District level performance is scrutinised at a strategic level, while more detailed performance and incident information is available to District and Station Commanders. Reporting of performance information to senior managers and elected Members occurs formally every quarter through the quarterly performance report.[4] This information is used to inform decision making in respect of resource allocation, how best to target prevention and protection activities and monitor progress including awareness campaigns.

1.2.5   HFRS shares its in-depth local knowledge of high risk areas with local partnerships and discusses risk data with them in order to address HFRS and wider community risk priorities. There are numerous examples of how this informed approach to partnership working has benefited the communities HFRS serves. Activities include clearing up graffiti and potential fire hazards through Environmental Action Days, addressing deliberate fires and other destructive anti-social behaviour and criminal activity, and local hot spot activity in partnership with other agencies and local businesses.
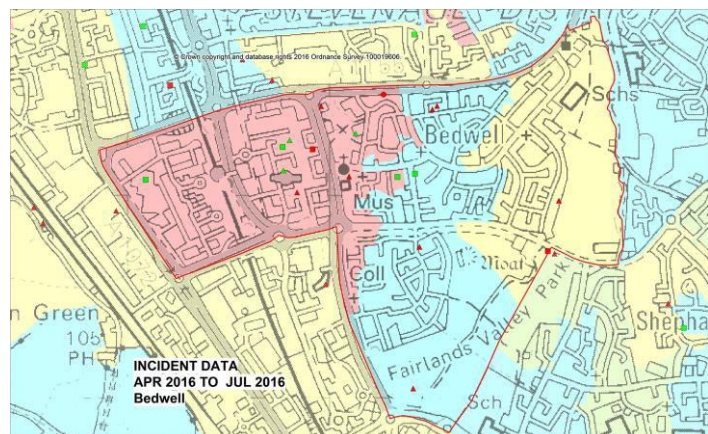
1.2.6   A monthly report is produced for District and Station Commanders which includes details of all of the response activity carried out by the Service. This is used to analyse trends at ward level and to inform crew activity and partnership initiatives.

1.2.7   The CPD continues to highlight areas of risk within the County which is enabling a multi-agency approach to the statutory functions of Prevention, Protection and

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[4] HFRS Annual Performance Report 201

Response. This gives the Directorate the ability to evidence that it can contribute to the wider outcomes of the County Council's key priorities of:

- Opportunity to Thrive.
- Opportunity to Prosper.
- Opportunity to be Healthy & Safe.
- Opportunity to Take part.

1.3. Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its risk analysis process?

1.3.1 HFRS has assessed itself as having a robust process for evaluating the effectiveness of its risk analysis processes which enables the Service to ensure that they remain effective and are subject to continuous improvement.

Measure and Evaluate Risk Analysis

1.3.2 Qualitative engagement and evaluation influences the setting of Service priorities. HFRS embarked upon a full consultation and engagement process with staff, members of the public and key agencies and stakeholders during development of the IRMP 2014-2018. This included qualitative discussion with identified risk groups, and targeted consultation with specific community groups following a full equality impact assessment process.

1.3.3 The CPD (which brings together Fire & Rescue, Trading Standards, Resilience, Community Safety and Emergency Planning), enables cross-working which has improved knowledge and the quality of the information available for risk analysis. JPS, partner organisations, and elected members, are able to use Instant Atlas, a web-based data presentation tool that allows users to monitor crime and incident data by geography and over time to determine general trends and whether there have been peaks or troughs and at what time.

1.3.4 Detailed risk analysis performance information is used to drive improvement. The Fire Risk Profiling tool which traditionally uses incident data now includes Exeter data to help identify the evolution of fire risk by super output area. When cross referenced with home fire safety visit information, mosaic types and other preventative initiatives, this allows the Service to undertake targeted evaluation of preventative work. All key performance indicators outlined within the plan have agreed targets, which are continually monitored then updated on an annual basis. These are monitored through the Scorecard 10 performance management system and reported to SLG and Members on a quarterly basis.

1.3.5 A corporate risk register is managed within the Digital Services department, bringing together risks from the CPD using the County Risk Management Information System (formerly known as JCAD). This is updated and reviewed quarterly and subject to scrutiny from SLG, the risk owner, the County cross-directorate risk champions, internal audit and elected members.

Audit and Review

1.3.6   The HCC internal audit team plan their work according to the highest risk (indicated on the corporate risk register) and highest priorities for HFRS and HCC. This ensures targeted auditing work takes place on those areas that need it first. In addition HFRS internally audits the operational and safety critical elements of station administration of fire & rescue through the station audit programme. The Beacon Station award is presented to the fire station which has shown significant improvement and is delivering high levels of operational performance to their community including pro-active and preventative work.

1.3.7   HFRS and the CPD more widely continually strives to improve the risk and performance information produced; making sure it is accurate, appropriate and timely. The organisation is working towards more targeted and intelligent reporting in conjunction with continually improving data quality to achieve good quality business intelligence.

1.3.8   All CPD departments including HFRS complete a Business Impact Analysis (BIA) to identify critical functions and are supported in this process by the HCC Resilience Team. Personnel in the Resilience Team who have completed the Business Continuity Institute's Certificate exam are able to provide advice in respect of in business continuity (BC). Following on from the BIA process, all departments have a Business Continuity Plan and these are stored on the Cabinet Office secure portal, Resilience Direct. All middle managers and above have access to this portal, which provides resilience to the organisation. In addition to this, all uniformed middle managers and above receive business continuity training from the Resilience Team. The Resilience Team also provide an on-call function 24/7 to facilitate communications and advice during a BC incident. BC plans are tested annually via a live exercise and this is reinforced by an annual call cascade for the whole of HCC. In 2011, HFRS and Norfolk FRS formally established the buddy-link scheme which has provided improved business continuity arrangements for both Fire Controls. In 2016 following submission of a successful joint funding bid to the Department for Communities & Local Government (DCLG), HFRS will be the first FRS to 'go live' in the East Coast and Hertfordshire Fire Control Collaboration Project and further establish the existing buddy link to include Humberside & Lincolnshire. The Collaboration Project will be addressing common operational procedures, mobilising protocols, incident types and other back office procedures relevant to Fire Control across the four FRS.

2. Prevention

How well is the authority delivering its prevention strategy?

Key Area of Assessment	Descriptor of current level of performance
2.1 Has the FRA clearly defined, planned and implemented a prevention strategy linked to its IRMP?	**Advanced**
2.2 Does the FRA deliver prevention activities effectively, and engage partners and stakeholders effectively in its prevention activities?	**Advanced**
2.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its prevention activities?	**Established**

2.1 Has the FRA clearly defined, planned and implemented a prevention strategy linked to its IRMP?

2.1.1 HFRS dedicated prevention functions sit within the CPD Joint Protective Services (JPS) team. As such many staff and some supporting documents have a wider Citizen Safety focus than just fire and accident prevention.

2.1.2 The Service considers that it has a highly developed and clearly defined, planned and implemented Prevention Strategy linked to the IRMP 2014-18 and CPD Corporate Plan 2013-18. The strategy is underpinned by an annual JPS Department Plan and JPS Strategic Assessment that reflects the changing and emerging agendas and monitors progress.

Prevention Strategy

2.1.3 The Prevention Strategy which is informed by data such as Mosaic and Exeter data as well as intelligence generated locally such as research into fire deaths and injuries, identifies the priority areas that HFRS considers it can make the biggest contribution to in terms of saving lives. The strategy sets out the direction for the delivery of community safety activities within JPS as well as providing the overarching framework for all the Directorate's prevention activities and shows how the various strands of work are brought together.

2.1.4 There are a number of other influencing documents in addition to those identified above including:
- The County Council's Corporate Plan

- The Health and Wellbeing Strategy 2013-16
- The Police and Crime Plan for Hertfordshire 2015-2020
- Hertfordshire Drug and Alcohol Strategy and Deliver Plan 2016-2019
- A Tobacco Control Plan for Hertfordshire 2016-2018
- The Hertfordshire Domestic Abuse Strategy 2016-19

2.1.5   Whilst driving down the risk from fire remains a core activity for CPD, the Directorate recognises that prevention activities form an increasingly significant part of the work undertaken by all staff. The importance of this work together with information regarding the role of Prevention activity and the wider JPS is communicated clearly and effectively within CPD via regular update slots at CPD Management development seminars, regular content in the internal Directorate publication Protect and nominations and award winners at the Directorate HEART Awards.

2.1.6   CPD produces an annual Community Safety Calendar that links to the CFOA Fire Kills calendar containing many of the initiatives, themes and activities for the coming year. In addition the calendar contains wider community safety initiatives such as Trading Standards Scams Awareness month. This calendar gives clear direction for staff across the Directorate on topical themes, linking in with national and local media campaigns.

Vulnerable Persons / Health and Wellbeing

2.1.7   On 1st June 2016 HFRS launched its pilot Safe & Well programme in Hertsmere district. The programme partners the service with Public Health (who sit as a part of the County Council) focussing attention on vulnerable people within in their homes in line with the HCC Corporate Priority of residents being Healthy and Safe. The Service gathered together the following data to best identify those in the district at the most risk:
- Exeter data from NHS England to identify the locations of those 65 and over
- Health and Community Services (HCS) data relating to residents who have applied or received a care package from Adult Care Services
- HFRS data on accidental fires and injuries in the county
- Mosaic data for classification of households in the "at risk" groups
- Data from the National Trading Standards Scams Hub on local residents currently being targeted by direct mail scams who are very often older or vulnerable

2.1.8   HCC's Community Information and Intelligence Unit (CIIU) analysed the data and produced a list of 12,500 households applying a risk score to each which was used to identify those to approach for a Safe and Well visit.

2.1.9   The Safe and Well visits themselves are in the early stages but they utilise a jointly created questionnaire used to identified areas of support for a variety of services within the Community Safety and Health sphere. HFRS's well respected, positive reputation enables firefighters and specialist safety

technicians to carry out the initial engagement with residents where other partners can at times be viewed more sceptically.

2.1.10 HFRS continue to offer free Home Fire Safety Visits (HFSV) to every householder within the county and awareness campaigns target "at risk" groups. The HFSV service can be accessed via a 0300 local number, the HCC web portal[5] and also through referral pathways between professionals

2.1.11 HFRS have a team of five trained home safety technicians. The team is multi-skilled and in addition to carrying out HFSVs are also specially trained to fit; arson proof letterboxes, smoke alarms for people with hearing impairments, carbon monoxide alarms, portable suppression systems and fire resistant bedding packs, throws and clothing. HFRS's 150 community volunteers are also trained to carry out HFSVs bolstering capacity to continue to deliver more visits to those most at risk. The training includes a 90 minute classroom session followed by supervised visits and shadowing from Firefighters until the volunteers are deemed competent to perform lone visits.

2.1.12 The home safety technicians also undertake security checks as part of the Hertfordshire Home Safety Service (HHSS) scheme, which was previously outsourced, but is now managed by JPS. HHSS is a county-wide service which provides advice, guidance and security solutions to victims of crime, those at risk from crime, and Domestic Abuse victims as well as solutions and equipment in respect of falls prevention, to make their homes safer and more secure. The scheme offers a range of services to those:
- Over 70
- Registered disabled
- Repeat victims of domestic burglary
- Victims of domestic violence
- Vulnerable due to other factors

2.1.13 The scheme which is funded in part by the Police & Crime Commissioner and Herts Constabulary recognises the obvious cross overs with the groups identified at risk of fire death and those in need of care intervention. This is reflected in the decision to allocate management of the scheme to JPS which includes responsibility for training those involved to recognise risk factors to maximise opportunities.

2.1.14 In addition to delivering training to HCC Older People and Physically Disabled (OPPD) teams within the locality, the Prevention team offers the 'Caring Together' scheme which is promoted by HCC's Learning and Organisational Development team. The training package is offered to all local authority teams as well as external partners that come in to contact with vulnerable people. The training covers a range of topics including at risk groups as well as the risk factors that, when combined contribute towards an increased risk of fire death. The Service hopes that by highlighting this to care professionals and volunteers
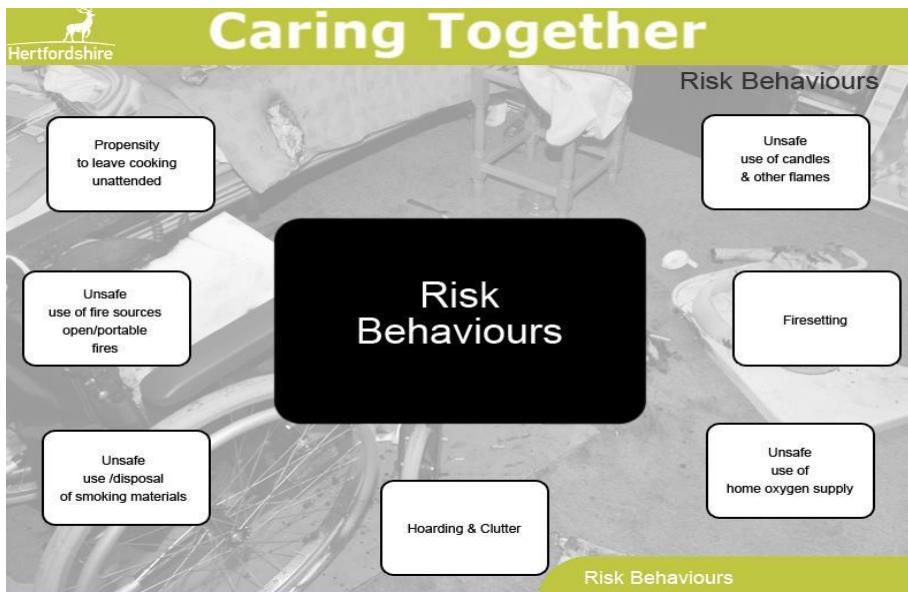
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[5] http://www.hertsdirect.org/services/comme4s/homecheck/

the Prevention team can receive increased and better quality referrals regarding those at the highest risk.

The Risk Permutations

The Risk Behaviours

Case Study –   Summary Report on Fire Deaths in Hertfordshire from January 2012 – June 2015

A report was commissioned to identify the issues surrounding the 16 deaths resulting from the effects of fire that have occurred in Hertfordshire since 2012. It updates the previous work carried out by the Fire Investigation team and County Community Safety Unit (CCSU) into 44 deaths occurring between 2000 and 2012 to identify causes of each fire, the lifestyles of the deceased, prevention activities already undertaken etc. The report identifies groups more likely to be 'at risk from fire' and makes recommendations for further prevention work with those groups. In summary the 16 fatalities resulted from 15 incidents and the following risk factors were identified:

- Average age being 69 for dwelling fire fatalities
- Twice as many victims of dwelling fire deaths were male as opposed to female
- Mobility or other long-term health conditions
- High percentage (66%) were caused by smoking or smoking materials (based on 9 fire deaths in dwellings)
- 6 were known to other agencies
- Alcohol/other substance misuse

All of the above reflects national trends but fire deaths remain at a low level within Hertfordshire.

2.1.15 The Firesetting Intervention Programme for Mentally Disordered Offenders (FIP-MO) is a new programme designed to deal with and support those suffering with mental health disorders whilst in a secure residential hospital. A small cohort of trained personnel working in partnership with Cygnet Hospital deliver sessions aimed at both male and female mentally disordered fire setters. The aim of the FIP-MO is two-fold, (1) reduce the key deficits associated with patients' firesetting, and (2) to help patients to develop the skills to lead a life free from offending that is both meaningful and satisfying.

Case Study – Fire Retardant Bedding Packs

Through close partnership work the Prevention team has supported a local resident with mobility issues for over five years through the provision of fire retardant bedding packs. The resident, a smoker dependent on morphine and a user of alcohol, has on numerous occasions been found in bedding with multiple cigarette burns by Social care providers. It remains the view of the Fire Investigation Team that the bedding packs provided have prevented a fire fatality. The success of this initiative has meant provision of further fire retardant equipment and bespoke detection solutions e.g. hard of hearing fire detection systems. Provision of the equipment forms a major part of the Caring Together awareness training provided to Health and Community Services (HCS), home care workers and their managers.

Road Safety

2.1.16 Ten times more people are killed on roads than in fires in Hertfordshire and road traffic collisions (RTCs) continue to be the highest cause of premature death among 17-25 year olds. HFRS applies considerable efforts with regards to RTC reduction and this constitutes a large proportion of its prevention work. This commitment has been reaffirmed through signing up to the European Road Safety Charter[6] for RTC reduction and the UN decade of action.[7] There are many examples of local initiatives targeted at high risk groups including Learn to Live, Honest Truth and Road Awareness Training Sessions (RATS). HFRS is working at both the Strategic and Practitioner levels of the Local Road Safety Partnerships and links through to CFOA with representation on the Road Safety Executive Board.

2.1.17 Although the Hertfordshire Road Safety Partnership, which is collaboration between Police, Fire, Highways England, Public Health and the HCC Road Safety Unit, exceeded its 10 year target as detailed in the County Road Safety Strategy to reduce the number of RTCs and those killed and seriously injured (KSI), the figures are still too high. Greater emphasis is now placed on targeted activities and on groups that have not traditionally been a cause of concern (i.e. incidents involving pedestrians and motorcycles). For example, the Firebike Team delivers road safety messages to motorcyclists who despite representing less than 2% of Hertfordshire's road users, account for more than 20% of road casualties.

2.1.18 Much of HFRS's prevention work is focussed around young road users and a number of innovative and hard hitting education programmes are being rolled out to reduce the number of deaths and injuries on Hertfordshire's roads. Working closely with the Hertfordshire Road Safety Partnership including Roads Policing, road safety activities have been delivered including:
  • RTC Presentations with local colleges
  • RTC Events at Town Centres and Shopping Centres with Police Crash Car supporting
  • Road Safety Awareness Day's for Princess Trust Courses and Tottenham Hotspur Academy

2.1.19 HFRS have recently entered into an agreement with the Driver & Vehicle Standards Agency (DVSA) to allow the Fire Station at Hemel Hempstead to be used as a car test centre. The DVSA is currently working with public and private sector partners to provide driving tests in areas that don't have local test centres or where existing facilities will no longer be available. The agreement will provide HFRS with direct access to the most vulnerable driving sector age group of 17 – 24 year olds. Information and safety advice[8] is relayed directly to all those undertaking a driving test which it is hoped will help to reduce the number of people killed and seriously injured on Hertfordshire roads.

