



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

**Item 4**

MEETING	Shadow Authority
DATE OF MEETING	23 October 2015
OFFICER	Darran Gunter (CFO Designate)/Jonathan Mair (Clerk)
SUBJECT OF THE REPORT	Governance Associated with a New Combined Fire Authority
EXECUTIVE SUMMARY	<p>One of the key mandates within Workstream 1 is the development of options that the new Fire Authority may adopt in relation to governance, and in particular the role, responsibilities and relationships of its Committee structure. This report is an outcome of several discussions involving members and officers in Workstream 1 and also as a consequence of discussions between officers and our internal and external auditors.</p> <p>The report outlines the proposed initial governance arrangements which have been developed to ensure there is comprehensive Member engagement through a new committee structure. The governance arrangements have been developed to ensure that corporate accountability is underpinned by local scrutiny and assurance. The arrangements have also been mapped against our legal requirements and good practice developed by CIPFA.</p> <p>In tandem with this work, officers have also been engaging with Members to ensure our corporate performance management arrangements compliment the governance arrangements. Work has also progressed in developing Member role descriptions which will assist with the transition and future induction arrangements for new Members.</p>
RISK ASSESSMENT	Failure to fully consider, develop and implement legal and effective governance arrangements will present significant risks to the Dorset and Wiltshire Fire and Rescue Authority. Key amongst these risks are legal compliance, effective leadership and clarity of relationship between Members and officers.

NOT PROTECTIVELY MARKED

<p>COMMUNITY IMPACTS</p>	<p>This paper recommends in particular that the governance arrangements for a new combined fire authority should include performance and scrutiny committees based upon the geography of the constituent authorities. These are innovative arrangements and are designed to ensure that within a larger combined authority there is still a clear local focus and greater local accountability.</p>
<p>BUDGET IMPLICATIONS</p>	<p>There are budget implications associated with some of the steady state governance arrangements described in this report. In particular, the proposed arrangements for local performance and scrutiny committees will result in an increased number of Member meetings and these will require support at Assistant Chief Fire Officer or Area Manager level and additional democratic services support. However, the proposed local performance and scrutiny committees meeting some four times a year would result in only an additional 16 meetings and the 'cost of democracy' associated with these meetings is considered small when measured against the very significant benefits of combination.</p>
<p>RECOMMENDATIONS</p>	<p>Members to consider the contents of the report and determine those issues outlined in:</p> <ol style="list-style-type: none"> <li>1. Section 2.7.8 - the terms of reference, constitution and nominations to the Policy and Resources Committee.</li> <li>2. Section 2.9.8 - the terms of reference, constitution and nominations to the four Local Performance and Scrutiny Committees.</li> <li>3. Section 2.10.4 - the terms of reference, constitution and nominations to the Finance and Audit Committee.</li> <li>4. Section 2.11.4 - the terms of reference, constitution and nominations to the Appeals Committee.</li> <li>5. Section 2.12.6 - the arrangements for the consideration of complaints previously considered by the Standards Committee.</li> <li>6. Section 3.1.5 - the constitution and nominations to the Local Pensions Board.</li> <li>7. Section 7.2.1 - the potential of and nominations to Member Champion roles.</li> <li>8. Section 8.3 - The timescale for any review of Governance arrangements that include the total number of Members on the Dorset and Wiltshire Fire and Rescue Authority</li> </ol>
<p>BACKGROUND PAPERS</p>	<p>None</p>

NOT PROTECTIVELY MARKED

<p>APPENDICES</p>	<p>A: Current governance arrangements in Dorset B: Current governance arrangements in Wiltshire C: Draft terms of reference: Dorset and Wiltshire Fire and Rescue Authority D: Draft terms of reference: Policy and Resources Committee E: Draft terms of reference: Local Performance and Scrutiny Committees F: Draft terms of reference: Finance and Audit Committee G: Draft terms of reference for Appointments and Disputes Committee H: Draft terms of reference: Appeals Committee I: Assurance reporting model J: Member Role Descriptions</p>
<p>REPORT ORIGINATOR AND CONTACT</p>	<p>Darran Gunter (CFO Designate) Tel: 01305 252604 Jonathan Mair, Clerk Tel: (01305) 224181</p>

## 1. Introduction

1.1 With the new Dorset and Wiltshire Fire and Rescue Authority assuming legal status in shadow format from 1 April 2015, it is critical that governance arrangements are fully considered, developed and scheduled in readiness for 1 April 2016. Whilst both of our Authorities and Services are similar, there are some subtle differences in respect of the governance arrangements, and in particular the committee structures adopted by our two current Fire Authorities. An overview of the current arrangements in Dorset and Wiltshire and Swindon is provided in Appendices A and B respectively.

1.2 Notwithstanding any current differences, it will be important that any new governance arrangements are in fact fit for purpose for the new Authority. Whilst our two existing Fire Authorities include responsibilities for a diverse geography, our new Dorset and Wiltshire Fire and Rescue Authority will offer some additional challenges, including:

- ◆ A new political dynamic with Members meeting and working together for the first time.
- ◆ A number of Members new to Fire Authorities and unfamiliar with the work of the Fire and Rescue Service.
- ◆ Five constituent local authorities who have all expressed the need for local accountability, focus and on going support to their specific agendas.
- ◆ Further diversity and spread of risk in terms of the mix of rural and urban geography and an overall size of 2,400 square miles.
- ◆ A large Fire and Rescue Authority of 30 Members.

## 2. Steady State Governance Arrangements

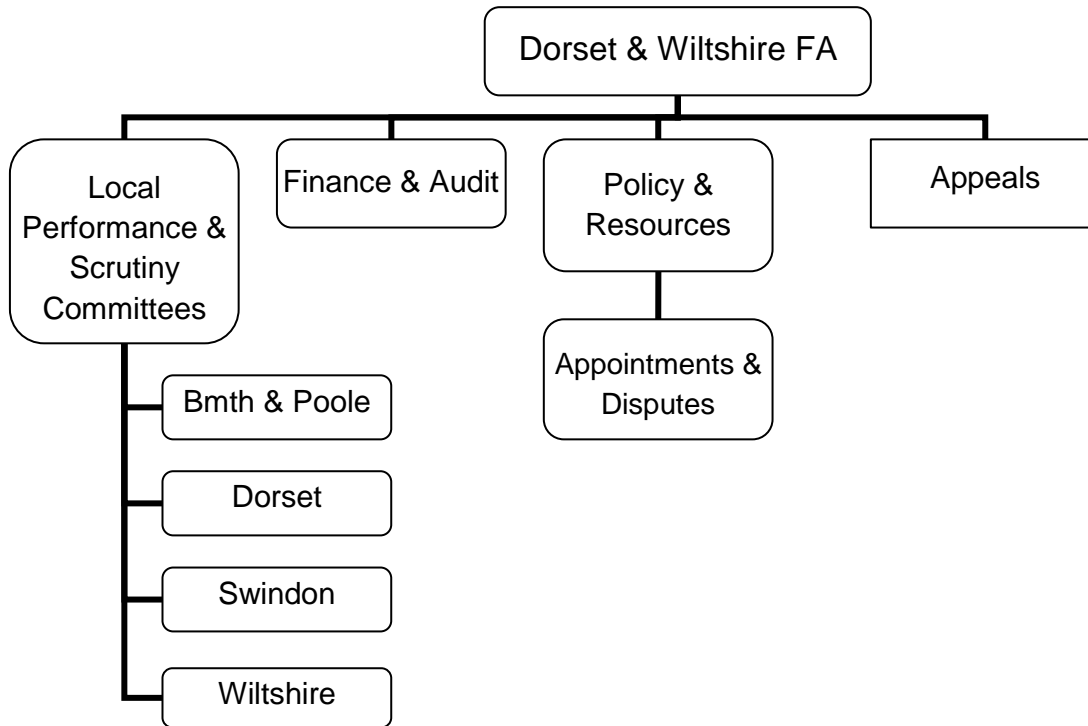
2.1 Having examined the existing governance arrangements of the two existing combined fire authorities, there are similarities one would expect in relation to a governance structure that includes arrangements for audit, ethics (discipline) and complaints. Each Fire Authority also currently has a number of sub-working groups and ad hoc committees that discuss and make recommendations in respect of matters associated with their Integrated Risk Management Plans, budgets, policies and staffing.

2.2 In addition, consistent with legal requirements, each of the existing combined fire authorities has an individual Chairman of the Authority. This is also reflected in the Combination Order for the new Authority which provides that the Authority shall elect a Chairman and may elect a Vice-Chairman from among the Members of the Authority. The Combination Order and standing orders (adopted at the meeting of the new Authority on 23 June 2015) taken together provide for the Chairman and a Vice-Chairman to be elected annually. This will be undertaken at the first meet of the Authority on 1 April 2016.

2.3 In determining the optimum governance arrangements for any new Authority, officers have been particularly mindful of feedback from Fire Authority Members, Leaders of constituent councils, Area Boards and local politicians. It is also necessary to ensure that the governance arrangements provide appropriate levels of compliance with statutory

requirements, and indeed wider transparency and accountability that our communities would expect.

2.4 Over the previous months, the structure depicted below has emerged as suitable for the initial governance arrangements.



2.5 In addition to normal business, the full Authority would also consider six-monthly performance reports where an assurance framework (based on our four priorities) would include the following performance measures:

Key Performance Indicator
Total number of fire related deaths
Total number of fire related injuries
Number of accidental dwelling fires
Number of home safety/safe and well-being checks
Number of people killed or seriously injured in road traffic collisions
Percentage of properties with sleeping risk where the first appliance met the response
Percentage of other properties where the first appliance met the response standard
Percentage of RTCs where the first appliance met the response standard

2.6 Whilst draft terms of reference are included in Appendices C-H, the following sub-sections provide a narrative and suggested constitution for the governance structure.