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[6] http://www.erscharter.eu/

[7] http://www.who.int/roadsafety/decade_of_action/en/index.html

[8] https://issuu.com/firstcar/docs/fcp2015

Case Study 2.1.3 – Driving Home For Christmas

Driving Home For Christmas is a coordinated road safety information campaign run from November into January. The campaign involves local media publicity via press release and radio as well as promotional / educational events at High Street locations and shopping centres promoting key messages such as the 'Fatal Four' key contributing factors and Tyre Safety. Each fire station and watch are required to deliver one targeted event in their local area contributing to over 60 individual events across the County over the Christmas period.

Youth Engagement

2.1.20 HFRS recognises the importance of engaging with younger members of the community and has a dedicated youth engagement team managing the many successful initiatives that it leads and contributes towards.

2.1.21 HFRS became a delivery partner with the Prince's Trust in 2013, delivering the Prince's Trust Team Programme from Watford Fire Station.

2.1.22 The Team Programme is a fulltime 12-week self-development programme for young people aged between 16-25 years who are not in education, employment or training. Many of these young people are at risk through unhealthy, chaotic and potentially harmful lifestyles. Participants undertake a number of fun challenges that support the development of various skills including leadership, teamwork, communication and self-confidence and work towards gaining nationally recognised qualifications, in order to assist them to move into further education or employment.

2.1.23 The Team Programme is now delivered three times a year from three delivery points across the County; Watford, Hatfield and Cheshunt. In September 2016 a fourth area of the County will be served by a Prince's Trust Team Programme, having agreed an extension to deliver in Stevenage with one of the programmes Funding Partners.

2.1.24 Each of the teams have a member of staff from Hertfordshire Constabulary seconded to them for the entirety of the course, this is primarily Constables or Police Community Support Officers from Neighbourhood Policing Teams. Their role is to support delivery of the programme whilst supporting the blue light collaboration agenda. Social Work students are also regularly placed with teams. This affords the student with invaluable work experience as well as providing the team members with access to support across a range of welfare matters.

Case Study – Prince's Trust

In May 2015 a young female started her journey on Cheshunt Team 5. Her background was one of physical, mental and sexual abuse, dating back from a very young age. During her childhood she had been constantly moved around, this included foster homes and hostels where the abuse continued. This had a detrimental effect on how she dealt with people and situations, which led to her spending 18 months in prison. During which time she focused on what was happening in her life and how she could change it for the better.

Within twelve months of her release she began her journey on the Prince's Trust Team Programme, where she never gave up, attempted every task and never missed a day of the programme culminating in her successfully gaining a Level One Princes Trust accredited Certification in Employment, Teamwork and Community Skills. Through the skills and confidence gained she now works for Tottenham Hotspur Youth Academy, mentoring and training young people.

2.1.25 The Local Intervention Fire Education (LiFE) scheme is designed to support young people with complex needs, particularly those who have offended, are at risk of offending or have been victims of crime. It provides an intensive work experience course within a structured uniformed team, instilling discipline, team spirit, fire safety awareness, life skills and values which will improve the life chances of the participants.

2.1.26 HFRS have developed the partner referral pathways onto the LiFE programme. Established partners include Thriving Families programme, Local Multi-Agency Safeguarding Forum, Schools, Police, Youth Offending teams and Youth Connexions. Over 110 courses have been delivered which have benefited over 1,200 young people.

2.1.27 Feedback from local firefighters, schools, alternatives to education projects, youth groups, community organisations and youth offending teams have shown huge improvements in local relationships.

2.1.28 The Fire Setter Intervention programme addresses fire setting behaviour of children and young people and is well established within HFRS. Over 1,100 cases have been dealt with and all are followed up by the Youth Engagement Officer. A number of young people involved in the fire setter program are referred onto the LiFE scheme, ensuring those individuals not only receive support for fire setting but gain new skills and qualifications.

2.1.29 The Juvenile Fire setters Intervention Scheme (JFIS) is a free, consequences-based education programme designed to stop young people, aged from 5 to 17, lighting fires. The aim of the programme is to reduce the number of deaths, injuries and the millions of pounds worth of property damage caused by juvenile fire setting. The programme is strictly confidential and voluntary (except for referrals by the Police or the court). The content and delivery of the programme

varies according to the age and maturity of the young person. Practitioners use education and behaviour modification resources to challenge and correct the negative fire-lighting behaviour. Every year JFIS receives around 60 referrals for young people.

Case Study – Box Cleva

Box Cleva is an independent charity which was originally conceived and delivered by HFRS staff. It was first delivered in Borehamwood with support from local partners and agencies. The programme promotes discipline, fitness and well-being amongst young people aged 7 to 15 who have been identified as having complex needs. The trainers and coaches are all experienced, qualified and highly regarded members of the boxing fraternity and include former professional and amateur champions. To date over 1750 young people have participated in this highly acclaimed and multi award winning scheme which is credited by parents in making a real difference in terms of helping their children to improve their behaviour. The scheme, which received The Queens Award for Voluntary Service 2016, has now been rolled out to 11 locations across the County.

2.1.30 Crucial Crew is a multi-agency, community safety scheme aimed at year six pupils (ages 11-12). The scheme has been running in Hertfordshire since 1999 and is organised in each district and project managed by the Police. HFRS provide a crewed community safety 'scenario' which provides a ten minute input on fire safety in the home and the dangers of making hoax calls to the fire service. 6500 Year 6 children go through the scheme each year and additional schemes are being run.

2.1.31 HFRS is in the process of forming a partnership with Herts Careline Telecare aimed at supporting vulnerable adults to live safe and independent lives in their own homes. The Telecare team will provide firefighters with the necessary training that will enable them to provide assistance in instances of equipment activations by individuals who cannot be attended too by other responders within 60 minutes.

2.1.32 This project links with the Safe & Well objectives of using preventative measures to help keep vulnerable adults safe and independent in their own homes for as long as possible thus reducing the cost of social care on the Local Authority.

2.2 Does the FRA deliver prevention activities effectively, and engage partners and stakeholders effectively in its prevention activities?

2.2.1 HFRS is totally committed to engaging with partners and stakeholders in order to deliver exceptional outcomes and continuously looks for new, innovative ways of communicating and engaging with the communities it serves.

Engagement with Partners and Stakeholders

2.2.2   HFRS organise and participate in a broad range of targeted initiatives designed to prevent fires, reduce anti-social behaviour and improve life chances. These include the further development and expansion of its delivery of the Prince's Trust programme, the Duke of Edinburgh Awards Scheme and the Life scheme. HFRS is also proactive in working and engaging with communities through a wide range of other activities and initiatives including Hate Awareness, Deaf Awareness, and Road Safety when it works closely with other HCC teams, such as the Safe and Sustainable Journeys Team and partner agencies including the police, to deliver powerful road safety messages.

2.2.3   Stakeholder engagement ranges from small community groups to national organisations, both inside and outside of the fire arena. The Directorate are well represented on the Hertfordshire Safeguarding Adults Board, Safeguarding Children Board, Mental Health Crisis Concordat, Safeguarding Adults Review panel, the Strategic Road Safety Partnership, The Hertfordshire Tobacco Strategy Group, The Citizens Advice Managers Forum and many more.

2.2.4   HFRS is an active member of district Local Strategic Partnerships (LSP) and Community Safety Partnerships (CSP). HFRS is also represented at both the strategic level Responsible Authorities Groups (RAG) and the tactical level Joint Authority Groups (JAG). Continued contribution toward JAGs not only helps sustain the reduction in deliberate fires but also allows the Service to play an active role in collective problem solving on local issues which is at the very heart of each CSP.

2.2.5   Prevention activities are continuously reviewed to ensure they meet the needs of the local community and contribute to sustainable communities. Operation Sponge Pudding[9] is a partnership of Safer Neighbourhood Teams, Hertfordshire Independent Living Services and HFRS. It is a joint partnership which is designed to reach people who are potentially vulnerable and isolated in their communities. The safer neighbourhood teams have been accompanying the delivery drivers from the Community Meals teams to visit service users to ensure they are safe in their home. A follow up visit from HFRS is then arranged in order to carry out bespoke Safe & Well visits in their home.

2.2.6   HFRS uses the well established CPD Community Advocacy Forum to engage with local communities. The Forum provides opportunity for discussion as well as formal interaction with representatives from a variety of local faith and community groups on matters of strategy and policy. It also provides the Service with an opportunity to develop its understanding of the issues and needs affecting those groups. The Forum helps the Service and the wider CPD to meet the following commitments:

- Assess the impact of what it does on people
- Work closer with all groups in the community

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[9] https://www.youtube.com/watch?v=gZ1hgbU12zA

- Involve communities in the planning of services
- Improve services and increase the safety of its citizens
- Become a more diverse workforce

2.2.7   The Directorate has a dedicated community development worker who assists the Service with building stronger relationships with minority communities across Hertfordshire. This position supports the CPD Advocacy Scheme which provides the Service with an opportunity to engage on specific issues relating to particular groups. Another aspect of the role is to develop local initiatives to further enhance relationships with hard to reach groups. An example of this is the side by Side project in Watford & Three Rivers District, which provides the structure for the Service to work positively to support these groups. The incumbent in this role is also the president of the Watford Gurdwara and has been extremely successful in facilitating activities across Hertfordshire with the Sikh Community.

2.2.8   The innovative Community Horse Patrol (CHiPs) scheme, which was first launched in St Albans in 2011, has been extended to cover the Three Rivers, Stevenage and North Herts districts. It now has over thirty volunteer riders patrolling the Hertfordshire countryside with over three thousand hours contributed. The scheme is delivered by uniformed volunteers from qualified livery stables who patrol potential arson hot spots reporting rubbish and fly tipping to the district council while out on daily hacks. The rubbish is then removed with 24 hours before fires can be started.

2.2.9   Members of the award winning Community Protection (CP) Volunteer Scheme continue to deliver a wide range of duties including regular arson and reassurance patrols, on horseback and on bicycles, firework and bonfire safety patrols and HFSVs. CP Volunteers also support their local crews with all types of community engagement, including youth and positive action events. The CP Volunteer team deliver an innovative scheme for vulnerable people who have experienced a traumatic event in their home such as a fire, flood or damage from severe weather. Hertfordshire's Volunteer Incident Support Team (VIST) is only the second of its kind in the country, providing a post-incident clear-up service to those in the community who are most in need.

> ***Case Study – Helping people stay warm in their homes***
>
> HFRS in partnership with HertsHelp launched an exciting new jointly-funded initiative for vulnerable people to help them stay warm and well in the winter months.
>
> As part of the 'Keep Warm Stay Well' scheme, HFRS and HertsHelp deliver free heated over-blankets to those in need who are struggling to stay warm in their homes.
>
> The Community Protection Volunteers and the HFRS Home Risk Assessors are also supporting this scheme by providing an evening and weekend service.

2.2.10 HFRS has a long-standing and successful partnership with the local business Computacenter who have sponsored the Fire Investigation Dog Team for the past sixteen years. Four year old black Labrador Reqs is HFRS's third Fire

Investigation Dog and has assisted in providing valuable supporting evidence not only in Hertfordshire, but also at incidents in neighbouring counties.

2.2.11 Reqs and his predecessors have been involved in some extremely high profile incidents since their working lives began, including murder investigations and numerous arson investigations where there has been high financial loss and even threat to and loss of life. All of these incidents have been jointly investigated between HFRS and Hertfordshire Constabulary and serve to demonstrate the importance and benefits of partnership working.

2.2.12 The Memorandum of Understanding (MoU) that HFRS had in place with Hertfordshire Constabulary (HC) which provided a framework for Fire Investigation (FI) within the county has been reviewed and extended to clarify the working arrangements with Bedfordshire Police, Cambridgeshire Constabulary, Bedfordshire Fire and Rescue Service, and Cambridgeshire Fire and Rescue Service.

Case Study – Reqs Twitter Account

Reqs the Fire Investigation Dog has one of the most popular Twitter accounts in HFRS and the Service uses it to relay important safety messages in relation to fire and road safety as well as partnership agencies messages in relation to product recalls and electrical safety. The account also re-tweets any community prevention activity being carried out by the Police and district councils. Up to the end of March 2016, Reqs Twitter account had just over 4,000 followers so including Reqs followers re-tweets, the safety messages from Reqs and other agencies accounts reaches a huge target audience.

2.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its prevention activities?

2.3.1 HFRS regards itself as having very good arrangements in place for measuring and evaluating the effectiveness of its prevention activities which it uses to improve performance and outcomes

Measuring and Evaluating Effectiveness

2.3.2 In December 2014 the JPS team attained formal accreditation through the Customer Service Excellence scheme having been assessed as demonstrating "model practice". JPS has continued to maintain the key processes which support customer focused services including practices such as regular customer insight activity. An example of this activity is the satisfaction survey carried out at HFSVs which shows a 100% satisfaction rate.

Case Study – *Post LiFE course mentoring*

In December 2015, a child was referred to HFRS LiFE course by his school following an extended period of serious behavioural issues, poor attendance and performance. He successfully completed the course, however shortly after returning to the school he quickly became a concern to the staff and behavioural issues reappeared. The Head of year at the school contacted the Youth Engagement team to request assistance as they had temporarily excluded the boy. The school felt that the LiFE course had improved behaviour and wanted the Service to act as a mentor. The Lead LiFE course instructor visited the child at home with his parents and discussed his triggers and what coping mechanisms he could use to deal with anger. The child was set four targets to improve his behaviour which he agreed to. The instructor attended the child's school exclusion meeting and convinced the school to postpone exclusion allowing him the opportunity to work on the four targets set and to use a report card used to evidence changes in behaviour.

HFRS continued to undertake the mentoring and two weeks later visited the child at school. He appeared outwardly calmer and more engaged which was verified by the school who added that his report card was perfect with stars added! Attendance and behavioural issues had also improved dramatically. The instructor worked with the child on a further two occasions, by which point the school were happy with the improvements following the intervention.

2.3.3   Learn2Live 2015 was evaluated by the Herts Road Safety partnership who carried out a pre and post reflective evaluation of the programme to measure changes in risk behaviour as well as course content. A total of 322 responses were received providing a 93.5% confidence level in results obtained and overall the evaluation revealed positive results with apparent shift in willingness to engage in risky behaviour identified. The main area of improvement from the evaluation was the evaluation methodology and design having identified absence of accurate baseline data for the pre intervention period. This method of evaluation is being further developed to fully explore course efficacy moving forward.

2.3.4   The feedback collected from participants in the Box Cleva initiative has evidenced improvements in school attendance, confidence, fitness, weight loss and increased knowledge on substance abuse and healthy living.

2.3.5   HFRS and the CPD more widely have continued to build upon the success of the "Volunteer Scheme". The latest annual report records nearly 200 volunteers on the scheme as of March 31st 2016 and over 65,000 hours donated since its inception in 2008. In addition to being awarded the Inspire Mark by the London 2012 Inspire Programme, the scheme is also accredited to Volunteering England's 6 point promise.

2.3.6   CPD recognises the contribution of volunteers by informal and formal processes. All managers are encouraged where possible to acknowledge and thank volunteers for their support. More formally the Directorate acknowledge

milestones in hours given with certificates awarded for 100, 250 and 500 hours. This is underpinned with an annual awards evening where the scheme is celebrated with awards being presented by the CFO for outstanding contributions from individuals and teams. In 2016 Miss Angela Leonora Joseph, a CPD volunteer, was awarded an MBE for services to fire safety.

Case Study 2.3.2 – Volunteer Scheme

HFRS is now into the ninth year of its Community Volunteer Scheme. Hertfordshire's scheme is widely acknowledged as one of the best of its type in the country and as such regularly shares its experiences with others seeking to establish and improve their schemes.

The first volunteers joined the Service in January 2008, with a dedicated Trading Standards Volunteer Team starting in 2012. The current establishment stands at around 200 volunteers including community Horse Riders and advocates across the Service aged 18 to 75. Since the inception of the scheme there have been many positive benefits brought to the Service by having a uniformed volunteer establishment who are able to assist with community safety activity. These include some high profile initiatives which volunteers have delivered for their local districts and support to crews with all types of community engagement, including youth and positive action events. A number of specialist voluntary roles have evolved such as team leaders and LiFE project support volunteers.

The Trading Standards Volunteers support work around Doorstep Crime, Scams, Rogue Trading, test purchasing and collect community intelligence.

Volunteers recently led on the LiFE Bid project working with Greenwich University on detailed post fire incident research, and the HFRS work club at Hertford continues to support Job Seekers with their employment searches.

Volunteers support the Volunteer Incident support team (VIST) which is a 24/7 service that supports vulnerable victims of fire or flood to clear up after the incident. Since June 2016 the team have also been on call to deliver Fire Retardant bedding packs and the fitting of Fire Proof letter boxes.

As well as delivering Home Fire Safety Visits volunteers carry out regular arson and reassurance patrols on horseback and on bicycles. They assist with Crucial Crew, work experience courses and are now trained to crew reception centres on behalf of Hertfordshire Resilience in the event of a major incident.

Improving Performance

2.3.7   A project management approach is used to determine the benefits of new prevention activities. New activities start with a Project Initiation Document (PID) and a business case that links to desired outcomes and includes review and monitoring protocols.