## 2.7 Policy and Resources Committee

- 2.7.1 With an initial Fire Authority of 30 Members, it is felt that a smaller Policy and Resources Committee would be useful in terms of closely monitoring the transition to steady state, development of an overarching Integrated Risk Management Plan (IRMP) and addressing any unforeseen urgent matters or business of the new Authority. Undoubtedly there will also be continued work associated with convergence and combination that will need addressing.
- 2.7.2 It is anticipated that within the first year or two this committee would meet on a quarterly basis and consider milestones, targets and indicators which have been agreed as part of the transition journey. The Committee would, however, need to have the flexibility to meet more frequently if business necessitated this.
- 2.7.3 The Local Government and Housing Act 1989 and related Regulations establish a presumption that appointments are made to committees in proportion to each political group's share of the overall membership of the Authority. Members are yet to form themselves into formal political groups (through notification of group membership to the Monitoring Officer as Proper Officer) but on the basis of known party affiliations the composition of the new Authority is:
- ◆ Conservatives - 20
  - ◆ Liberal Democrats - 5
  - ◆ Labour - 4
  - ◆ Independent - 1
- 2.7.4 If, consistent with the existing arrangements, the Policy and Resources Committee was to have a membership of 12, then the Conservative Group would be entitled to eight places, the Liberal Democrat Group two places and the Labour Group two places.
- 2.7.5 The Authority could resolve not to apply the presumption of political proportionality, but this is not a simple majority decision and, if any Member was to object, then political proportionality would have to be applied irrespective of the wishes of the majority of Members. Therefore, whilst some Members might see some benefit in continuing the current geographical arrangements whereby each of the existing Combined Fire Authorities is represented by six Members, this will not be possible if any one or more Members is opposed to this.
- 2.7.6 An alternative may be for Members to consider the allocation of places on the basis of two for each Constituent Council so that all areas are assured of representation. Again, an approach based upon the geographical allocation of places runs counter to the presumption in favour of political proportionality and would fall if opposed by any one or more Members. Also, Members might not think it appropriate that all authorities, irrespective of size, should have guaranteed equal representation on the Policy and Resources Committee.
- 2.7.7 Consideration should also be given to quorum. The usual quorum is one third of the whole number of a Committee, ie in this case the quorum of four. If, notwithstanding previous

comments about the difficulty of applying political proportionality, Members wished to adopt the option of a committee of 12 comprising two Members of each constituent authority, then it is suggested that the quorum should be four, but with at least one Member from four of the five constituent authorities.

#### 2.7.8 **Matters for consideration**

##### **Members to consider:**

- ♦ **The terms of reference of a Policy and Resources Committee (see Appendix D).**
- ♦ **A constitution of 12 members, quorum and whether they wish to depart from the political proportionality rules.**
- ♦ **Members may wish to give later consideration to the potential for a Policy and Resources Committee to absorb responsibility for senior appointments and disputes in place of the proposed Appointments and Disputes Committee.**

#### 2.8 **Appointments and Disputes Committee**

- 2.8.1 During meetings of Workstream 1, Members have endorsed the Appointments and Disputes Committee to be a sub-committee of the Policy and Resources Committee.
- 2.8.2 This Committee will be responsible for the appointment of the Chief Fire Officer and members of the Service Leadership Team. They will also be responsible for determining local terms and conditions, including remuneration of the senior team. Wider responsibilities of the Committee will include the investigation of any complaints against the Chief Fire Officer, and to consider and decide on disputes where there is a recorded failure to agree between the Chief Fire Officer and recognised representative bodies. Appendix G outlines suggested draft terms of reference for an Appointments and Disputes Committee.
- 2.8.3 It is suggested that the nature of the business of the Committee is best dealt with by a (small) group of five Members. Applying proportionality to the current membership would result in three Conservative places and one each for the Liberal Democrat and Labour Groups.
- 2.8.4 Members might take the view that the Committee of five, drawn only from the membership of the Policy and Resources Committee, is too restrictive. In addition, practical difficulties are anticipated if officers can only ever look to the availability of five out of the 12 Members to form a politically proportionate committee (which might need to meet at short notice).
- 2.8.5 Accordingly, it is suggested that for the purposes only of identifying a panel from which an Appointments and Disputes Committee could be formed the membership of the Policy and Resources Committee should be varied to include all 30 Members of the Authority. If these arrangements are adopted, then on each occasion when an Appointments and Disputes Committee is needed, the group leaders would be asked to nominate Members to form the Committee. It is also suggested that the three Conservative places should usually include the Chairman and Vice-Chairman of the Authority and that group leaders should be invited,

as far as reasonably possible, to make their nominations so as to achieve the involvement of Members from across the areas of all five constituent authorities.

- 2.8.6 Reflecting the significance of the staffing matters to be dealt with by the Appointments and Disputes Committee and that meetings will be planned as one-off events, it is suggested that the quorum should be five.

## 2.9 **Local Performance and Scrutiny Committees**

- 2.9.1 In order to ensure that there is a clear focus on standards of service delivery, and indeed local political leadership, accountability and transparency, officers believe there is real merit in the establishment of four local performance and scrutiny committees serving the localities of Bournemouth and Poole, Dorset, Swindon and Wiltshire. This is considered to be an innovative approach and a model which should help to build confidence amongst the constituent authorities that the need to focus upon local issues and ensure performance will not suffer as a result of the formation of a larger combined authority. These local arrangements would also support the operational structure and performance management arrangements that will be in place for April 2016.
- 2.9.2 The local performance and scrutiny committees would be open to the press and public in the same way as other full Authority and committee meetings, and would provide an opportunity for Members to focus on local issues associated to response, prevention and protection. In addition to the benefits of strengthening both service delivery and accountability, these committees will help ensure that in an Authority which comprises as many as 30 Members there is a meaningful local role for all Fire Authority Members.
- 2.9.3 As Appendix E outlines, the terms of reference for the local performance and scrutiny committees would focus on appropriate commentary, targets and standards in respect of our statutory duties associated with prevention, protection (legislative fire safety) and of course response. The local performance and scrutiny committees would receive quarterly monitoring reports based on our four corporate priorities showing local performance in these areas and narratives in relation to essential local partnership activity. It will then be possible for local quarterly assurance reports to feed in to a corporate six-monthly assurance report that will be considered by the full Authority. Members of Workstream 2 were also keen that in the near future all Members are able to access 'live' performance information through a 'dashboard' arrangements. We envisage this will be available in 2016/17. The performance measures (aligned to our four priorities) that would be considered by Local Performance and Scrutiny Committees will include:



<b>Key Performance Indicator</b>
Total number of fire related deaths
Total number of fire related injuries
Number of accidental dwelling fires
Number of home safety/safe and well-being checks
Number of deliberate fires
Number of people killed or seriously injured in road traffic collisions
Number of fires in non-domestic properties
Attended false alarms caused by automatic fire detection equipment - non-domestic premises
Percentage of properties with sleeping risk where the first appliance met the response standard
Percentage of properties with sleeping risk where the second appliance met the response standard
Percentage of other properties where the first appliance met the response standard
Percentage of other properties where the second appliance met the response standard
Percentage of RTCs where the first appliance met the response standard
Percentage of incidents with a response standard where the number of firefighters 'riding' the appliance met the standard

- 2.9.4 Of particular focus in the early days will be the introduction and harmonisation of common response standards across the new Service. This matter was initially considered at the Shadow Policy and Resources Committee at its meetings on 22 July and 17 September. Notwithstanding the need for these common standards, it is widely accepted that merely presenting an overall performance measure across such a large Service would mask the significant differences between rural and urban areas, including of course crewing arrangements, and distract attention from the need for a local focus and assurance. Hence, whilst the new Service will have common standards of response, the target for achieving this standard will be set locally (in alignment with common principles) by local performance and scrutiny Committees. As an example, the Shadow Policy and Resources Committee have agreed to recommend to the Authority a response standard of 10 minutes for the first fire engine to arrive at a call involving a confirmed life risk. Whilst this could be a corporate standard, it will then be for local performance and scrutiny committees to consider the actual target level for achieving this, for example, in our conurbations this could be 80% of occasion and 60% in rural areas. Of course, these standards and local targets would also inform wider risk reduction activities such as targeting of home safe and well checks.
- 2.9.5 In addition to reviewing and monitoring performance, the local performance and scrutiny committees may also examine local issues associated with the development and delivery of the Authority's IRMP. Whilst the development of the IRMP will be the responsibility of the Policy and Resources Committee, the final decision would be a matter for the full Authority. Where appropriate, the involvement of local performance and scrutiny committees will ensure that there is comprehensive consideration of any proposals considered by the full Authority.

2.9.6 In terms of membership options, Members have considered a range of options, including the pros and cons of restricting membership to Members from the Fire Authority who are only from the appropriate constituency area. For example, in order to provide the necessary level of local Member involvement, and of course integrating within wider Fire Authority business, the constitution of local performance and scrutiny committees could be aligned to the level of membership for each constituent council on the Fire Authority (Wiltshire 10, Dorset 8, Bournemouth and Poole 7, Swindon 5). Alternatively one or two places for other Members could be added to each, or each Committee set at the same number. Members aligned to Workstream 1 considered but rejected the possibility of co-opted Members, but insisted that our partners, including our Constituent Authorities, District Councils and Area Boards are fully aware of and engaged with their Local Performance and Scrutiny Committees.

2.9.7 The only downside to Local Performance and Scrutiny Committees is the potential cost of democracy in establishing more locally focused performance and scrutiny committees. There will be a need as combination work progresses to review the level of clerking resource needed to support a larger Authority. The overall number of Member meeting days will certainly increase, but the costs likely to be associated with supporting an additional 16 or so Member meetings are not thought to be significant.