2.3.8 HFRS has enhanced its risk analysis approach through the utilisation of Exeter health data, as a result of an information sharing agreement developed in 2015 by CFOA and NHS England. This has enabled HFRS to securely access GP registration data (including year of birth, gender and address) to identify the 65s and over.
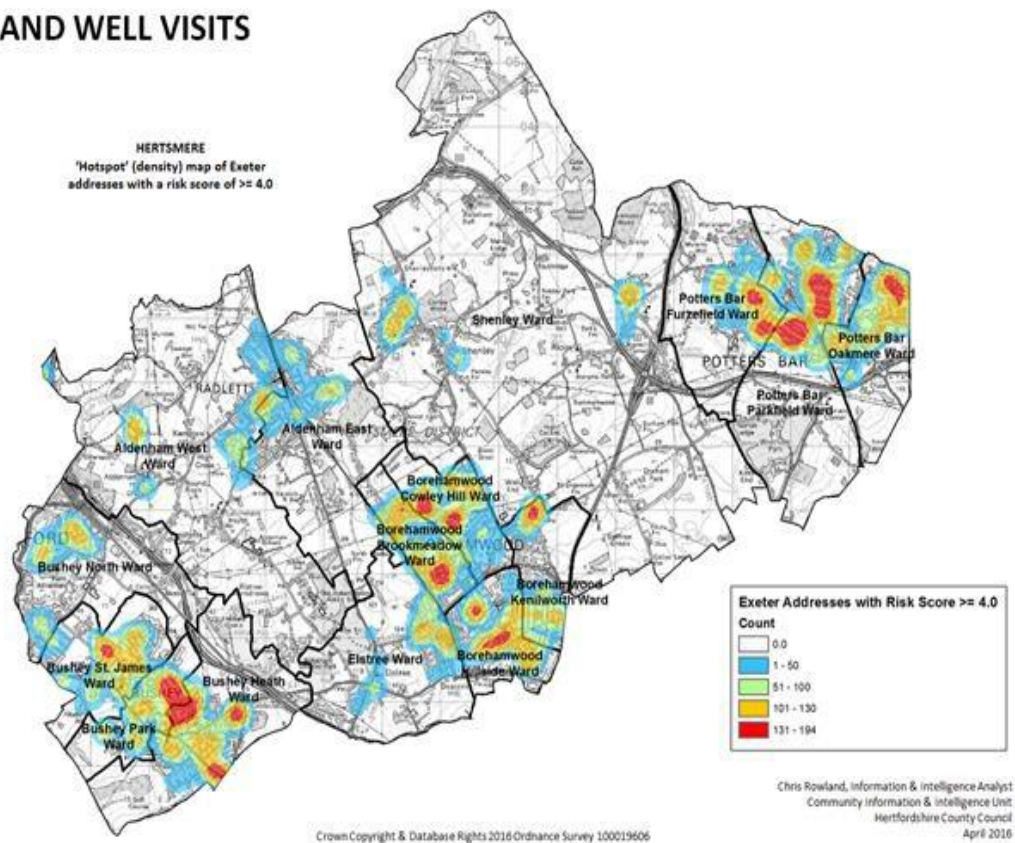
2.3.9 Through a successful multi-agency partnership between Public Health, the Community Information & Intelligence Unit, Health and Community Services and Trading Standards, using a risk stratification process HFRS has been able to profile residents deemed to be most at risk from a fire, by using the Exeter health data and overlaying information from some of its partners.

2.3.10 This new risk profiling is currently being used to proactively target and deliver the 'Safe and Well Visits' pilot and HFSVs to 'at risk' residents. The risk stratification process has attributed relative indicator weightings to the different datasets to create a risk matrix as shown below:

RISK SCORING GUIDANCE

The unique address risk scores are calculated using relative indicator weightings ranging between 0 to 11.5 points and have been weighted as indicated below:

Risk	Weighted Score	Description
Aged 85+	2.5 points	Points added if the address identifies a resident aged 85+ years present.
Outside of 10 minutes	2.0 points	Points added if the address is outside the 10 minute response area.
Fire injuries	1.5 points	Points added if the address has a previous fire injury recorded.
Accidental dwelling fire	1.5 points	Points added if the address has a previous dwelling fire recorded.
Health and Community Services (HCS) referral made and no service	1.75 points	Points added if the address matches existing HCS service referral data with no service being provided.
HCS referral made and service provided	1.25 points	Points added if the address matches existing HCS service provision.
Scams and Rogues	1.0 points	Point added if address matches the existing Scam and Rogue Trader data.
TOTAL	**11.5 points**	

2.3.11 This information is provided to fire personnel in the form of a proactive targeting record to support tracking progress of this new approach. HFRS has also worked with the Community Intelligence Unit to produce spatial products that provide useful visualisations of the Hertsmere data, to help personnel most effectively plan their targeted approach. One example of this product is shown on the next page.

SAFE AND WELL VISITS

HERTSMERE
'Hotspot' (density) map of Exeter addresses with a risk score of >= 4.0

Exeter Addresses with Risk Score >= 4.0
Count
0.0
1 - 50
51 - 100
101 - 130
131 - 194

Chris Rowland, Information & Intelligence Analyst
Community Information & Intelligence Unit
Hertfordshire County Council
April 2016

Crown Copyright & Database Rights 2016 Ordnance Survey 100019606

Safe and Well evaluation and work with the London School of Economics

2.3.12 Evaluation for the pilot has been considered during the project management phase of 'Safe and Well' and includes quantitative as well as qualitative approaches. This includes evaluation of training, staff knowledge and confidence levels, resident feedback on the quality of service, referral service impact and resident behavioural change.

2.3.13 HFRS is also working closely with the Personal Social Services Research Unit (PSSRU) at the London School of Economics (LSE) who are providing support to devise a deliverable evaluation framework to ensure that HFRS can collect high quality information to evaluate the effectiveness of this project. In addition, the evaluation framework is incorporating national guidance to help enable HFRS to identify what is working well locally, where improvements can be made and to share information and learn from the experience of other FRSs.

2.3.14 HFRS will use the outcomes of this project to inform the development of more cost-effective, intelligence-led approaches to evaluating the economic and social outcomes derived from community safety interventions. This should provide a clear link between the specific intervention and its impact with regard to reduction in fire deaths or injuries.

3. Protection

How well is the Authority delivering its regulatory fire safety duties?

Key Area of Assessment	Descriptor of current level of performance
3.1 Has the FRA clearly defined, planned and implemented a regulatory fire safety strategy to support local businesses, linked to its IRMP?	**Established**
3.2 Does the FRA deliver protection activities effectively and engage partners and stakeholders effectively in its protection activities?	**Advanced**
3.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its protection activities?	**Established**

3.1 Has the FRA clearly defined, planned and implemented a regulatory fire safety strategy to support local businesses, linked to its IRMP?

3.1.1   The Service considers that it has a highly developed and clearly defined, planned and implemented Protection Strategy linked to the IRMP 2014-18 and CPD Corporate Plan 2013-18. The strategy is underpinned by the Risk Based Inspection Programme (RBIP), an annual JPS Department Plan and JPS Strategic Assessment that reflects the changing and emerging agendas and monitors progress.

3.1.2   Fire Protection (FP) officer's support the delivery of the strategy and this is reflected in their annual PMDS/PDP. Key business objectives are set out in the JPS Department Plan and these include delivery of the RBIP, progressing the Better Business for All (BBfA) agenda and work with other parts of the Directorate regarding the implementation of the outcomes from review of operational risk critical information.

3.1.3   The Protection Strategy (2016-2018) outlines how HFRS will deliver its fire protection responsibilities without imposing an unnecessary burden on business. The strategy provides direction on the beneficial outcomes for business, the community and the organisation whilst noting a rationale for the Service's actions. National guidance issued by CFOA and the Better Business for All agenda were used to inform a review of Service interactions with businesses and local authorities.

3.1.4 HFRS helps to support local businesses by reducing the level of bureaucracy, avoiding the imposition of unnecessary costs and working with the responsible person of premises to provide support and encourage economic progress. The Service works in partnership with businesses in order to drive down the occurrence of fires and improve overall safety in non-domestic premises. HFRS will continue to support relationships between business and regulators built on trust and an informed understanding of the issues associated with legislative requirements to improve and encourage self-compliance.

3.1.5 The Protection Strategy recognises the importance of incorporating fire safety at the building design stage to deliver maximum benefit and efficiency. All personnel have a clear understanding of the link between the RBIP and the IRMP 2014-2018. HFRS is committed to promoting the economic and compliance benefits of Primary Authority Partnerships (PAP), which increase levels of compliance and contribute to local growth and prosperity.

3.1.6 The RBIP includes the use of the CFOA Short Audit Process. This has been derived from engagement with business and seeks to reduce the burden on businesses as well as reducing the time that officers spend on site. New letter templates as agreed by CFOA are also in use, thereby ensuring HFRS plays its part in delivering a more consistent approach nationally with regard to FRS regulatory and enforcement responsibilities.

3.1.7 HFRS develops its plans in accordance with the guidance set out in the Regulators Guide and the Fire Protection Strategy for 2016-2018 which sets out how HFRS will engage with both business and stakeholders as well as best practice identified by CFOA at a regional and national level. Internally, regular meetings are held between the management team and lead officers to share information and intelligence regarding local areas of concern, along with updates on regional and national developments. The Service has embraced CFOA's 'safe enough' approach to inspection and enforcement, which is, reflected in its use of the revised CFOA letters and the short audit forms.

3.1.8 HFRS continues to maximise the potential of using operational crews and members of the FP team to respond promptly to all "alleged fire risks". The speed and nature of the response is based on an assessment of the risk involved and the teams' professional judgement. (AFR Policy/Protection Strategy)

3.1.9 Post incident inspections are carried out immediately or as soon as possible after an incident to identify failings in fire safety provisions. Where such failings are identified, a full audit of the premises is carried out and appropriate enforcement action taken. This may include the prosecution of the responsible person if the failings were serious enough to put relevant persons at risk of death or serious injury. (SIS documents)

3.1.10 Following an increase in the number of incidents at residential care homes throughout the UK resulting in injuries, near misses as well as fatalities HFRS took the proactive approach of writing directly to the 140 residential care homes

in Hertfordshire to remind them of the need to carry out individual fire risk assessments for any resident that smoked. They were also provided with advice on points that should be considered during the process including the need to take into account a resident's mental and physical capacity for smoking unaided, the risk to other residents, identification of physical precautions as well as management procedures such as supervision.

3.1.11 JPS use an intelligence led approach with risk analysis to best focus and target resources for the maximum impact. Activities are prioritised to target premises that pose the greatest risk to life, property, environment and the nations' heritage.

3.1.12 HFRS participated in the Cabinet Office Better Business Compliance project and was one of 5 local partnerships formed to pilot new ways of working across regulatory boundaries. This included the consideration of new ways to manage information, likely to be of shared interest to a number of local regulators. The project started in October 2014 with the objective of making joint working between national and local regulators more systematic in order to strengthen the response to illicit economic activity, including illegal working and worker exploitation, and to help regulators support businesses to improve compliance with statutory requirements. It was based on the premise that the public sector has been designed to address issues in isolation and a more systematic approach to partnership work could help regulators recognise concerns that may be of interest to others. Each partnership developed a range of ideas to improve how local and national agencies work together, ranging from simple changes such as Immigration Enforcement officers training Local Authority officers how to spot fraudulent identity documents to more complex changes around multi agency intelligence and data sharing.

3.1.13 The Service understands the importance of the local knowledge and observations provided by operational crews. Regular contact between crews and the protection team is facilitated by Station Liaison Officers (SLOs), which enables the Service to address local community priorities in a proactive and reactive manner.

Risk Based Inspection Programme (RBIP)

3.1.14 The HFRS RBIP has been devised using statistical information on fires in non-residential premises provided by the Digital Services team combined with national data, the professional judgement of the FP management team and relevant national guidance.

3.1.15 Once it is approved by SLG the RBIP is cascaded to operational stations and FP officers to ensure that premises are audited according to the level of identified risk in line with Service policy. Training sessions have been organised with operational crews on how to inspect these types of premises and what to specifically look for. In addition Local Licensing officers have delivered training on the Licensing act to FP officers.

3.1.16 The Hertfordshire Enforcement Promise which can be viewed on the HCC website[10] provides clear information on how HFRS will work with businesses to carry out their statutory enforcement duties in line with the Regulators Code. Before an officer carries out a statutory inspection, a letter will be sent to the responsible person outlining the areas considered during the visit and a summary of the powers of enforcement officers.

3.1.17 This has been developed in consultation with Trading Standard (TS) colleagues in JPS to ensure consistent approach across regulatory boundaries. A guidance note has been produced and circulated to all officers.

3.1.18 HFRS recognises the importance of assigning clear responsibilities and ensuring that these are understood to ensure that its Fire Protection Strategy is delivered effectively. Stakeholders with responsibilities include;
- The Fire Protection Team
- Operational crews
- Trading Standards/intel teams (re. product safety)
- External partners in both the public and private sector

3.1.19 The Fire Protection Strategy is informed by an approach to regulation, advice and enforcement, which places an emphasis on activity, which is intelligence led, proportionate to the risks and recognises the value of education and advice in delivering desired outcomes. This forms a standardised approach to business and community engagement across JPS.

3.1.20 JPS undertakes a holistic approach through integrated work to make Hertfordshire a safer place. The RBIP is designed to reduce the risk and impact of fires on the community by evaluating fire safety matters, providing advice on how to prevent occurrences and taking proportionate enforcement and or prosecution action when necessary to safeguard life, property, the environment and fire fighters.

3.1.21 The FP team is represented at the Service monthly Response and Resilience Group meetings by the Protection Group Commander (GC). This ensures a co-ordinated and joined up approach across the Service in respect of protection issues such as any enforcement action being carried out across the County along with updates on any prohibitions issued. Any more urgent risk critical information is reported directly to relevant operational crews from FP to Station Commanders (SCs), GCs, and the Assistant Chief Officer (ACO) as well as ensuring such information is shared with Control and flagged on their own systems.

3.1.22 FP officers acting as Station Liaison Officers (SLO) are a vital link between the FP team and operational crews ensuring that risk critical information is properly shared and understood. The role is identified in the annual RBIP memorandum. SLOs deliver comprehensive training to operational crews to enable them to assist with the RBIP audits. Each station has a dedicated SLO who will support

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[10] (http://www.hertfordshire.gov.uk/businessregtradingstandards/bus/buspledge)

them in carrying out their audits and is available to provide additional guidance and ongoing training as required. This approach has increased the number of audits carried out and enables crews to report back to the FP team any serious concerns. This approach has not only increased the knowledge and confidence of operational crews with regard to reporting fire safety issues to the FP team but has raised their awareness of the built environment in their local areas. (See also 5.2.12).

3.1.23 HFRS also has a Post Incident Procedure in place, which promotes information exchange between operational crews and FP personnel. This has proved beneficial in reducing risk and educating business owners and landlords (see case study).

Case Study – The Bell Public House

Following a fire in a public house, one of the attending operational Watch Commanders contacted the Fire Protection (FP) team with serious concerns regarding the fire safety measures at the premises. The premises not only operated as licensed premises but offered bed and breakfast accommodation to paying guests. Two FP officers were sent out immediately to carry out a post incident inspection in line with Service Policy.

The fire had started in the chimney in the public area and spread to one of the occupied sleeping accommodation room. On further investigation it was found that the fire alarm was not working and the smoke detector in the room of origin, which the chimney breast passed through, had been covered over with cling film to prevent it operating. It was also found that the general fire precautions for the premises were below the standard expected for a sleeping accommodation. An investigation was carried out by the FP team and supported by the JPS legal team.

As a result of the information exchange arrangements in place between the FP team and operational crews, HFRS were able to take appropriate and proportionate action resulting in a successful prosecution of the responsible person who pleaded guilty to six charges. The case was sent to Crown Court for sentencing due to the severity of the offences. The defendant was ordered to pay a fine of £25,000 and costs of £6,700 and was informed by the Judge that if it was discovered that he was running a business in this manner in the future and the case was referred back to the Crown Court, he would face imprisonment.

Enforcement is an important part of HFRS's FP strategy, not only to deter other responsible persons from committing similar offences but also to ensure that staff understand the importance and benefits of joint working and recognise that collectively they are making a difference. This is achieved by publishing the details of enforcement action taken both locally and nationally and by arranging feedback sessions with local crews to close the loop.

3.2 Does the FRA deliver protection activities effectively and engage partners and stakeholders effectively in its protection activities?

3.2.1   HFRS is proactive in engaging partners and stakeholders in the delivery of its fire protection activities. The FP team attend Safety Advisory Group meetings to give information and advice regarding large scale events taking place throughout the county. Officers will liaise with operational SCs to ensure that fire service access is adequate.

3.2.2   FP managers attend national and regional CFOA meetings and contribute to the Business Safety Groups regionally and Event Safety Group nationally to meet CFOAs seven priorities. They also contribute to the Regional Heritage Group.

3.2.3   The FP team take part in the CFOA Business Safety weeks to promote fire safety issues.

3.2.4   FP is represented on safety advisory groups for local football clubs to provide advice on Safety at Sports Grounds. There is also representation on safety groups in local NHS Trusts.

3.2.5   FP officers attend local events to promote fire safety. One such event was a housing fair held at the University of Hertfordshire in October 2015. Officers were able to engage with students of the University and provide them with information regarding fire safety in their accommodation (HMOs) and what to do in the event of an emergency.

3.2.6   Unwanted fire signals have a major impact on the Service as they divert essential resources and may result in delayed attendance at a genuine incident. These reports also cause unnecessary risk to fire and rescue service personnel and the public when responding under emergency conditions and can create complacency amongst staff working at the premises in question. Therefore, HFRS has introduced an 'Unwanted Fire Signals' policy. Any business that is identified as having an unacceptable level of Automatic Fire Alarm (AFA) activations will receive a letter from the Service to provide advice on how to reduce these unnecessary calls.

3.2.7   JPS were awarded the prestigious Customer Service Excellence award. The Customer Service Excellence standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timelines, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

3.2.8   HFRS uses post-visit surveys to evidence the high levels of satisfaction with the service provided and identify any areas where it can improve.

3.2.9 The JPS team's participation in the Better Business for All (BBFA) initiative has provided the Service with opportunities to develop closer links with regulatory partners and an improved understanding of who does what and how. These closer working relationships enable regulatory bodies to better support businesses and have opened up communication channels between the organisations that provide for an effective referral process in cases of non-compliance.

3.2.10 The BBfA's Regulators' Forum, also provides a valuable opportunity for FP Manager's to meet with managers from across the regulatory partnership to share information (i.e. RBIP proposals), updates on activities, co-ordinate any local initiatives or develop strategies to address any shared local issues or concerns.
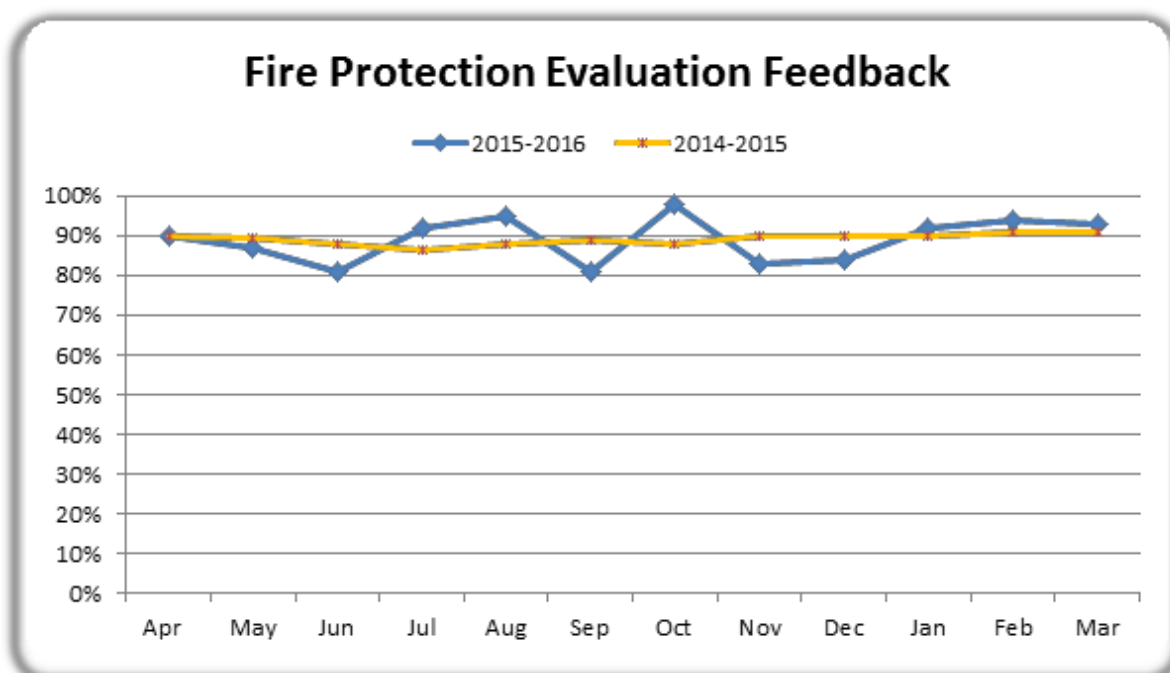
3.2.11 A working group is currently considering premises risk information recording, which will improve how operational crews are able to obtain site specific information when dealing with incidents.

3.2.12 A fire safety checklist has been produced and provided to operational crews, JPS and HCC colleagues to enable them to report back to FP if they have concerns regarding fire safety matters when visiting premises. It is proposed that this checklist will be available for other authorities to use.

3.2.13 FP also provides input for operational crews at district development/training events.

3.2.14 At a strategic level, the Head of Protection meets regularly with other Area Commanders (ACs) to ensure, amongst other things, that FP are contributing fully to delivering organisational objectives and that work going on elsewhere in CPD takes into account the work of FP staff.

3.2.15 HFRS has a Primary Authority Partnership (PAP) with a Housing Association which has enabled it to influence behaviours and fire safety arrangements beyond the communal areas. This is much valued by the Housing Association which is keen to explore opportunities to further educate and inform.

3.2.16 FP has implemented the use of an electronic database, APP, which holds premises information on businesses throughout Hertfordshire. The database records any visits to premises by FP and TS staff and provides intelligence regarding enforcement action taken by either party. The system is also able to record prosecution details.

3.2.17 The FP team continues to meet its legislative duties and respond within the statutory timescales in respect of building regulations consultations with Local Authority Building Control and Approved Inspectors, the Licensing Authority and other stakeholders, to ensure that fire safety requirements are met in new, existing and altered buildings. FP officers are trained in line with the CFOA Competency Framework and carry out CPD training to keep their competencies current. The BBfA partnership has enabled the Service to establish good links with the business community, most particularly the Hertfordshire Local Enterprise Partnership (LEP) and the Federation of Small Businesses – both of whom assisted with the consultation and engagement in respect of the revised Fire Protection Strategy.

3.2.18 JPS currently has 10 PAPs in place in respect of fire safety and have issued assured advice to two businesses. In addition, an Inspection Plan is in place with one of the partners. Officers work closely with their other partners to provide further assured advice and continue to work to ensure consistency in respect of fire safety. Further evidence of the CPD's strength in this area was provided in May 2016 when HCC was named by Regulatory Delivery as having the Primary Authority (PA) Team of the Year. In their feedback the judges recognised how well Fire and TS were working together to support PA partners, the quality of service delivered and the efforts made to promote PAP as a way of delivering opportunities for growth, efficiencies and prosperity.

Case Study – COSTCO Primary Authority Partnership

The JPS team have provided regulatory advice to Costco as part of a Primary Authority Partnership (PAP) for the last three years.

Costco, have around 30 sites across the UK and were looking to add petrol forecourts to existing warehouses.

The business had been selling petrol from its USA sites but had no previous experience of storing/selling petroleum products in the UK and so required detailed advice in order to ensure compliance with UK legislation.

The American Costco model was very different to standard practices in the UK. For example, additives are mixed on site and there is no retail shop adjacent to the pumps.

One attendant is responsible for up to 16 dispensing positions, twice the number generally permitted in the UK where the attendant will also have responsibility for a retail shop.

As the planned approach was controversial, colleagues from other Petroleum Licensing Authorities were consulted as well as a national Petroleum Enforcement Group.

Following this consultation, PAP advice was issued by officers in JPS, giving the business confidence that they could continue to expand in this area. The first site where the petrol forecourt was added attracted more business to the existing attached warehouse resulting in a profit for the first time since opening.

The success of this arrangement has resulted in a number of additional petroleum sites being commissioned without any challenge from local Petroleum Licensing Authorities.

3.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its protection activities?

Measures and evaluates the effectiveness of its protection work

3.3.1   Evaluation of individual and team performance is undertaken by the FP management team using data obtained from the APP database which is used to allocate work to officers. Reports are run monthly to assess the level of statutory work completed as well as the total number of RBIP visits carried out and any other fire safety activities.

3.3.2   At the conclusion of each RBIP a review of the relevant audit results is undertaken which is used to identify an overall trend of compliance and enforcement action. This is then cross referenced to fire incident data provided by the Digital Services department to analyse the effectiveness of the RBIP and inform the development and focus of the next RBIP.

3.3.3   Enforcement action is monitored to ensure that it is proportionate and appropriate.

3.3.4   Customer survey forms are sent out to businesses that are audited by the FP team to ensure consistency and improve service delivery. To date, a high degree of customer satisfaction has been achieved -often in excess of 85% 'v. satisfied' with their experience (see chart in 3.2.10).

3.3.5   Following receipt of feedback from a Local Authority Licensing officer regarding inadequate engagement by HFRS with the Local Authority and a licensing applicant, a meeting was arranged to discuss how the Service could improve. As a result a training session was delivered by a Local Authority Licensing officer to the JPS team. This resulted in greater mutual understanding and appreciation of organisational requirements and improved working relationships.

Performance

3.3.6   FP officers are expected to achieve the relevant level of competence as set out in the CFOA Competency Framework to enable them to carry out their fire protection duties.

3.3.7   Individual officer performance is measured by FP managers' sampling work product and shadowing inspections. Additionally, inspecting officers are expected to complete the Fire Safety Level 3 NVQ to demonstrate competence in protection. All evidence produced is naturally occurring work product and signed off by qualified assessors and verifiers from within the department.

3.3.8   FP RBIP targets are set by FP managers and work is allocated to individual inspecting officers. The formation of JPS and the centralising of FP personnel has enabled HFRS to adopt a more focused, consistent and resilient approach to the management of performance. It has also provided an opportunity to develop and make best use of a more flexible workforce enabling managers to allocate resource to where the work lies.

3.3.9   For response crews, performance against their RBIP target is recorded on the HFRS 'Views' performance management system. Response District and Station Commanders are responsible for ensuring this target is achieved.

4. Preparedness

How well is the authority meeting its responsibilities for planning and preparing for incidents that could have a significant local or national impact on communities?

Key Area of Assessment	Descriptor of current level of performance
4.1 Does the FRA have clearly defined and effective arrangements for preparedness linked to its IRMP?	**Advanced**
4.2 Does the FRA engage partners and stakeholders effectively in its arrangements for planning and preparing for operational incidents that could have significant impact on their communities?	**Advanced**
4.3 Does the FRA have effective arrangements in place to support incidents of national significance?	**Advanced**

4.1 Does the FRA have clearly defined and effective arrangements for preparedness linked to its IRMP?

4.1.1   HFRS has clearly defined and effective arrangements in place for preparedness, which are clearly linked to its 2014/18 IRMP.

4.1.2   HFRS is a key member of the HCC Local Resilience Forum (LRF), known as Hertfordshire Resilience, which is a multi-agency partnership consisting of the emergency services and all other organisations and agencies involved with emergency response in Hertfordshire. The CFO chairs the executive LRF and the Resilience team from CPD provide the secretariat function.

4.1.3   HFRS ensures that the process of revision and updating of all operational procedures and service orders involves collaboration with all appropriate internal/external departments and partner agencies. Allocation of documents and policies for revision is managed centrally by a document officer and is devolved to District Commanders (DCs) and appropriate department leads. This process is also used to update National Operational Guidance and associated Generic Risk Assessments. HFRS has completed a review of all current procedures to include the Joint Emergency Services Interoperability Programme (JESIP) principles to promote joint ways of working.

4.1.4   HFRS is fully imbedded within the Hertfordshire LRF and as such, works closely with other Cat 1 and 2 responders. The LRF manager is part of the CPD

Resilience Team, which is led by an HFRS officer, who also chairs one of the LRF tier groups (People and Communities). This close collaborative working arrangement ensures that risks in the National Risk Register are assessed at local level and used to inform the development, monitoring and updating of the Community Risk Register (CRR). The CRR is used to prioritise the exercising and revision of operational plans with partner agencies and the subsequent debriefs used to inform future plans and policies.

4.1.5 HFRS has tried and tested plans and response arrangements for ensuring continuity of service. Each department has carried out a Business Impact Analysis (BIA) to identify critical functions. This BIA is then used to inform departmental Business Continuity Plans (BCP's). These BCP's are stored on the Cabinet Office portal, Resilience Direct with access for all Station Commanders and above. This process gives an additional layer of organisational resilience on top of the BCP's stored at individual districts and departments. These plans are reviewed annually with oversight via the HCC Resilience Board and Community Protection Resilience Group. There have been 2 exercises of the HFRS business continuity arrangements in the past year, once via a call cascade exercise and once via a live 'denial of access' exercise at a fire station. HFRS is also represented on the CFOA Business Continuity Group thereby enabling the Service to ensure that it is able to share good practice and learn from other FRS's business continuity experiences.

Case Study - Business Continuity Exercise at Baldock Fire Station

Exercise "No Entry" was held on 7th of January 2016 at Baldock Fire Station. The station and players received no prior warning to the exercise and the station was operating on a business as usual basis, when the station received a call from Fire Control with the first exercise insert. The call informed them of the need for an immediate evacuation of the station. The aim of the exercise was to exercise the Baldock Fire Station Business Continuity Plan (BCP) in terms of the content and operation in case of denial of access of the station and also to test the capacity of the station to ensure fire cover is maintained. In addition, the exercise aimed to further practice and develop CPD's preparedness.

In the exercise scenario, an unknown van had been observed parked beside the station and once reported to the police, it was discovered that the van was potentially connected to terrorist activity.

The station demonstrated a well thought through response to ensure it was able to maintain operational cover despite not having access to the station. The business continuity plan was immediately referred to and a number of considerations were looked at:

- How will the Service cope with the unavailability of the station?
- How will critical services be maintained?
- How would the Service communicate with staff and what messages would it give them (e.g. retained crew, contractors)?
- Could people continue to work for the rest of the day despite the station being closed?

All appropriate staff were notified in a timely manner, including the Watch Officer, Station Commander, District Commander and the Area Commander. Staff were contacted and advised of the alternative working arrangements. The Station Commander went through the motions of contacting retained staff and volunteers (this was not actually carried through in accordance with the exercise rules of play). The station worked closely with Fire Control when considering temporary accommodation arrangements for the crew and the appliance. The station showed impressive foresight when they immediately started considering the extent of the disruption and planning for longer term alternative accommodation.

The exercise was also followed by feedback from relevant Station and Group Commanders, exercise observers and Fire Control. All feedback was very positive. The main finding was that there was an issue regarding access to the business continuity plan through Livelink. This has now been resolved by making use of ResilienceDirect.

4.2 Does the FRA engage partners and stakeholders effectively in its arrangements for planning and preparing for operational incidents that could have a significant impact on their communities?

4.2.1   As a key member of Hertfordshire Resilience, HFRS engages effectively with other emergency services and category 1 and 2 responder organisations as defined in the Civil Contingencies Act. The CFO chairs the Executive Group, ACO Ops Vice-chairs the Management Group and Chairs the Response and Planning Group with the Group Commander-Resilience also Chairing the People and Resources Group within the Hertfordshire Local Resilience Forum structure. As a member of the wider CPD HFRS operates in collaboration with colleagues within the Resilience Team and HCC on a daily basis.

4.2.2   HFRS is one of over 80 organisations represented at each of the 3 managerial levels of Hertfordshire Resilience. This close collaboration ensures that HFRS has the opportunity to work with a variety of key partner organisations at strategic, tactical and operational levels on a regular basis. Each command level is tested via the LRF at least once a year. As an integral part of HCC HFRS contributes and participates in a number of exercises to assist in the assurance of emergency arrangements within the LRF structure. A uniformed fire officer leads the HCC resilience team and each member of the resilience team is responsible for assisting individual directorates of the county council with their resilience arrangements.

Case Study - Water Rescue Response

HFRS has a well-established relationship with the water assets from the Police and EEAS HART and two MOU's with external organisations, Hertfordshire Boat Rescue and Hertfordshire Canoe Lifeguards. These partners are fully engaged in all aspects of the Service's Water Rescue training.

They attend the quarterly Water Incident Liaison Officers (WILO) meetings to update the group on their current capabilities and limitations. They also use this group as an opportunity to inform personnel on their future training plan.

All partner organisations have a yearly training plan with HFRS that involves them taking part in various practical exercises with local Water Responder Stations and with the Service's Water Rescue Team based at Hatfield. In addition they have a direct link into the Training and Development Centre and are able to support their organised training if required.

Partner organisations are also encouraged to take an active part in LRF Table Top exercises, which are designed to test response to local and national incidents.

To date the Service has organised several awareness days which all partner agencies can attend and use as an opportunity to 'show and tell' their equipment. These events are well received by all that attend the next one is planned to take place in 2016.

4.3 Does the FRA have effective arrangements in place to support incidents of national significance?

4.3.1   HFRS has a single point of contact (SPOC) in relation to all of its National Resilience (NR) assets. This ensures that key information is cascaded through the organisation at the appropriate command/management levels and locations. The SPOC is the HFRS Resilience Officer who is also responsible for managing the HFRS budget for these assets. All managers at NR hosting stations have access to NR tools e.g. the CFOA NR website. This ensures that they can share information on deployments and exercises, as well as keeping up to date with current NR protocols.

4.3.2   Requests for NR assets will be received via the host Fire Control or the Fire and Rescue Service National Coordination Centre (FRSNCC), in all cases the call and deployment will be verified by HFRS Fire Control via the FRSNCC. A Principal Officer will be notified to give approval for an out of County mobilisation.

4.3.3   Once the mobilisation of a Hertfordshire NR asset is confirmed a text message will be sent (via the text-anywhere system) to all applicable asset operators detailing the destination and duration of a possible deployment, asking for a response; usually within 90mins; confirming whether they are available or unavailable, to ascertain crewing levels.

4.3.4   A Flexi Duty Officer (FDO) will be appointed to oversee crewing arrangements for the applicable asset; the appointed FDO will then notify Fire Control that a crew is either available or not available for deployment. Fire Control will liaise with FRSNCC as to availability and inform a principal HFRS officer who will make the final decision for deployment out of county.

4.3.5   A Welfare Officer (FDO) will be appointed to accompany the NR asset personnel to provide support and welfare throughout the duration of the deployment. The selected Welfare Officer will be provided with any current or relevant information required for deployment and also requested to attend Service Headquarters and liaise with a member of SLG in order to obtain contingency funds prior to deployment to the Strategic Holding Area (SHA). They will also provide the link with HFRS and NR assets whilst deployed.

4.3.6   Available NR personnel will be informed and requested to muster at a pre-determined location, they will then be deployed to the agreed RVP with the accompanying Welfare Officer

4.3.7   HFRS currently has a number of assets available for national deployment including High Volume Pump (HVP), Enhanced Logistic Support (ELS), Marauding Terrorist Firearms Attack (MFTA) and Water Rescue. In addition HFRS also host a HVP Tactical Advisor (TacAd) who would provide tactical advice at incident or to support Silver and Gold Commanders.

4.3.8   The CFO is the Lead of the National Strategic Advisory Team (NSAT). Nominated NSAT officers may be involved in providing strategic support and professional advice to members of government, the FRS Strategic Commander/SCG colleagues and the Chief Fire and Rescue Advisor.

4.3.9   HFRS's ELS vehicle and teams have been deployed regularly over recent years to provide, organise and manage the SHAs in support of major emergencies across the country involving NR deployments. The ELS team have effectively managed the NR capabilities, vehicles and teams on behalf of the affected FRS and in liaison with the FRSNCC.

4.3.10 HFRS has a designated SHA and this is registered as a NR asset. There is a clear procedure and process to facilitate the SHA and to ensure resilience, this process is available via Resilience Direct. HFRS also has arrangements in place to ensure that it can effectively host cross-border FRS's via a strategic support group that has purchasing authorisation to help facilitate the protracted running of the SHA. The SHA at Longfield was recently tested in a live exercise at the site involving cross-border ELS crews and assets.