#### 2.9.8 **Matters for consideration**

##### **Members to consider:**

- ◆ **The principle of establishing Local Performance and Scrutiny Committees.**
- ◆ **The terms of reference, membership and quorum of Local Performance and Scrutiny Committees (Appendix E).**

#### 2.10 **Finance and Audit Committee**

2.10.1 The Finance and Audit Committee would be responsible for statutory compliance and would deal with issues associated with external audit, internal audit, statement of assurance and closure of accounts. This business is mandatory and well known to fire authorities. Appendix F outlines suggested draft terms of reference for a Finance and Audit Committee.

2.10.2 The Finance and Audit Committee will also have a role to play in areas of corporate performance monitoring, including assets and people related issues where these are not considered by local performance and scrutiny committees. The Finance and Audit Committee will also undertake performance monitoring and scrutiny across the whole Service where this is recommended by the Authority. This might be thematic monitoring (eg attendance management) or scrutiny for instance of the whole Authority approach to prevention. In addition to our statutory compliance indicators, the corporate performance measures that would be considered on a scheduled frequency by the Finance and Audit Committee include:

<b>Key Performance Indicator</b>
Average shifts lost to sickness (wholetime and Fire control)
Average days/shifts lost to sickness (excluding RDS staff)
Percentage of competencies in date
Percentage of operational managers maintaining the Incident Command assessment aspect of their operational licence
Percentage of operational personnel maintaining the SIM3 aspect of their operational licence
Percentage of operational drivers maintaining the ERD aspect of their operational licence
Percentage of operational personnel maintaining the BA/FBT aspect of their operational licence
% of freedom of information requests responded to within 20 working days (or within date agreed with requester)
% of data protection requests dealt with within 40 days
% of complaints resolved within 14 days (or within the date agreed with the complainant)
Number of security breaches

2.10.3 A potential composition could be a membership of 12 with a quorum of four. As with the composition of a Policy and Resources Committee, there are a range of options open to Members, but the starting point is a presumption that political proportionality applies. The same geographical options as were set out above in relation to the Policy and Resources Committee could be applied to a Finance and Audit Committee. Whatever decisions are reached, it is suggested that there should be consistency of approach across the committees.

#### 2.10.4 **Matters for consideration**

##### **Members to consider:**

- ◆ **The establishment of a Finance and Audit Committee.**
- ◆ **The terms of reference, membership and quorum of a Finance and Audit Committee (see Appendix F).**

#### 2.11 **Appeals Committee**

2.11.1 The primary purpose of the Appeals Committee is to consider appeals where employment has been terminated for a disciplinary offence or on medical grounds. The terms of reference and functions of the Appeals Committee are directly influenced by relevant conditions of service and occupational pension schemes. Appendix H outlines suggested draft terms of reference for an Appeals Committee.

2.11.2 It is suggested that the Appeals Committee should be established as a panel of 10 Members from whom a smaller panel of only three members would be drawn to hear disciplinary appeals. Experience suggests that small appeals panels are best and that no more than three Members should be drawn from the wider panel to hear individual appeals.

2.11.3 As with the Policy and Resources Committee and the Finance and Audit Committee, the presumption is that political proportionality would apply in selecting the pool of 10 Members from whom an Appeals Panel of three members would be drawn. However, consistent with similar Panel arrangements in the Constituent Councils, the Panel of three need not itself be politically balanced. It is suggested that the quorum for the Appeals Committee should be three.

2.11.4 **Matters for consideration**

**Members to consider the terms of reference, size, composition and quorum of an Appeals Committee (see Appendix H).**

2.12 **Standards Committee**

2.12.1 As with the constituent councils, a combined fire authority is bound by the requirements of the Localism Act. These requirements include the adoption of a code of conduct. If there was ever a complaint against a Member of the Fire and Rescue Authority which progressed to an investigation and the need for a hearing, then the Authority would have to have in place an appropriate arrangement for the complaint to be heard by Members. Here there is a difference of approach between the Dorset Fire Authority and the Wiltshire and Swindon Authority and consequently two options available.

2.12.2 The first option is to follow the approach adopted in Dorset where Members have taken the view that it is disproportionate for an Authority drawn from constituent councils (each with their own Standards Committee) to establish its own Standards Committee. Prior to Localism when Dorset had to have its own Standards Committee, the Committee met infrequently and had very little business. The arrangement in Dorset therefore is that, whilst the Fire Authority has its own code of conduct, any hearing of a complaint against a Member that they had breached the Fire Authority Code of Conduct would be heard by the Standards Committee of the relevant constituent council.

2.12.3 The second option is to follow the approach adopted by Wiltshire and Swindon that has a standalone Ethics Committee that deals with a number of issues associated to behaviours including potential breaches of the Localism Act.

2.12.4 There are advantages and disadvantages to this approach. As a counter to the advantages which persuaded Dorset Members to adopt their current arrangement, there is the scope for inconsistency between Standards Committees. The preference of Workstream 1 Members is to invite the constituent councils to agree that their Standards Committee would hear any complaints. This would be consistent with the light touch approach that Members have already adopted in their agreed code of conduct and reflects the very low level of complaints about the conduct of Members of the two existing Combined Authorities.

2.12.5 If Members would prefer to keep these matters within a new combined Fire Authority, then it is possible to extend the terms of reference of the Appeals Committee so that it dealt with Member conduct as well as staffing matters.

### 2.12.6 Matters for consideration

**Members to consider whether a new combined Fire Authority should establish its own Standards Committee, add the determination of Member conduct complaints to the terms of reference of the Appeals Committee or invite the constituent councils to agree that their Standards Committees should hear complaints about Members of the Fire Authority.**

## 3. Local Pension Board (LPB)

- 3.1.1 Under the new Firefighters' Pension Scheme Regulations 2015, the new Authority is required to have a Local Pension Board in respect of the Firefighters Pension Scheme. The role of the board is to help ensure the Firefighters Pension Scheme complies with governance and administration requirements, as well as any other duties the Authority may so wish the board to have.
- 3.1.2 Currently both Authorities have a LPB, however, it would not be appropriate to simply join the two LPBs to make one as they have been established under different bases. Dorset currently have two Members representing the employer and two scheme representatives (employees). Wiltshire and Swindon have two officers representing the employer and two scheme representatives (employees). Since the LPB in WSFA was established, the Wiltshire and Swindon Members have now expressed a preference to have Member representation on the new LPB. It is therefore considered appropriate to establish a new LPB for the new Authority from 1 April 2016.
- 3.1.3 The Regulations placed certain requirements on the Authority when establishing a new LPB. There are certain requirements when establishing a LPB, mainly:
- ◆ Local Pension Boards must have an equal number of employer representatives and member (pension scheme member, not Authority Member) representatives with a minimum requirement of no less than four in total. They may also have other types of members, such as independent experts. All pension board members have a duty to act in accordance with scheme regulations and other governing documents.
  - ◆ The Scheme Manager, ie the Fire Authority, must establish an appropriate process for appointing employer and scheme member representatives and must consider the term of office of such appointments, and under which circumstances members of the LPB cease to become a member.
  - ◆ Each employer or scheme member representative on the LPB must be able to represent employers or scheme members (as appropriate). It is therefore that the appointment process to the LPB ensures that LPB members are truly representative.
  - ◆ All employers and eligible scheme members must have an equal opportunity to be nominated for the role of employer or scheme member representative.
  - ◆ The Scheme Manager to determine the appointment of other LPB members, although other appointed LPB members do not have voting rights.

- ◆ The Scheme Manager must decide on the process for the appointment of a Chair or Deputy Chair (where appropriate), but should consider the following:
  - An independent Chair and Deputy Chair (where appropriate)
  - LPB appointed Chair and Deputy Chair (where appropriate)
  - Fire And Rescue Authority appointed Chair and Deputy Chair (where appropriate).

3.1.4 The roles and responsibilities of the board will need to be defined and agreed, and it is suggested that they be agreed on the first meeting of the board.

### 3.1.5 **Matters for consideration**

#### **Members to consider:**

- ◆ **The establishment of a LPB for the new Authority.**
- ◆ **Agree the number of employer and scheme member representatives (either two, four or six of each) and whether employer representatives are FA Members only.**
- ◆ **Agree whether an independent, LPB appointed or FRA appointed Chair and Deputy.**

## 4. Scheme of Allowances - Independent Remuneration Panel

4.1 Like principal local authorities, a combined fire authority is subject to the Local Authorities (Members' Allowances) Regulations and is required to make a scheme for the payment of allowances to its Members. However, unlike the constituent councils, a combined fire authority is not required to form its own independent remuneration panel (IRP) to make recommendations about allowances. Instead, a combined fire authority must consult with the IRPs established by its constituent councils.

4.2 The Monitoring Officer has already consulted with the constituent council IRPs about a scheme of allowances to cover the period until 1 April 2016 whilst the Authority is operating in shadow form. This consultation informed decisions about a shadow period scheme of allowances adopted by the Authority on 23 June 2015.

4.3 As a next step, the Monitoring Officer is consulting with the constituent councils on a recommended scheme of allowances to be applied from 1 April 2016 when the Authority begins operating in its steady state form. This consultation though depends upon the precise governance arrangements to be adopted by the Authority in the light of this report. A recommended scheme of allowances will be reported to the next Authority meeting.

## 5. Performance Management

### 5.1 **Performance Management Framework**

5.1.1 The performance management framework brings together the strategies, plans, policies and performance measures (both national and local) that enables residents, Members,

leaders and managers and other stakeholders to see how the Fire and Rescue Authority and Service is delivering on its Vision and improving the safety and well-being of our communities. It is designed to provide an effective, flexible and proportionate approach to the way Service performance and quality is managed, monitored, reviewed and reported at all levels and to our wider communities.

5.1.2 It provides:

- ◆ A clear vision and purpose and a focus on outcomes.
- ◆ Commitment to and enthusiasm for realising the community's aspiration.
- ◆ Effective democratic and community engagement.
- ◆ Robust planning, monitoring and review systems.
- ◆ Strategic and enabling corporate management arrangements.