Case Study – Enhanced Logistics Support (ELS) and Strategic Holding Area (SHA) Exercise

An ELS and SHA exercise was undertaken at the HFRS Training and Development Centre Longfield on the 6th October 2015. The exercise was designed to test the setup of a SHA under the management of an ELS team, to confirm that the SHA Liaison Officer understood his role and responsibilities and to test Fire Control`s knowledge and understanding of the NCAF Electronic Support System Reporting Tool. The exercise was led by HFRS, with NR capabilities, support vehicles and personnel from both Hertfordshire and Bedfordshire FRS`s participating.

The exercise involved Hertfordshire`s Fire Control initiating a SHA set up, using the NCAF Electronic Support System and liaising with the Fire & Rescue Service National Coordination Centre (FRSNCC). An HFRS SHA Liaison Officer and support team provided a robust strategy for managing NR capabilities and support vehicles prior to the arrival of the ELS (using guidance documents and checklists). Once the ELS were stood up, the SHA Liaison Officer assisted the ELS with the provision of welfare and logistical support.

A number of learning outcomes were identified including the need to purchase high visibility surcoats and directional signage; and guidance documents relating to the SHA and its management were added to 'Resilience Direct'.

5. Response

Key Area of Assessment	Descriptor of current level of performance
5.1 Has the FRA clearly defined, planned and implemented a response strategy linked to its IRMP?	**Advanced**
5.2 Does the FRA deliver a safe and effective response and engage partners and stakeholders effectively in its response activities?	**Advanced**
5.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its response activities?	**Advanced**
5.4 How well is the Authority delivering its call management and incident support activities?	**Advanced**

5.1 Has the FRA clearly defined, planned and implemented a response strategy linked to its IRMP?

5.1.1 HFRS has a high quality, well-developed response strategy that has been clearly defined, planned and implemented based on the community risk profile and the IRMP 2014-2018.

Emergency Response Standards and Arrangements

5.1.2 Emergency response arrangements are in place to ensure HFRS's statutory duties and the requirements as detailed in the IRMP are met; the response standards and arrangements are documented and published in the IRMP. In 2015-16 HFRS exceeded the countywide attendance standards to primary fires for both the first appliance (+0.6%) and second appliance (+3.5%). However the third appliance (required for "persons reported" incidents) did not meet the attendance standard by -1.3% (3 incidents). The first appliance to RTCs met the required attendance standard on 88.7% of occasions; this is 13.7% above target, the attendance standard by the first appliance to HAZMATS was met 100% of the time.

5.1.3 Response arrangements reflect the changes in key legislation and guidance. The guidance contained in the Fire Service Manual on Incident Command (published December 2015), was incorporated into all Incident Command training. All relevant staff have now received Incident Command System (ICS) training and a refresher programme exists.

5.1.4 In 2016 HFRS reviewed and republished the 'Hertfordshire Operations Strategy' which was designed to provide a summary overview of the existing arrangements and policies in HFRS. These policies are reviewed on a regular basis and are subject to change according to changes in risk identified.

5.1.5 HRFS carried out a review in 2014 of fire cover within Hertfordshire, the document, "The IRMP 2014-18" reviewed and looked at the following:
- Identified existing activity
- Emergency response
- Prevention and Protection
- Identified potential risks
- Emergency call profiling
- Major incident planning
- Local, Regional and National Resilience
- Emergency cover options

The document including full details of the review can be viewed via the HCC website.

Flexible Response Standards

5.1.6 HFRS has effective reinforcement scheme arrangements in the form of Section 13 and 16 agreements in place with neighbouring FRSs which can be activated in the event of a major fire or other emergency.

5.1.7 HFRS has also trained a number of officers to the National ILO standard and have placed these officers on the National ILO cadre list. Through mutual agreement this capability is provided to Cambridgeshire FRS as part of the 13 & 16 Agreement.

5.1.8 Through 13 & 16 Agreements HFRS can also provide Fire Investigators, Hydrocarbon Dog and handler, Water Rescue and Rope Rescue Teams to Bedfordshire, Cambridgeshire, Essex, Buckinghamshire and London Fire and Rescue Services if required and requested in accordance with these agreements

5.1.9 HFRS has implemented revised flexible response options for day/night cover using TSM Phoenix as a mapping tool to compute response standards for the Day Crewing Plus stations at Potters Bar, Rickmansworth and Baldock & Letchworth.

Case Study – Day Crewing Plus (DCP)

Over recent years there has been significant change within HFRS, in the way it is organised, the number and nature of emergencies attended, and the variety of services that it provides. In addition HFRS is required to manage the financial challenges facing all public sector organisations.

After extensive consultation with staff as part of Project Engage. DCP was identified as a viable alternative crewing system that would allow HFRS to maintain operational cover and response times while releasing financial and other capacity within the Service. Through fact based analysis and professional judgement Potters Bar, Rickmansworth and Baldock & Letchworth were identified as stations with levels of risk and activity, particularly between midnight and 7am that suited the DCP system. DCP stations work with 14 operational personnel working a 24 hour shift. This consists of 12 positive hours and 12 stand by hours. During the positive hours personnel carry out their normal station duties. During standby hours crews will respond from purpose built on site accommodation. Personnel working the system receive a pay enhancement of 24%.

Through self-rostering, the system allows staff flexibility to choose when they want to work, as long as the appliance has sufficient numbers of staff and they work the number of hours required.

DCP provides for five riders on a pump but will utilise 14 rather than 28 staff, making a saving of up to £300,000 per annum for each pump that operates the system. This has assisted the Directorate to achieve some of the financial savings it has been required to make. In addition, DCP crewing arrangements provide staff with more time for training and community safety activities.

Following successful project and delivery plans Potters Bar Fire Station transferred to the DCP system during September 2012, Rickmansworth in April 2013 and Baldock & Letchworth in April 2015.

Best use of Resources

5.1.10 HFRS regularly participates in multi-agency exercises on a local, national and regional level. These exercises are used to validate and improve FRA, partner and LRF response plans and to improve multi-agency working.

5.1.11 The specialist response vehicles within HFRS including the Aerial Ladder Platform, Rescue Support Unit, Decontamination & Environment Protection Unit and Water Response Unit are resourced on stations by deploying alternate crewing arrangements, ensuring an efficient and effective use of personnel.

5.1.12 HFRS has excellent technical rescue arrangements. All personnel are trained in working at height, and trained in line with National guidance for water rescue to DEFRA Module 1, eight stations to Module 2, one station to Module 3&4, and 12 Officers to Module 5. Crews at two stations are also trained in line rescue.

5.1.13 During 2012 a review into the location of the Rescue Support Unit (RSU) was completed which resulted in it being relocated to St Albans Fire Station. Following the relocation a review of the appliance and equipment was completed during 2014-15.

5.1.14 HFRS has established a dedicated Water Response Unit to support both local operational and National Resilience requirements.

5.1.15 The Command Support Unit (CSU) provides a local resource and is also a National Resilience resource as part of Enhanced Logistics Support.

5.1.16 HFRS operates effective and efficient arrangements to ensure the management and supervision at operational incidents, based upon national published guidance.

5.1.17 On an annual basis all Incident Commanders are required to undertake an Incident Command Assessment, which measures competency and command capabilities in respect of technical knowledge and practical skills. All candidates are required to pass the assessment in order to continue in their current incident command role. If a candidate fails the assessment a development plan is provided to address any shortfall and to aid achievement of incident command competency.

5.1.18 To assure the maintenance of skills, competence of staff and to ensure the efficiency and effectiveness of operational delivery, HFRS conducts an annual Station Audit & Inspection process. The process audits operational preparedness at all operational stations and Fire Control, it ensures operational competency, technical knowledge, risk critical recording and administration processes are being completed to and achieving the required high standard.

Case Study – Rescue Support Unit (RSU) Replacement

In 2014 the existing Rescue Support Unit (RSU) vehicle was due for replacement, as a result of the up skilling of front line appliances; the RSU only had marginal improvement in capability over a normal pumping appliance in HFRS. Therefore a working group was set up consisting of operational crews from St Albans Fire Station to look at specialist appliances currently being utilised by other FRS across the country. One of the key drivers for the group was to consider that the vehicle and equipment requirements needed to be placed between current front line appliances and Urban Search and Rescue (USAR) in terms of capability. The group were therefore asked to consider and identify the needs of the organisation in terms of vehicle, equipment and skills.

The group based all their findings on providing a vehicle with the specialist skills for the majority of rescue situations and skills and equipment for the larger incident (LGV, small scale rail, etc.) or the initial stages of the larger incidents (Large rail, building collapse, etc.).

Following development of ideas, procurement of vehicle and equipment, the ongoing design of stowage and delivery of additional training, the new RSU went on the run during 2015.

The new vehicle, equipment and upskilled firefighters have already proved invaluable at the attendance of RTCs and technical rescues across the county. The RSU has provided an improved resource for dealing with risks within Hertfordshire and bridged the gap between local and national specialist rescue provision.

Development, Improvement and Delivery of Response Strategy

5.1.19 HFRS has established arrangements to provide appropriate resources including adequate equipment and PPE.

5.1.20 Examples of improvement and development of HFRS response include:
- Consultation and engagement with staff to identify and explore innovative ideas and new equipment for future RTC provision. As a result of this new sets of battery powered hydraulic cutting equipment are supplied with new appliances in line with the vehicle replacement programme.
- The vehicle replacement programme has been refined to review vehicle life expectancy whist still ensuring reliability. The programme, which covers the period until 2031, incorporates regular reviews to take account of changing requirements and technological advances.
- Provision of higher capacity (300 bar) Breathing Apparatus (BA) Cylinders, dedicated Sabre-Com communications equipment on every pump and a plan to replace BA sets in 2016.
- Establishment and maintenance of a MTFA capability to provide a local, regional and national capability.

5.1.21 Hertfordshire and Norfolk Fire Controls currently have a "Buddy" arrangement to provide resilience. Resilience arrangements will be further improved when the East Coast and Hertfordshire Fire Control project incorporating Lincolnshire, Humberside, Hertfordshire, and Norfolk is completed during November 2016.

5.1.22 The GARTAN Rota system was introduced in 2015 as a management tool, to forecast, monitor; and review the availability of whole-time personnel and improve operational cover.

5.1.23 Retained Duty System (RDS) management and availability will be further improved during 2016 with the introduction of GARTAN RDS

5.1.24 HFRS provides a number of reports and software tools (VIEWS) to assist managers in respect of performance management. The system provides managers with accurate information to effectively manage a range of measures including RDS attendance, RDS availability, sickness absence and competency levels.

5.1.25 A Strategic Operational Training Board (SOTB) meets formally on a pre-determined and regular basis to review information and data appertaining to operational learning. The information is analysed to identify improvements in current response delivery and actions are discharged to relevant departments to facilitate this improvement.

5.2 Does the FRA deliver a safe and effective response and engage partners and stakeholders effectively in its response activities?

5.2.1 HFRS has excellent arrangements in place, which enables it to engage effectively with partners and stakeholders in order to develop, maintain and improve its response activities.

5.2.2 Regular three-way strategic level meetings are held with Hertfordshire Police and East of England Ambulance Service colleagues to discuss and improve operational issues, and to develop operational strategies (co-responding, forced entry etc.) across all thee emergency services. These meetings are further supplemented at a tactical level via respective managers.

5.2.3 Additional meetings are also conducted with partners and stakeholders (Highways Agency, Red Cross, Environment Agency, Prison Service and Volunteer Groups) to develop relationships and improve operational coordination and collaborative delivery.

5.2.4 The design, development and delivery of response policy and activities is achieved by the establishment of task and finish groups (BA and Incident Command) and also existing governance structures (Operational Forum) to

complete required actions and tasks. The membership of these groups are cross department and involve all levels of the organisation

5.2.5 HFRS ensures that the process of revision and updating of operational procedures and service orders involves collaboration with all appropriate internal departments as well as partner agencies. Allocation of documents for revision is managed centrally and devolved to DCs and appropriate department leads.

5.2.6 HFRS has introduced a specialist team to deal with a MTFA. Recognised on the National Threat register, a marauding terrorist attack poses significant and unique difficulties for the emergency services. HFRS formed part of the national working group in developing procedures and protocols for dealing with such a threat. This new capability has provided HFRS with another opportunity to develop effective interoperability between blue light services in exercising, and the development and revision of policy.

Working with Partners and Other Agencies

5.2.7 HFRS plays a leading role in the County's LRF, which develops civil resilience capacity and capability by planning for unexpected and sudden impact incidents.

5.2.8 HFRS are also fully involved and active in the groups supporting the LRF and the formation of emergency response plans, procedures and policies to both geographical and prevailing risks within Hertfordshire.

5.2.9 HFRS has delivered the JESIP programme to all staff, which involved engagement with partners and stakeholders to establish effective arrangements for planning and dealing with operational incidents. Arrangements have been developed for HFRS in collaboration with the Emergency Services Joint Operating Principles Working Group. These arrangements are cognisant of the National Coordination and Advisory Framework (England) and act as a critical system for HFRS to provide consistent and integrated local and national mutual assistance deployments in response to a MTFA: Operation PLATO.

5.2.10 To test these arrangements for operational readiness, HFRS has a yearly training plan which incorporates multi-agency training and exercising. The plan incorporates the following:
- Trauma
- Firearms
- Command
- Fire Control / 3 way communication
- Local exercise's
- Major exercise

Case Study – Exercise Huddle

Exercise Huddle, which was designed to test a multi-agency response to a terrorist firearms threat, was held at the Hatfield Galleria Shopping Centre on Sunday 27th April 2014. The exercise brought together fire, ambulance, police, counter terrorism personnel and LRF partners from across Hertfordshire to test the following:

- Interoperability between the 3 blue light emergency services
- The 3 way communication between Fire, Police and Ambulance Control rooms
- Mutual assistance arrangements from other FRSs
- The Forward Control Point Fire Commanders knowledge of Joint Operating Procedures, including Limits of Exploitation and Zones
- The Joint Dynamic Risk Assessment process
- The Joint Command Facility (JCF)
- Joint casualty management between Fire Service personnel and East of England Ambulance Service including treat and leave and casualty evacuation.
- The fire Service response to a fire within the warm zone
- Building design and weaknesses and also
- Implementation of organisational Business Continuity Plans.

Over 100 blue light responders took part in the HFRS led exercise, in which HFRS staff supported Health colleagues in casualty treatment and management of the 300 casualties involved. Other components of the exercise included testing arrangements in respect of scene preservation and collaboration with the Counter Terrorism Information Unit to ensure evidence preservation and continuity.

A number of valuable learning outcomes were identified and these were fed back into the review process via the LRF. Continual monitoring and review ensures that the capability develops and changes to meet current threat levels.

5.2.11 HFRS has in place 16 separate Memoranda of Understanding MoU) with various partners including the recently established Fire Investigation MoU for FRSs and Police Forces in Hertfordshire Cambridgeshire and Bedfordshire.

Case Study - MoU Detailing the Investigation of Fire

The Memorandum of Understanding (MoU) provides a framework for fire investigation (FI) within the counties of Bedfordshire, Cambridgeshire and Hertfordshire; it details the working arrangements between Bedfordshire, Cambridgeshire and Hertfordshire Constabulary and Bedfordshire, Cambridgeshire and Hertfordshire Fire and Rescue Service. The MoU has been in place for several years between HFRS and Hertfordshire Constabulary but has recently been reviewed and updated to now include all of the above named Services.

The purpose of the MoU is to ensure effective working arrangements are in place using the necessary resources from both services in order to investigate all fires of mutual interest, these being:

a) All fires involving fatalities;
b) All fires involving serious injury;
c) All deliberately started fires involving injury;
d) All deliberately started fires involving property;
e) All deliberately started fires involving incidents that appear to have been committed against someone because of their disability, gender-identity, race, religion or belief, or sexual orientation.
f) All deliberately started fires that appear to form a series or part thereof.
i) All deliberately started fires that appear to form a series or part thereof.

The MoU encompasses an agreement for all organisations to work closely to carry out a joint plan and investigation to identify the cause and origin of fires. Of the deliberate fires investigated through the implementation of the MoU, the successful partnership working has led to numerous criminal convictions incorporating the skills of both HFRS fire investigators and Hertfordshire Constabulary personnel.

Whilst not covered specifically in the MoU, joint training sessions on relevant subject matter, including fire investigation and forensic awareness, are undertaken by both services to ensure vital skills and knowledge are maintained.

5.2.12 Both the ACO and AC Response and Resilience attend and participate in the CFOA Eastern Region Operational Groups. Information and issues identified by these regional groups, which involve all six East of England FRSs, are fed into the CFOA National Operations Committee.

5.2.13 Operational crews undertake a specific, Risk Based Inspection Programme (RBIP). This was introduced in 2010 and has been developed over recent years to incorporate changing commercial risk. The main driver for this was to allow operational personnel to visit identified premises with a view to carrying out fire safety inspections. Training was given, and has since been enhanced, by Fire Safety Liaison Officers who have been allocated a reference to support stations with the programme. This initiative has been well received by Ops personnel and promoted better working relationships between the Ops crews and the Protection Department. All Fire Protection premises files have now been digitalised and will be accessible via a web portal from every fire station within the county. This will streamline the RBIP process and ensure operational crews have current information available immediately.

5.2.14 HFRS has a team of trained Inter-Agency Liaison Officers (ILO) working alongside police, military, medical and other colleagues to deal with a range of operational incidents. HFRS has strong links with the Hertfordshire Constabulary at a number of levels including an excellent working relationship with Scenes of Crime Officers (SOCO) and County Coroner in relation to fire investigation.

5.2.15 HFRS has an established team of Water Incident Liaison Officers (WILO). This group is responsible for reviewing and designing service policy, training requirements and provision and engagement with other partners and voluntary organisations with a water rescue capability.

5.2.16 During 2012 Herts Police identified a potential risk of protestors attaching themselves to railings and specifically high level motorway gantries and prominent visible awnings. Through joint consultation and design a MoU was established identifying the requirements of both services for Protestor Removal. Joint training and liaison has continued since 2012 to maintain this joint capability.

5.2.17 Regular multi-agency exercises are completed through the LRF, Training and Development Centre and Districts in order to forge and improve management links and improve interoperability (JESIP) between the three emergency services.