## 5.2 Vision and Priorities

5.2.1 The Vision and priorities for the new Service have been determined as follows:

The Vision for the new Fire and Rescue Authority is:



The Vision narrative is: We are much more than a Fire and Rescue Service. We are about helping you to become safer, healthier and to live more independently. Improving your wellbeing and investing in our future generations is central to our way of thinking. We want to play a key part in supporting our communities and businesses to grow safely and responsibly. If you need us, we will respond quickly and professionally to limit distress, harm and economic loss

Our four priorities are:

- ◆ Priority 1: Making safer and healthier choices
- ◆ Priority 2: Protecting you and the environment from harm
- ◆ Priority 3: Being there when you need us
- ◆ Priority 4: Make every penny count

## 5.3 Performance Management Principles

5.3.1 Performance Management can be defined as a set of management processes, supported by information technology, that help to improve the management, strategy execution and decision making in the service. Performance management processes will help us define strategic objectives, measure performance, analyse and report performance, evaluate real outcomes delivered to our communities and align people and culture.

5.3.2 These processes are built around a small number of key principles as defined below:

- ◆ Principle 1: Performance management will deliver effective and sound governance and drive real change for our communities.

- ◆ Principle 2: Performance management will provide effective officer and Member scrutiny and evaluation.
- ◆ Principle 3: Performance management will deliver continuous improvement.
- ◆ Principle 4: Performance management will be supported by simple and easy to use systems.

#### 5.4 **Strategic Planning and Performance**

- 5.4.1 The Community Safety Plan is the three year medium term corporate plan for the Service and contains the Integrated Risk Management Plan. Three key strategies - Community Safety, People and Resources will support the plan and enable delivery. The strategies will, in turn, be supported by key frameworks, which set out in detail behind the approach that is being adopted.
- 5.4.2 Consultation on the Community Safety Plan will take place between October and December each year. We will invite residents, stakeholders and staff to comment on proposals in a draft plan, which will be made available via public places and through the website. The findings on the consultation will be presented to the Senior Leadership Team in January for wider discussion within the Policy and Resources Committee and the full Fire and Rescue Authority in February.
- 5.4.3 Each key strategy is based on the strategic assessment and is a three year delivery plan setting out how the priorities outlined in the Community Safety Plan will be achieved and is linked to the medium term finance plan in order that the difficult balance between risk, capacity and available budget can be achieved. Performance is managed as explained in the assurance and scrutiny section below. Delivery plans outlined in our performance tool Cycle will set out the key actions and projects that departments need to deliver. Departments will assign tasks and milestones to teams. Departments will also identify and report on key performance indicators and metrics.

#### 5.5 **Assurance and Scrutiny**

- 5.5.1 Assurance and reporting of performance is provided through the use of the model detailed in Appendix I.
- 5.5.2 The scrutiny process outline above will provide Members with an effective, flexible and proportionate approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels and to our wider communities. It will provide a clear line of sight from the Vision, through the Community Safety Plan, to corporate performance at all levels. It will allow for real scrutiny of the outcomes achieved for our communities.



## 6. Member Role Descriptions

- 6.1.1 With the increasing diverse role of the modern Fire and Rescue Service, it was considered beneficial to develop some summary role descriptions for Members of the new Dorset and Wiltshire Fire and Rescue Authority, and in particular information in respect of any significant role or committee which they serve. This is largely work in progress and is provided for Members' information and steer in Appendix J.

## 7. Member Champions

- 7.1 Currently the concept of Lead or Member Champions is used to a greater or lesser degree in each Service. With the development of a new Vision, priorities and Community Safety Plan, there is an opportunity and indeed a need to consider Member Champions. If agreed, their purpose would be to act as a single point of contact, to work with officers on key issues and in particular stakeholder engagement and to scrutinise activity where appropriate. Having discussed the potential with lead officers, the following list outlines potential areas where officers consider a Member Champion role is optional, desirable or essential.

Health and Safety	Essential
Children and Young People	Essential
Equality, Diversity and Inclusion	Essential
Prevention and Health Partnerships	Essential
Response	Desirable
Asset Management	Desirable
Retained Duty System	Desirable
Protection	Optional
Governance	Optional

- 7.2 Whilst it is not envisaged that these roles would attract a Special Responsibility Allowance, one option is to distribute any Member Champion roles amongst the Chairs of local Performance and Scrutiny Committee and other key Authority positions.