5.2.18 Districts are encouraged to ensure cross border working and collaboration between FRSs is maintained and developed to ensure continuous improvement in respect of operational response.

Case Study - Cross Border Training with London Fire Brigade

HFRS shares a border with five different FRSs, which makes cross border training and exercising a key strategic priority in order to ensure a coherent, appropriate and coordinated operational response. To support this strategic priority, a series of exercises and training scenarios were organised between fire stations in South West Hertfordshire and fire stations in North West London.

To facilitate the cross border training, fire crews from the identified London stations attended Longfield Training and Development Centre in Stevenage to receive theoretical and practical operational input on HFRS policies and procedures.

The input also included familiarisation with cross border protocols to ensure the intra-operability of response, communication and equipment.

The key areas considered were joint approaches to RTCs, MFTA incidents wide area flooding and multi-pump fires akin to those encountered during the London riots in 2011.

A number of learning outcomes were recorded and opportunities for further cross border training identified.

Ensuring a co-ordinated operational response across the London border remains a strategic priority with policies and procedures being reviewed and monitored on a regular basis. This review process ensures both HFRS and London Fire Brigade are able to take a dynamic approach to the ever changing cross border risk profile.

5.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its response activities?

5.3.1 HFRS has a clear and comprehensive debrief and review process for operational incidents and training exercises. This process can involve multi agencies and is embedded within the organisation to ensure learning outcomes are addressed effectively.

5.3.2 Information from response debriefs, exercises and post incident reviews are used effectively to inform policies and practices across the organisation. The Strategic Operations and Training Board (SOTB) is responsible for ensuring that all of this data is analysed and acted on and instruction issued to the relevant department for action.

Measuring & Evaluating

5.3.3 HFRS has a clearly defined procedure in place to review operational performance. The Operational Performance Audit (OPERA) process enables the capture of comprehensive operational performance data and identifies organisational learning at a variety of operational incidents.

5.3.4 HFRS recognises the need for continual improvement. Operational performance data, including that provided through OPERA is routinely assessed in order to ensure appropriate actions are taken to strengthen the effectiveness of operational response. This recognition and commitment to continuous improvement led to the Strategic Operations and Training Board (SOTB) being established in 2011. The Board meets quarterly and regularly analyses the following to identify strategic training needs and requirements.
- OPERA returns
- Operational and exercise debrief reports
- H&S accident data
- Vehicle accident data
- Vehicle and equipment defects
- Training provision
- Analytical Risk Assessments

5.3.5 If/when an issue relating to joint organisation learning is identified through the Debrief, OPERA or SOTB process, the designated SPOC (GC Training) will be tasked to complete the Joint Organisational Learning (JOL) process to ensure it is captured from a national perspective. Likewise national operational learning obtained and cascaded through the JOL process is managed via SOTB.

5.3.6 When information is received regarding national operational learning (Balmoral Bar) a gap analysis is undertaken against existing HFRS policies, procedures, training and equipment. The finding of this analysis is then presented to SOTB for decision and action

5.3.7 A number of staff are involved in the planning, design and delivery of the National Operational Guidance National Operational Learning (NOL) project. Involvement in this project will further reinforce and improve HFRS's internal operational learning processes leading to safer and more effective operational delivery.

Case Study – Strategic Operations and Training Board

In 2013, and as a result of information taken from measuring and evaluating reporting tools utilised by HFRS a potential issue with the current model of fire ground radios issued to all of its appliances and officers was identified.

These reporting tools were:

- OPERA returns
- Operational and exercise debrief reporting
- Vehicle and equipment defects

The Strategic Operations and Training Board (SOTB) identified this data which highlighted significant concerns in relation to the suitability and reliability of the current issue of fireground radios.

SOTB brought this matter to the attention of Service Support Team who in turn, raised the matter at SLG.

SLG tasked Service Support to undertake a feasibility study to determine whether the current fireground radios could be re-calibrated in order to resolve the reception and transmission issues to a satisfactory level and prevent undue expenditure unless it was deemed necessary.

Subsequent feedback from this feasibility study advised SLG that it was recommended that a replacement fireground radio programme was found to provide the most cost effective solution to the identified problem.

In determining this decision, the Service Support study considered the following:

- Cost effectiveness
- Reliability
- Network coverage
- Future proofing
- Feedback from other UKFRS users

SLG accepted the findings of the feasibility study and commissioned the Appliances & Equipment Planning Board to proceed with the provision of replacement fire ground radios.

Following recognised formal in-house policies and procedures, the identification and provision of replacement 'fit for purpose' digital fireground radios was successfully accomplished and the replacement fireground radios were distributed to all operational vehicles and officers within HFRS.

Performance Improvements

5.3.8 HFRS implemented the RAPPEL 3 RDS system in November 2011 to continue to improve the standard of operational response. RAPPEL is a dynamic retained fire fighter availability system that forecasts accurate information to both Control

and the retained firefighters serving their community. In addition, district monitoring and managing of the RDS ensures the performance availability and % commitment are managed according to their contract.

5.3.9   HFRS has further enhanced the functionality of the Mobile Data Terminals by adding software called "Gateway". The Gateway has enabled full data mobilising using the Tough-books. As well as providing full data mobilising and incident support, the Gateway also allows a more efficient transmission of messages and guarantees accuracy.

5.3.10   HFRS's Inspection and Audit process is used in the inspections of all operational stations and Fire Control. It is utilised to provide an annual audit to ensure operational competency, technical knowledge, risk critical recording and administration processes are being completed to and achieving the required high standard. The audit and inspection programme also has a scheme for Beacon Station status, which recognises stations that have achieved excellence through a range of measures.

5.3.11   HFRS provides and maintains a Personal Development Recording System (PDRS). The PDRS software is designed to record an individual's skills, competencies and knowledge in line with the National Occupational Standards (NOS) appropriate to their role. This provides personnel with information that will enable them to identity future training and development needs.

5.3.12   The NOS have been broken down into a series of practical 'activities' and risk critical information, knowledge and understanding that underpin an individual's ability to competently undertake their role.

5.3.13   To enable RDS personnel to effectively manage their time and meet the requirements of the PDRS, the HFRS Training department and RDS Support Officers worked together to produce a RDS training planner. The RDS training programme is designed to ensure that RDS personnel can demonstrate competence in a range of skills outlined on the PDRS recording system.

5.3.14   VIEWS is a strategic software system that enables all operational commanders to provide up to date performance management evidence. VIEWS requires monthly commentary across a suit of indicators ensuring ownership and accountability for all local commanders.

5.3.15   Digital Services provides a number of reports to assist managers in performance management on a regular basis (monthly and quarterly). This provides managers with accurate information to effectively manage a range of HR objectives (including RDS attendance, RDS availability, sickness absence and competency levels). Additional reports are also produced to manage operational response including attendance and response standards, AFA calls and 7.2.d) completion.

5.3.16 All operational personnel have access to up to date training packages and multimedia presentations regarding equipment and polices to support operational delivery via Fireweb. In addition information relating to operational risks is also provided on Fireweb for Retained stations to access and improve operational knowledge.

5.3.17 Information flows between operational staff and the FP team have allowed for improved prevention activities. The introduction of a Post Incident procedure (CFS R018) has formalised arrangements for passing information between departments when fire safety issues are identified. Combined with enhanced fire safety knowledge flowing from the RBIP training, operational crews are regularly referring premises to the FP team for further investigation. Following an incident in 2014 and subsequent post fire inspection which was instigated as a result of a referral made by the attending crew, HFRS secured a successful prosecution against a Hotel in Hoddesdon, Hertfordshire.

5.4 How well is the Authority delivering its call management and incident support activities?

Call Management and Incident Support

5.4.1 HFRS has high quality, advanced call management and incident support arrangements in place.

5.4.2 Robust call handling processes and policies enable HFRS to screen all calls effectively and ensure that resources are used efficiently. Established call challenge policies and procedures are in place to reduce unnecessary attendances and this approach is key in enabling HFRS to respond to emergencies. The total numbers of calls received by Fire Control for 2015-16 was 21,762.

Of the above 21,762 calls
2,425 Calls to Fire Incidents
4,191 To False Alarms
2,893 Calls to Special Service incidents of which 866 were not attended following call challenge
3,707 Calls to AFAs of which 1202 were not attended following call challenge
222   Hoax calls - of which 152 were not attended following call challenge
580   Calls to assist other Fire Services

5.4.3 The Service's Hoax Call policy has continued to drive down the number of incoming calls and subsequent mobilisations to hoax calls. HFRS utilises the technology within the mobilising system to map hoax call hotspots and then targets prevention activity in that area. HFRS also works with network providers to bar persistent offenders.

5.4.4 During 2015/16 Fire Control staff conducted an audit of Revised Incident Types to ensure a consistent approach. This allows information to be shared across the

Service about the types of incidents it is being called to and to identify which incident types are being successfully challenged.

> **Case Study – East Herts and Broxbourne Hoax Callers**
>
> During 2013 the local Station Commander was reviewing station calls when he noticed two unusual specific hoax calls which both turned out to be deliberate false alarms. Later on that year further deliberate hoax calls were received in the same location one of which led to a delay in attendance to a RTC persons trapped on the M25.
>
> Following conversations with the local Borough Council and Hertfordshire Police it was suggested that there might be a possibility of CCTV footage, from the cameras around the location where the hoax calls were being made from. Footage was obtained of an individual driving to the phone box and making the hoax call. The quality of the video was such that the individual could not be identified or the car registration identified.
>
> Fire Control looked through the incident logs and found a further two deliberate false alarms called in from the same phone box, the fire calls were listened to and were quite clearly all from the same person. Further investigation by Fire Control personnel identified a total of 25 calls from the same person across the East Herts and Broxbourne area over a four year period. It was apparent that this person wasn't trying to access the local fire station but his motive was to instigate a large emergency services attendance.
>
> A concerted effort of raising the awareness of this problem with all the operational personnel within the District began, working closely with Fire Control all of the phone box telephone numbers used were given 'flags' on the mobilising system so that a Control Operator answering a call would be notified of the possibility of the hoax caller using that phone box. Additionally, it was agreed that if possible a further mobilisation of appliances or officers to the phone box to identify the caller would be made.
>
> During December the hoax caller called again on a flagged phone. The Fire Control Operator who answered the call recognised his voice and kept the caller on the phone for as long as possible. In the meantime requests were made to the CCTC control room to ask for the cameras to be moved and zoomed into the phone box, CCTV Control reported that they had taken clear images of the hoax caller and the registration numbers of the vehicle he was driving, and that they would be passed to the Police. Using the vehicle registration number the Police traced the car to a registered business and later on that week a 32 year old male was arrested. He appeared at Magistrates Court and was given a one year community order and ordered to pay £85 costs.

5.4.5   Fire Control staff are key to the successful implementation of the Service AFA Policy and will not mobilise to those premises which fall in to the specified criteria. Calls are referred back to the Alarm Receiving Centres. The mobilising system is used to identify all Alarm Calls attended. These are analysed on a monthly basis and put into a report, which is forwarded to Service colleagues to address any areas of concern.

5.4.6   HFRS make excellent use of technology. The Vision mobilising system is used for all operational call handling and incident management arrangements. This is a premise based mobilising system that features Enhanced Information Services for Emergency Calls (EISEC) and a property based gazetteer, providing site specific information on turnout and to the incident ground. Embedded within the system are a series of action plans for pre-planned occurrences or contingencies.

5.4.7   Mobile Data Terminals (MDTs) on all appliances provide full data mobilising and enables Fire Control Staff to send additional incident information. The MDTs also provide premise risk data, operational procedures, crash recovery and Chemdata to operational personnel at all times.

5.4.8   HFRS Control Operators have access to the Highways Agency motorway cameras to assist in mobilising to motorway incidents. Control staff can also access the Met Office Hazard Manager Service to ensure accurate forecasting can be made for spate conditions or large-scale incidents. Automatic Vehicle Location System (AVLS) is also present on all operational vehicles which enables the nearest available resource to be mobilised.

5.4.9   The mobilising system allows HFRS to determine efficient and effective use of resources with regard to Pre-Determined Attendances (PDAs) and is therefore driving the call management strategy for HFRS.

5.4.10   Every incident type has an a "action plan" attached to it within the mobilising system along with specific forms associated with some incident types to support the Control Operator in handling and despatching to the emergency call if required and then to further support the incident with further actions.

5.4.11   A suite of documents, 'Fire Control Ways of Working' are in place in addition to the HFRS Service Information System for each of Fire Control's areas of responsibility. These policies have been designed and are constantly reviewed to ensure that they clarify what Fire Control's role is and focus on call handling and incident support. Each policy has a training package associated with it and an assessment tool that is completed to ensure that all staff have been trained supported and understand what is required of them.

5.4.12   HFRS have entered into a collaborative partnership with Norfolk, Lincolnshire and Humberside FRS's. This solution operates on a virtual network, which will be data centric and creates a shared integrated mobilising system. This offers the opportunity of enhanced buddy and resilience arrangements, which are supported by common ways of working to facilitate future mobilising and incident support. The system will enable any of the four FRS's to receive 999 calls for and mobilise and support those incidents in any of the FRS's areas. The HFRS "Fire Control Ways of Working" are in the process of being revised to incorporate the agreed joint operating procedures for the collaboration.

Contingency Arrangements

5.4.13 The current 'Buddy' arrangement that HFRS has in place with Norfolk FRS ensures that one Fire Control supports the other when assistance is required and is utilised in the following circumstances;

- When one Control is dealing with a large volume of calls i.e. Grass or Flooding, or a large or major incident
- In the event of an evacuation of one Control
- To provide assistance in a scenario when staffing may be affected e.g. due to a pandemic situation
- To provide a more resilient and efficient service to the public – systems interlink and callers need not know that their call is being handled by another county.

5.4.14 The current Vision mobilising system has three servers for fall-back and if these fail, Fire Control staff can mobilise through a back-up system called CRASH and alert retained personnel via a tertiary bearer. These are trained on regularly so that all staff are competent in their use. If there is a requirement to evacuate the main Fire Control based at Longfield, HFRS has a Secondary Control at Welwyn Garden City Fire Station. The mobilising system at Secondary Control operates on the same Vision mobilising system in use at the main Control. The provision of a Secondary Control will remain in place until the collaborative partnership with the 4 FRSs has been successfully implemented.

5.4.15 HFRS also has a "Recall to Duty" process in place for recalling additional Control staff if and when circumstances dictate so as to ensure that the required level of service is maintained.

Performance of Call Handling and Incident Support

5.4.16 Emergency call handling quality assurance is carried out monthly by Fire Control staff. This process is in place to provide an assurance to the Service and to Norfolk FRS our buddy partner, in terms of quality of Emergency Call Reception. Additionally, the process supports the Service's Performance Management Strategies promoting continuous improvement in emergency call handling, procedures and individual personal performance.

5.4.17 Call management and incident performance information is effectively evaluated at every level to drive improvement. This data is also shared with personnel and with partners. Each watch in Fire Control has a Watch Agreement which identifies the standards that they should be aiming to achieve. This information is available to the SC and other areas of the Service and is linked to the District Action Plan.

5.4.18 Where possible, emergency calls handled by Fire Control Operators are listened in to at the time of call by a supervisor on the watch. This has been incorporated into work activities from the 'Rule 43' recommendation following the Lakanal House incident in July 2009 and the Shirley Towers incident in April 2010. This practice ensures that information received at the time of call is relayed to crews

whilst on route to and/or at the incident ground but in addition to this supports the Fire Control Operator and also ensures that the Watch Managers are fully informed so that they can undertake professional decision making.

5.4.19 HFRS have worked with the other three FRS's within the collaboration and other collaborations to identify best practice and this has significantly influenced the Ways of Working. This has required a new approach that does not just identify four separate working procedures in one document but provides one efficient way of working that is best for the collaboration.

5.4.20 An annual programme of "core" training is in place for Control personnel to ensure that all core areas are met and all personnel remain competent. To date this has achieved a competency rate of 97%. Each month each Watch trains on the core areas and also have the flexibility to add other areas that the Watch Managers identify as individual needs.

5.4.21 This training programme allows Control to train and be assessed against all incident types. These core areas are technically assessed using an online tool and each quarter the SC undertakes a practical exercise to ensure that each Watch can practically deliver these core areas and all incident types. To enhance this further, each year an operational assessment is undertaken by the ACO Ops and AC Response and Resilience to assess that Fire Control are performing to the required standard.

5.4.22 To further enhance the quality of training for all personnel within the collaboration a review and evaluation of the way core training is delivered will be completed to identify any improvements that could be made. One FRS within the collaboration will be able to support another so that dedicated training sessions can take place

5.4.23 HFRS Fire Control assisted the national team in developing the Control Room JESIP work stream with Police and Health colleagues and assisted the region in delivering this fundamental training and understanding. All HFRS Fire Control supervisors have attended the course, which is further enhanced by on-going training and Watch training activities.

5.4.24 Debriefs for all 6 pump + incidents or incidents of specific interest are held to ensure that all aspects of the incident have been dealt with correctly and to identify any areas of under-performance and/or good performance. This enables the Service to support staff development needs and refine systems/procedures as/if required.

5.4.25 Each Fire Control Watch Officer acts as the nominated Fire Control liaison officer for a HFRS District. This allows for constructive feedback between operational crews and Fire Control and the sharing of information with regards to call handling and incident support.

6. Health and Safety

How well is the authority ensuring its responsibilities for health, safety and welfare are met?

Key Area of Assessment	Descriptor of current level of performance
6.1 Does the FRA have clearly defined and effective arrangements to take account of its Health, Safety and Welfare responsibilities?	**Established**
6.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of Health, Safety and Welfare activities?	**Advanced**
6.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its Health, Safety and Welfare activities?	**Advanced**

6.1 Does the FRA have clearly defined and effective arrangements to take account of its Health, Safety and Welfare responsibilities?

6.1.1   HFRS believes that it has very good, well established arrangements in place for managing its Health, Safety and Welfare (HSW) responsibilities. The H&S Department comprises a dedicated team of two members of staff. The H&S Manager has been a Chartered Member of the Institution of Occupational Safety and Health for 11 years and a new Health and Safety Officer who joined the Service in June 2014 is currently completing her NEBOSH Diploma qualification. Together they provide high quality support, advice and guidance on all matters of health, safety, and care to all levels of the organisation.

Policy Framework

6.1.2   There is a clear and explicit commitment to continue to develop a positive health and safety culture in the Health, Safety, Welfare and Care policy and one of HFRS's strategic aims is to "ensure a safe and competent workforce". This policy was reviewed following publication of the national CFOA Health, Safety and Welfare Framework for the operational environment guidance, published in June 2013 (see 6.2) compliments the HCC Health and Safety policy statement.

6.1.3   The management of Health, Safety and Welfare in HFRS is based on the HSE guidance HS (G) 65 Successful H&S Management model and is fully integrated with day to day business arrangements. This overarching policy framework is underpinned by clearly defined, high quality HSW policies and procedures. Policies and procedures are managed and communicated to all personnel via the

Service Information System (SIS) which provides details of the safe systems of work to be adopted both operationally and strategically.

6.1.4 HFRS has maintained good working relationships with the Health and Safety Executive and other Fire and Rescue Authorities.

Case Study – Colour Vision Deficiency

ACO Service Support who chairs the CFOA Regional H&S meetings and sits on the CFOA H&S National Committee proposed a review of the current recruitment standards relating to colour vision deficiency to explore the potential for removing them as they were deemed to be a barrier to entry.

HFRS appointed officers who identified all the activities within a fire service workplace which may present difficulties for a person with a colour vision deficiency, excluding aspects of a firefighters' role which are covered by separate legislation such as driving which has specific requirements relating to eyesight.

Consultation has taken place with the Eastern Regional Fire Services and West Yorkshire FRS colleagues seeking their input and agreement or challenge to the risk assessment of the activities. No additional safety issues were highlighted.

The ACO will produce a report and proposal for CFOA National H&S Committee to consider making alterations to the Red Book regarding colour vision deficiency.

6.1.5 HSW policies are revised and monitored by the H&S Department on a proactive basis, in accordance with a well-managed review programme, in light of any changes to legislation or guidance to ensure they are current and appropriate. HCC policies and guidance are referenced where they exist and apply to Fire Service employees and new policies and procedures are developed and implemented as required.

6.1.6 The ACO responsible for H&S at SLG level chairs the Regional H&S Practitioners Group and promotes the development of both national, regional and local policies and operational procedures. (See also Colour Vision Deficiency).

Consultation and Communication

6.1.7 Policy development is prioritised based on risk profiling and risk assessment and is subject to staff and stakeholder consultation. HFRS has well established protocols for consulting with employees and these are detailed, along with information on the role of safety representatives, in the 'Consultation with employees and their representatives on H&S policy. A good working relationship exists with the Trade Union Safety representatives.

6.1.8 Stations and departments are encouraged to establish their own safety committees and health and safety features as a standing item on management team meetings. Items of concern are discussed at senior management team

meetings and matters of policy are raised by the Health and Safety Coordinating Group (HASCOG) via the SLG.

6.1.9 The HASCOG meets quarterly and membership is outlined in the SIS H&S Committees Structure. Membership also includes representation for JPS (i.e. Trading Standards, Community Safety and Resilience Teams). Members are fully involved in issues raised at the meetings which provide the opportunity to discuss accident and incident data, and are committed to the continuous improvement of the H&S culture in HFRS.

6.1.10 The H&S Manager, the Equalities Adviser and the Occupational Health Manager work closely together when necessary ensuring a consistent and inclusive approach to policy development or guidance, for example considering the impact of the CFOA guidance on firefighter fitness standards. Case work is discussed on an ad hoc basis.

6.1.11 Regular meetings, chaired by the ACO, are held with the Service Support Team and comprise Area Commanders, the H&S Manager, the Occupational Health Manager, the Equalities Adviser, the Buildings Manager, the Head of Training & Development and the Head of Technical Services to ensure work planning information is shared and strategic and operational matters are discussed.

6.1.12 The H&S Manager meets with each of the five District Management Teams on a six monthly basis to promote the work of the H&S department and discuss outcomes of investigations or other areas of concern or good practice.

6.1.13 The H&S Manager and H&S Officer meet with the Service Buildings Manager on a monthly basis to ensure that any premises related health and safety matters are addressed or highlighted and to discuss buildings and contractor issues.

6.1.14 The H&S Department has a good overview of operational incidents locally, regionally and nationally and all operational risks requiring the development of safe systems of work/safe operating procedures as part of Operational SISs are identified and promulgated through Safety Update Bulletins, Hazard Information Bulletins or Operational Bulletins, all of which are published on the intranet.

6.1.15 The Department keeps up to date with health and safety legislative developments via regular reference to professional health and safety publications, the Royal Society for the Prevention of Accidents (RoSPA), and through the H&S Manager's membership of the Institute of Occupational Safety and Health (IOSH) and the International Institute of Risk and Safety Managers (IIRSM) in addition to the CFOA and HSE's websites.

6.1.16 Relevant information is disseminated to the Service in the appropriate format including:

- Monthly Safety Event Feedback which features within the H&S section of the monthly Service publication 'Protect'.

- Safety Update Bulletins (12 published since 2012) which provide general information and safety guidance relating to mainly operational equipment.
- Hazard Information Bulletins provide details of 'Significant Safety Events' or warnings – mainly relating to operational incidents, near misses, identification of hazards or accidents which have occurred in other brigades, internally or from intelligence shared by partner organisations. Only significant hazards or risks are promulgated in this way.
- Monthly data summaries of safety events reported to the H&S department and published as 'Commentary' on the Views Performance Management System.
- Health and safety data is published six monthly and an annual Service performance report is produced as part of the Departmental H&S Plan contained in the Service Support Plan.

6.1.17 The H&S Department works closely with peers at regional and county level (HCC) sharing policies and procedures as well as participating in working groups to develop regional or corporate policies.

6.1.18 During 2012 a regional agreement was drawn up to participate in peer health and safety auditing using the RoSPA (Royal Society for the Prevention of Accidents) Quality Safety Auditing system. Four Fire & Rescue Service Chiefs in the Region (Essex, Hertfordshire, Norfolk and Suffolk) agreed to participate in this programme and a number of health and safety practitioners from those Services were trained by RoSPA in the QSA. (See Case Study).

6.1.19 The H&S Manager passed the QSA qualification and has led and supported three audits of neighbouring regional FRSs, and also undertook a full audit of Hertfordshire in February 2013. There is already an established protocol to provide mutual support for major accident investigations.

Case Study – RoSPA Quality Safety Auditing

During 2012 the CFOA Eastern Regional Health and Safety Practitioners requested their Chief's to sign up to mutual agreement to participate in regional peer auditing using the Royal Society for the Prevention of Accidents Quality Safety Auditing system (RoSPA QSA).

Four Services agreed to take part and RoSPA trained the health and safety practitioners from Hertfordshire, Suffolk, Norfolk and Essex who studied and passed the qualification.

The H&S Manager of HFRS undertook a full audit of the Service in order to complete her qualification and presented the report to SLG in February 2013. Subsequently Essex and Norfolk peers audited HFRS in November 2013, confirming the findings of the 'self' audit.

The HFRS H&S Manager subsequently led an audit of Norfolk FRS in June 2014 and supported an audit of Suffolk FRS in November 2014.

Essex FRS may be audited by the team during 2016/17 but the Eastern Regional group are considering adopting a new approach, based on the RoSPA system, developed by Surrey FRS which is bespoke to the Fire & Rescue Services and endorsed by CFOA.

The RoSPA QSA peer auditing has proved a very successful activity for the Services involved, providing useful benchmarking, learning and peer support.

6.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of Health, Safety and Welfare activities?

6.2.1   HFRS regards itself as having an excellent structure in place for managing health and safety and welfare within the organisation.

Structure and Responsibilities

6.2.2   The CFO and SLG lead the health, safety and welfare agenda and are committed to their statutory responsibilities as detailed in the Health, Safety Welfare and Care Policy. SLG define and communicate the allocation of responsibilities, accountability, authority and resources to ensure the implementation of policy, while a dedicated H&S Department provides support, advice and guidance on all matters of health, safety, welfare and care to all levels of the organisation. A senior officer (ACO) is responsible for co-ordinating, monitoring and implementing HSW arrangements and is the chair of HASCOG. The Services H&S and Occupational Health Managers both report directly to the ACO Service Support ensuring excellent visibility of HSW matters at the highest level.

6.2.3   The Occupational Health Unit (OHU), based at the Longfield site in Stevenage, comprises access to psychological support; rehabilitation services and fitness advice as well as a dedicated health and welfare practitioner in the form of the Occupational Health Manager and a contracted physician. Together they provide impartial, objective health advice to all fire and rescue employees. The department's principle objectives are:

- to monitor the health of personnel throughout their employment;
- promote a healthy working environment by providing a range of services for all employees;
- support the physical and mental wellbeing of employees.

Case study – Occupational Health Unit

Health promotion is a high priority for the Occupational Health Unit (OHU) and HFRS is committed to providing, developing and maintaining a physically fit and safe workforce. All Wholetime, RDS and other uniformed personnel are required to undertake a Physical Fitness Assessment (PFA) twice a year. Personnel failing to reach the required standard are referred to the OHU and the Service Fitness Adviser. In comparison to other Fire & Rescue Services' arrangements this is a positive and proactive approach to managing fitness for duty and ensuring the benefits of health and well-being of the workforce. The Service actively supports physical training on station whilst some Services have stepped away from this. Non-uniformed support staff are encouraged to take part in fitness activities on a purely voluntary basis. Regular medicals are undertaken on operational personnel on a programmed basis and in compliance with the Control of Asbestos Regulations requirement for medicals and for non-uniformed staff on request. Regular occupational and personal health themes feature on the Health, Safety, Welfare and Care Noticeboards located on every HFRS site, and include subjects such as Asbestos Awareness; Slips, Trips & Falls; Firefighter Cancers;   .

6.2.4   All HFRS managers and supervisors are fully aware of their responsibilities for carrying out risk assessments, keeping staff informed of all health and safety risks and hazards, and undertaking investigations where safety events occur. HFRS assesses all safety events and allocates event investigation appropriate to the scale of the event. The Service H&S Policy explains the requirements and guidance for carrying out investigations.

6.2.5   The H&S Department provides model risk assessments for a number of activities regularly carried out and aims to improve access to these by publishing them on Compass so they are readily accessible to use as examples.

Planning and Informing

6.2.6   The H&S annual action plan forms part of the Service Support Plan for 2016/17 and is proactive and responsive to changes in Service priorities ensuring the outcomes and learning points of operational incidents, investigations and national events are addressed.

6.2.7   Data from all accidents, near misses and hazards reported to the department is used to monitor each case individually; ensuring the appropriate level of investigation is assigned to each one. Trends are identified and strategic or policy matters raised by the H&S Manager with the ACO responsible for H&S and discussed at HASCOG or taken to the Strategic Operations and Training Board (SOTB) if there are relevant training implications. Action plans are drawn up to address the issues arising from events.

Competency

6.2.8   A high level of HSW training is available to HFRS staff to ensure they are competent in discharging their HSW responsibilities. HFRS aims to ensure that all supervisory level managers are trained to Institution of Occupational Safety & Health (IOSH) Managing Safely qualification level while middle managers are trained to NEBOSH Certificate level. A range of professional / operational and general courses are also provided including internal HFRS courses and external courses such as roper rescue, water rescue, emergency casualty care as well as asbestos awareness training, food safety and ladder maintenance.

6.2.9   SLG and Hertfordshire Fire Brigades Union (FBU) consider that health and safety should be an integral part of the work undertaken by operational firefighters to ensure that every employee works efficiently, effectively and safely. To support this a Joint Statement has been developed with the Trade Unions (TU) relating to health and safety training and will be published by the Service.

6.2.10 In order to improve and encourage access to the IOSH Managing Safely course an on-line e-learning version has been made available to RDS managers.

6.2.11 Since the on-line version became available in 2013, 23 people have taken up this course and all have successfully passed.

6.2.12 The quality of safety event investigations has greatly improved since the H&S Department have undertaken to thoroughly review every investigation and challenge the outcomes where improvements could be made with the investigator. Encouragement, support and guidance are proactively given by the H&S Manager and H&S Officer and this led to the request for accident investigation training.

6.2.13 In February and April 2016 eight Station Commanders attended an Accident Investigation training course and are now competent to investigate any safety events, which may have legal implications for the Service, require a change to our internal policies and/or impact on training requirements. With their operational background this team will provide peer support to Station, Watch and Crew Commanders undertaking investigations into injuries, near misses or hazard reports when requested by the H&S Department.

6.2.14 The Accident Investigation Team will also provide assistance in promoting and introducing the RIVO system.

> ### Case Study – RIVO
>
> HFRS is committed to developing a more robust system for recording safety events. At present forms are completed, emailed to the H&S Department and the H&S Officer records the information onto a spreadsheet. Although this has operated successfully for many years many FRS are purchasing and running electronic systems.
>
> RIVO Safeguard, an electronic incident recording and reporting system, has been purchased by the Service to provide a database for all safety events. It will be used to manage the work flow process for reporting all safety events (accidents, near misses, personal injuries, hazards etc.) and will provide a process for allocating and tracking investigations. This will ensure consistent management, and audit trail and result in a reduction of risk by allowing the H&S Department to monitor the outcomes of all accident and incident investigations to closure.
>
> Work progresses with the project developers and the system is expected to be rolled out across the Service during late 2016.

6.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its Health, Safety and Welfare activities?

6.3.1   HFRS considers that it has a robust process in place for measuring and evaluating its health, safety and welfare activities which enables strengths and areas for improvement to be identified and shared with relevant stakeholders.

Performance Information

6.3.2   The H&S Department collates all accident, near-miss and other risk data such as vehicle accidents and reports this to HASCOG, the Strategic H&S Committee. This data is also published in the "Views" performance management system on a monthly basis and quarterly commentary is added by the H&S Manager. HASCOG minutes are published on the internal intranet (Compass) and distributed to all stations in hard copy for the HSW Noticeboard. Detailed performance is reported to SLG in an annual health and safety performance report and a six-monthly status report in October.

Audit, Review and Evaluation

6.3.3   HFRS has comprehensive procedures for evaluating and investigating safety events through accident investigation, near miss and hazard reporting and disseminates the information nationally when appropriate. Local hazard information and safety events are also shared within the CFOA Eastern Region by access to a repository on the CFOA website.

Case Study - Internal Shared Audit - Hertfordshire County Council (HCC)

Internal Audit provides HCC with an independent and objective opinion on the organisation's governance arrangements, encompassing internal control and risk management, by completing an annual risk-based audit plan. An audit of HFRS H&S formed part of the approved 2015-16 HCC Annual Audit Plan.

As agreed with the ACO Service Support in March 2016, an internal audit was undertaken by the HCC Shared Internal Audit department. The audit sought to provide assurances on the design and operation of the key controls relating to H&S throughout the service and compliance with HSE and HCC requirements designed to protect its staff.

The audit of HFRS H&S covered the following areas:-
- Risk Assessment
- Data Management
- Reporting
- Training

The final report confirmed that there is "Substantial Assurance" that there are effective controls in operation for those elements of the risk management processes covered by the review' but recommended an opportunity to develop easier access to in-service model risk assessments and more effective and proactive systems are put in place to manage the IOSH and NEBOSH training, including managing refreshers.

6.3.4   An annual H&S Audit is carried out at each Station, including Training & Development and Service Headquarters every October. This is designed to identify local hazards and risks and ensures a programme is put in place to address them before an accident occurs. It is carried out by the Station Commander or Department Head and the site TU Safety Representative is invited to participate.

6.3.5   Senior Officers also carry out annual Station Audits and Inspections and audit various health and safety measures (policies and procedures including risk assessment records; hazard bulletins 'received, read and understood'; near miss reporting and numbers of operational injuries). Any issues or trends identified are brought to the attention of the District Management teams by the Senior Officers.

6.3.6   HCC Shared Audit undertook an internal audit of the H&S Department and the management of health and safety in the Service during March and April 2016.

6.3.7   As previously stated two RoSPA Quality Safety Audits were undertaken internally and by peers from the Eastern CFOA regional health and safety in February and November 2013.

6.3.8   Since 2014 the Deputy CFO (previously ACO responsible for H&S) undertakes regular safety tours of stations and fire service sites with the H&S Manager. Currently these tours are programmed in but the intention is to make

unannounced tours in the future. These provide an opportunity to check the status of the outcomes of the annual H&S Audit, review the outcome of the site's FRA and any outstanding recommendations made by the H&S Officer during programmed visits. The H&S Manager summarises the visits and reminds Station Commanders to ensure that actions are completed. This is an excellent example of senior management leading health and safety at work in line with the HSE guidance (INDG 417). It demonstrates commitment and support for managing health and safety proactively in the Service.

7. Training and Development

Key Area of Assessment	Descriptor of current level of performance
7.1 Does the FRA have clearly defined and effective policies to take account of its responsibilities in terms of training, development and assessment of competence?	**Established**
7.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities?	**Advanced**
7.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving the performance of its training and development activities?	**Established**

7.1 Does the FRA have clearly defined and effective policies to take account of its responsibilities in terms of training, development and assessment of competence?

7.1.1 HFRS believes that it has good training, development and assessment policies, which support and enable the successful delivery of organisational objectives.

Training and Development Strategy and Policies

7.1.2 The strategic intent of the organisation, as it pertains to the training and development of its staff, is clearly stated in the CPD Corporate Plan 2013-2018 under the aim of '*Being an excellent organisation'* and the specific underpinning objective of '*Maintaining a competent, professional workforce who learn from experience, adapt to change and are representative of the communities we serve'*. By recognising these strategic priorities and in striving to provide a response capability, which is effective, efficient and rapid, HFRS works to ensure that personnel are properly trained, equipped and have sufficient technical knowledge and understanding to carry out their roles competently.

7.1.3 The HFRS and wider CPD planning framework has created a 'golden thread', linking objectives and actions set out in overarching strategic plans to the plans for stations, teams and individual members of staff. All members of staff have an annual performance agreement and development plan enabling each person to

identify his or her skill set requirements and outline areas where support, training or development is required to maintain or improve their skills.

7.1.4   All HFRS Training and Delivery policies are held on the Service Information System (SIS) as 'Service Orders' supported by Training and Development Centre (TDC) procedures and guidance notes held on the bespoke Fireweb system, which is currently undergoing a review and upgrade. The organisation plans to develop a designated section of the SIS where all training related polices will be held.

7.1.5   Operational Commanders within HFRS are subject to an annual re-assessment of their incident command skills to ensure that they are assertive, effective and safe on the incident ground. Similarly all operational personnel are subject to an annual re-assessment of their ability to safely and effectively operate in Breathing Apparatus (BA).

Review of Training Provision

7.1.6   HFRS undertook a comprehensive thematic review of training in 2014, set against three guiding principles:
- Creation and maintenance of a safe and competent workforce
- Provision of quality training and support systems
- Delivery within appropriate cost restraints

The outcomes of the review were implemented in 2015 and continue to be monitored and refined as appropriate. Key elements of the process included the creation of an Annual Training Plan (ATP) aligned to Service requirements in terms of providing training for a response capability in mitigation of foreseeable risks and a restructure of TDC to facilitate its delivery.

Risk Information and Effective Collaboration

7.1.7   HFRS is fully aware of the responsibilities placed upon it in relation to legislative requirements, particularly in regard to health and safety. The Service has a dedicated Research and Development department who work with TDC colleagues to analyse the outcomes and impact of the National Operational Guidance Group (NOG), Joint Emergency Services Interoperability Programme (JESIP) and the National Risk Register (NRR) translating their findings into SIS procedures and appropriate training programmes.

Case Study - Incident Command System NOG and Training

The HFRS Incident Command department worked to introduce the National Operational Guidance (NOG) - *Foundation of Incident Command* as of January 2016. Which was initially achieved by the development of a presentation based on the outcomes of a gap analysis between the old 3rd edition Incident Command Manual and current NOG.

All Flexi Duty Officers (FDO) received the presentation, delivered by Incident Command Instructors, where the new NOG and resultant SIS were explained in detail. The presentation, which is stored on the Internal fire web, was then cascaded to all operational crews by the FDO Cadre. Once delivered, confirmation of understanding for all operational personnel was added to the IPDS system to be signed off.

The Incident Command department have adapted ICS training delivery to include the changes to the NOG, with the new Firefighter Safety Maxim and Decision Control Process acting as the corner stone of our input.

The department delivers a number of different training courses including a BTEC accredited ICL1 for new incident commanders which is a week long course consisting of a mixture of theoretical input backed up by practical application underpinned by a final practical / technical assessment. We have an on-going process to give all HFRS Incident Commanders input and assessment on an annual basis.

The main objective of the incident command department is to ensure that the Service develop and maintain **assertive, effective & safe Incident Commanders**

7.1.8   HFRS works and trains alongside its blue light partners on a regular basis. HFRS BA Instructors provide training for members of the Police CBRN Critical Incident Response Team (CIRT), which includes both the initial input, and annual re-assessment of Police BA operators. In addition HFRS train Police Officers in Safe Working at Height procedures for their Protestor Removal Team and Water Awareness and Rescue for their Water Response team. HFRS BA Instructors have also provided training for members of the East of England Ambulance Service Hazardous Area Response Team (HART)

7.1.9   The Service regularly conducts joint training exercises with Commanders representing our partners in JESIP principals and response to a MTFA, to enable seamless Incident Command

7.1.10   TDC regularly stages a range of exercises designed to test multi-agency emergency response arrangements at tactical and strategic level.

Case Study - LRF MAGIC Lite training

HFRS regularly participates in exercises and training organised by the LRF and takes a pro-active approach to support the continuous development of key personnel. The LRF has an annual objective to provide an opportunity for trained incident commanders to practice their roles so that they can demonstrate their competence working in a multi-agency response environment.

Having identified the strategic command level as its priority the LRF ran its first MAGIC Lite training course in July 2015. Attended by 21 of the county's multi-agency strategic commanders the intensive one day course was facilitated by the National College of Policing, NARU and Fire Service College.

The course was aimed at developing delegates' confidence, understanding and ability to perform the role of Gold Commander by planning, implementing and reviewing a multi-agency strategy to ensure the timely resolution of a major incident.

As well as being a nationally recognised training course, the safe learning environment which it created presented HFRS with an ideal opportunity to undertake some succession planning and further develop the skills of three of its potential Strategic Commanders.

By participating in the course all three were able to see first-hand the importance of relationship building when working at a strategic level and see how understanding other agencies roles and priorities, getting good advice and sharing information are all key to undertaking the HFRS Gold Commander role as part of a wider multi-agency SCG.

7.1.11 HFRS collaborates with Bedfordshire FRS in a reciprocal training arrangement. Hertfordshire provide basic LGV training for Herts and Beds drivers in exchange for Bedfordshire FRS training and assessing HFRS FDOs in emergency blue light response driving.

7.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities?

7.2.1 HFRS has assessed itself as having an effective and clearly defined structure to support and maintain training, development and assessment activities.

Management Structures

7.2.2 HFRS have implemented processes, which ensure that a clear path of responsibility exists for the implementation of Service training, development and assessment. The ACO Support Services and the Area Commander (AC) (Training and Development) both members of SLG, ensure that the prioritisation and coordination of training and development activities support HFRS and CPD personnel in regard to the wider delivery of the IRMP and CPD Corporate Plan.

7.2.3 Following implementation of the Thematic Review of Training, the management and delivery structure at TDC was revised to reflect the Service's primary risks and training needs. The new structure has a Group Commander (B) as the 'Head of Service' supported by a Station Commander (B) acting as the lead for Operational Training; which contains five dedicated operational training departments each with an establishment consisting of a Watch Commander B (acting as the department lead) supported by a Watch Commander A and a Crew Commander, focussing on issues relating to BA, Incident Command, Rescue and Firecraft alongside a Driving School, with three non-uniform professional driving Instructors.

7.2.4 The new structure also incorporates a 'Competence and Development' department staffed by 'green book' colleagues. This department is responsible for role related competency recording and learning & development.

7.2.5 The Strategic Operations and Training Board (SOTB) chaired by the ACO Service Support provides a strategic forum to audit the overall 'operational' performance of the organisation and take agreed reaction where appropriate. This involves organisational performance measurement, primarily via the review of Data Analysis Reports (DAR) on risk critical issues to detect any trends and emerging issues in order to determine appropriate interventions or mitigation.

7.2.6 This allows a determination to be made regarding the appropriateness and effectiveness of training provided for the organisation, drawing a direct link between the training provided and the intended outcome of improving operational effectiveness. This may lead to alterations or changes in training course composition, training course delivery and, policies or equipment provision. Furthermore, research may be commissioned into specific areas of concern to further inform training and operational strategy.

7.2.7 The SOTB is the commissioning body through which colleagues identify issues or additional requirements which may require training input. All training courses must be approved by the SOTB. Each course will have a limited life and must be reviewed by the Board at the end of its approval period to determine whether it should continue, cease or be adjusted to meet a changing need. Approval of any course will be based upon it meeting the required outcomes identified at the commissioning stage.

Training Resources

7.2.8 HFRS is proactive in identifying and addressing staff training requirements. Training needs are identified in a number of ways including operational monitoring, accident investigations, assessment centre/exercise feedback, local and national guidance and directives, legislation and PMDS reviews. TDC are responsible for producing the Annual Training Programme (ATP) to meet the training and development needs of the Service and wider Directorate.

7.2.9   The Service has developed a modular Wholetime Duty System (WDS) Phase 1 Training Programme, delivered at our TDC over a 16 week timeframe, *dependant on the number of Trainees per course*.

7.2.10 HFRS has implemented and are continuing to refine a comprehensive Retained Duty System (RDS) Phase 1 Training Programme, currently delivered over a 20 week period, which ensures that RDS candidates leave TDC appropriately trained in all risk critical modules, before they are required to attend incidents.

7.2.11 The Service has also developed an RDS to WDS conversion course. This again consists of a modular approach with an evening commitment to attain a technical certificate over a 17 week guided learning and assessment period. This is then followed by a five week practical course designed to further develop and enhance trainees' skills in respect of the operational modules.

Case Study - Wholetime Firefighter Recruitment Process

In 2015 HFRS re-designed its recruitment process for Wholetime Firefighters. The key drivers for this were the need to reduce recruitment costs and minimise the amount of managerial time dedicated to the process, without compromising the quality of candidates coming through the system.

Stage 1 of the process consisted of four 'open sessions' at locations throughout the county; these were hosted by a mix of Flexi-Duty Officers and HR Staff. Attendees received information on the physical, behavioural and presentation standards expected by the organisation and were encouraged to ask questions about the role and the process they were applying for to help them with their preparation.

Stage 2 was the introduction of a speed interviewing event, the methodology behind this was relatively straightforward; each candidate took part in a five minute interview, consisting of 2 questions: '*What does the Fire and Rescue Service do*' and '*Why do you want to be a Firefighter*' ?

Answers provided by the candidates were recorded and graded against an agreed marking criteria. Candidate responses distinguished those who really hadn't thought about or carried out any research into the role, to those who demonstrated a real passion and drive to become a Firefighter and serve their community.

Stages 1 & 2 proved to be a very effective sifting mechanism because a number of candidates who attended the open sessions chose not to apply and only those candidates who were successful at Stage 2 were invited to apply online (thus saving significant HR and managerial time).

Stages 3 & 4 were a combination of the standard educational and physical tests based on the national entry requirements. It was noted that as candidates moved through the latter stages of the selection process, the majority achieved better results than had ever been recorded before in the educational, practical and fitness tests. This improvement was attributed to the information candidates received at stages 1 & 2 of the process,

which allowed them to be fully prepared.

Stage 5 consisted of a formal interview, a total of 47 candidates were successful at this stage, resulting in 24 candidates being offered a place on a recruit course in June 2015, with an additional 23 candidates being held on a waiting list for a future course in 2016.

7.2.12 Following successful completion of Phase I, all HFRS Firefighters enter onto a Phase II Development Programme, undertaken within the environment of an operational Fire Station. Phase II requires them to demonstrate the competent application of their new skills in the workplace. This is evidenced by the completion of a portfolio of evidence leading to attainment of an '*NVQ level 3 in Firefighting Operations in the Community*' for WDS staff and a comparable '*Record of Competence*' for RDS Firefighters.

7.2.13 The NVQ process is firmly embedded within the Service and a robust network of Assessors and Internal Quality Assurers exists across the organisation, supporting candidates as they progress through the assessment process. HFRS is an Approved NVQ Assessment Centre with direct claim status. Once an individual has demonstrated competence in their role they are required to maintain their skills and underpinning knowledge through regular training and demonstration of skills both operationally and during simulations, this will be assessed by their line manager and recorded in the Service's electronic Integrated Personal Development System (IPDS)

7.2.14 Following successful attendance on a promotional Assessment Centre the cadre of Supervisory Managers, *Crew and Watch Commanders* are required to complete an NVQ Level 3 in Watch Management within an 18 month time period to ensure their competence in role.

7.2.15 HFRS employ an IT based 'Record of Competence' approach to ensure that Flexible Duty Officers are competent in role. This system acts as a formal record of progress from development through to full competency in the roles of Station Commander, Group Commander and Area Commander, based upon the Fire and Rescue Service National Occupational Standards (NOS) and relevant Role Map.

Case Study – Career Pathways

In 2015 the Service reviewed the support offered to personnel seeking promotion. Initially concentrating on operational roles, research was undertaken to identify the professional skills development required for career progression. This information informed the development of the 'Career Pathway', which consists of a number of distinct elements;

'Is it for me', this element covers the information required to support staff in making the decision to apply for promotion. It consists of short infomercials, which describe the differences between roles and cover frequently asked questions.

'Let's go for it' offers pre Assessment Centre support in presentation skills, interview skills, operational incident command and career conversations, ensuring staff can show their best during the assessment process.

'Assess potential' is where skills are assessed against Personal Qualities and Attributes and operational command.

Personnel successful at the Assessment Centre stage, move into a succession pool, where they complete activities and projects designed to support continuous professional development until they are posted into their new promoted post.

The Service is developing a Managers Toolkit, designed to help managers identify high potential individuals with the potential to be future leaders. The toolkit provides managers with the necessary skills and guidance to enable them to support these individuals and covers areas including having career conversations, coaching and mentoring, leadership and recording development evidence.

The 'Career Pathway' is being developed to support any personnel working in CPD who have ambitions to progress into a Supervisory, Middle or Strategic Manager Role.

7.2.16 HFRS utilises the national IPDS, which requires operational personnel, once competent in role, to regularly demonstrate the maintenance of competence through ongoing workplace assessment. The maintenance of competence together with the demonstration of core values and adherence to the Service's equality and diversity objectives are linked to Continuous Professional Development (CPD) payments.

7.2.17 All staff have access to an extensive countywide training and development programme, which can be delivered in a classroom environment or via the HCC e-learning package called iLearn which staff can use at a time and location that suits them. This is particularly useful for operational Firefighters who are employed under a wide range of duty systems and work patterns.

7.2.18 HFRS uses the HCC PMDS to:
- Ensure all employees understand their role and the contribution required of them
- Promote a performance culture and improve the performance of all employees
- Ensure a motivated and engaged workforce
- Identify and meet any individual learning and development needs related to role
- Recognise and acknowledge individual contribution and achievement

7.2.19 HFRS recognises the vital importance of providing realistic training scenarios in order to give firefighters the opportunity to maintain and enhance their skills so that they are able to work in an effective and safe manner.

Case Study - Live Fire Training [Exercise Academia]

Having recognised the good practice demonstrated by Hampshire FRS, HFRS conducted a Live Fire Training event in July 2015 at a derelict Public House in East Herts and Broxbourne District, following on from an identified training requirement which came about as a consequence of the lack of operational incidents Firefighters were attending involving a '*developing*' or '*fully involved'* fire.

HFRS carry out Fire Behaviour Training at its Training and Development Centre on a three year rolling programme for all operational crew's however it was recognised that this cannot replicate a 'real life' scenario, so the programme began after sourcing a suitable venue and Exercise Academia phase 1 was launched.

Following on from a comprehensive risk assessment of the venue and surrounding area in conjunction with the H&S Department and Trade Unions, the first phase of live fire training began; utilising galvanised steel bins burning hay to create a smoke filled environment and 'real fire' for crews to deal with. After four successful sessions, the programme was moved on in September 2015 (Exercise Academia phase 2) to involve the burning of wooden furniture within the compartment to enable a real fire environment. This escalation of the programme was welcomed by crews, some of which had never experienced a fire of similar size and development and led to very positive feedback for the programme throughout the service.

As a result of the positive feedback, the position of 'Live Fire Project Coordinator' was introduced within the service at the beginning of 2016 to move the Project forwards with the intention that the facilitation of live fire training by FRS District staff would be considered "business as usual" by 2017.

To date HFRS have run 6 successful sessions in a derelict residential care home within Dacorum and St Albans, District with several other venues identified for future use.

7.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving the performance of its training and development activities?

7.3.1   HFRS currently utilises the Sophtlogic 'Pharos 9' IPDS to record training activities. The system automatically highlights to the individual/Line Manager, via a RAG rating, when competence has not been demonstrated within the requisite time period enabling managers to address this in a timely manner, ensuring that personnel remain competent in all areas relevant to their particular role.

7.3.2   On request the IPDS system is able to provide information to satisfy any national or local Government information requirement. It also provides the Service with a range of statistics and performance indicator data. The system monitors the

receipt of risk critical information including urgent Health and Safety Bulletins following a received, read and understood format.

7.3.3   The system provides valuable information to assist individuals and line managers in the production of individual and Watch/Team training plans. As the system is dynamic, the information enables managers to keep up to date with the changing needs of their teams.

7.3.4   Quality of practical and technical competence is also assessed through a programme of station audits and assessments by Station Commanders. Where staff fall below the required standard, they are provided with written feedback on areas for development and then reassessed after a defined period.

7.3.5   HFRS training courses are subject to robust quality assurance processes. The SOTB are responsible for reviewing all Course Initiation Documentation (CID) and ensuring that proposed courses have clearly defined aims and objectives. All courses are reviewed by SOTB on a maximum three yearly basis, with risk critical courses reviewed annually.

7.3.6   Course evaluation questionnaires are completed at the end of every course and this information is fed back to the TDC for development purposes. TDC Instructors also observe training delivery to ensure consistency in approach, adherence to procedures, and identification of best practice and provision of quality feedback.

7.3.7   Officials from the three main Representative Bodies in Hertfordshire (FBU, FOA and Unison) are included on SOTB`s standing membership and invited to all meetings.

7.3.8   HFRS are active members of the CFOA and engage in the membership forums to ensure that it remains aware of current thinking in terms of training delivery. HFRS also assess learning products developed by other FRSs to determine whether adopting them would benefit its staff and improve performance.

Case Study - Incident Command Training; Atherstone.
To facilitate the 2015/2016 programme of Incident Command reassessments, the ICS Department at TDC designed and delivered a presentation based on the Atherstone-on-Stour factory fire incident.

Having considered the official report, produced by Warwickshire FRS and the FBU, HFRS ICS Instructors identified a number of learning points which they delivered, via presentation, in a chronological order from pre-incident issues regarding the construction of the building, its internal layout and rural remoteness to initial incident command decisions and the choice of operational tactics employed.

The presentation incorporated pauses inviting 'moments of reflection' when students were invited to share their thoughts on the situation 'at that point' and include pertinent personal experiences, before re-starting and building towards the conclusion of the incident.

This approach will be used again for the 2016/2017 programme and the ICS Department are currently looking at preparing a presentation based on the Scottish FRS Lessons Identified Report on the 2009 Balmoral Bar Firefighter fatality.

7.3.9   The CPD is also heavily involved with the Cross Sector Leadership Exchange (CSLE) supporting the attendance of managers and in 2016 facilitating 'Leading into the Future' and 'Leading without Boundaries' courses at the TDC. Members of SLG are actively engaged with CSLE Directors as well as strategic leads from the Police and NHS in designing some of the input for the 'Leading without Boundaries' course.