### 7.2.1 **Matters for consideration**

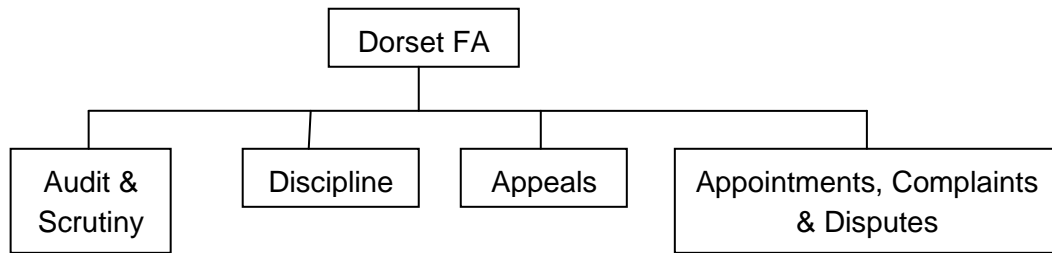
#### **Members to consider:**

- ♦ **The adoption and allocation of Member Champions**

## 8. Summary

- 8.1 The governance and performance management arrangements outlined in this report have been developed by Officers and Members from both Workstreams 1 and 2. In addition, early thoughts were shared with the Shadow Policy and Resources Committee. The most recent work has also been shared with both of our internal and external auditors and they were supportive of the roles, responsibilities and relationships between the committees.

- 8.2 In previous discussions leading up to the Combination Order, Members also suggested that a full review of governance arrangements, including Member numbers, will be undertaken within two years of the combination. Whilst a review of Committee structures will be included, Members may wish to bring this review forward so that any change in Member allocations from our constituent authorities aligns to the elections of Dorset County Council and Wiltshire Unitary Council in 2017.
- 8.3 Finally, Members in both Workstreams have suggested to officers that it would be useful, certainly for the Finance and Audit Committee and each of the Local Performance and Scrutiny committees, to meet at least once prior to 1 April 2016 to confirm their terms of reference and work programme for 2016/17. Nominations to respective committees will allow officers to make the necessary arrangements.

**Appendix A****Current Governance Arrangements in Dorset****Dorset Fire Authority**

The Fire Authority is constituted in accordance with The Dorset Fire Services (Combination Scheme) Order 1996 (Statutory Instrument 1996 No 2920).

The Fire Authority consists of 15 Members. Meetings will normally be held in January, February, April, June, (annual meeting) September and December each year and will be convened by the Clerk to the Fire Authority. There are in addition four co-opted Members who serve on the Authority's Standards Committee. These are not full members of the Authority and their role is limited by the Local Government Act 2000 and the terms of reference of the Standards Committee.

The Fire Authority has delegated a number of its functions to committees and to senior officers but the following have not been delegated:

- (i) approval of the annual community safety plan
- (ii) approval of the annual budget and agreement as to the precept to give effect to the budget
- (iii) approval of the best value performance plan
- (iv) maintaining a comprehensive performance management system to ensure that the authority's objectives are being met
- (v) treasury management strategy and policies.

The Fire Authority has appointed three chief officers and their areas of responsibility are set out below. Specific delegations have also been given by the Fire Authority to each of these officers.

**Audit and Scrutiny Committee****Terms of Reference**

- (i) To oversee the internal and external audit arrangements and to approve the audit plans, programmes and annual letters/reports, and to secure effective co-ordination between internal and external audit, in consultation with the relevant officers.
- (ii) To keep under review the effectiveness of the internal financial control systems of the Authority. This should include the adequacy of financial policies and practices to ensure compliance with relevant statutes, guidance, policies, standards and codes of corporate governance.

- (iii) To receive the reports of DFRS internal and external audit and to ensure that their recommendations and findings are adequately addressed and implemented by the Authority and its officers.
- (iv) To agree and action an audit and scrutiny work programme that includes matters relating to the performance of the Authority referred to by the full Fire Authority, or requested by the Committee, and report back.
- (v) To comment on the scope, depth and relationship between internal and external audit work and ensure it provides value for money.
- (vi) To consider procedural issues relating to the Accounts and Audit Regulations.
- (vii) To scrutinise and authorise the Fire Authority's Statement of Accounts, including the Annual Governance Statement.
- (viii) To review any Auditor's reports under the Statement of Auditing Standards (SAS610), consider the officer recommendations and make proposals to the Fire Authority regarding the formal response to be given to the Auditor.
- (ix) To scrutinise key areas of performance which may involve inviting partners to participate in examination of the following fire and rescue service statutory duties:
  - ◆ Section 6 - fire safety education and prevention
  - ◆ Section 7 - response to fires
  - ◆ Section 8 - response to RTCs
  - ◆ Section 9 - orders issued by the Secretary of State, including major emergencies.
- (x) Develop and monitor improvement plans associated with performance improvement in key areas.
- (xi) Monitor the corporate risk register and make recommendations to the DFA as necessary.

#### Membership

Seven members of the Fire Authority.

#### **Appointments, Complaints and Disputes Committee**

##### Terms of Reference

- (i) To make the appointments of the Chief Fire Officer and the next tier of Principal Officer (Brigade Manager role), to determine the terms and conditions on which they hold office, including remuneration, and to deal with any related issues concerning their employment.
- (ii) To deal with the investigation of complaints against the Chief Fire Officer and the next tier of Principal Officer (Brigade Manager role), and to take action on behalf of the Fire Authority under the appropriate discipline regulations prescribed for those officers.

- (iii) To consider and decide on disputes referred to the Fire Authority when there is a recorded 'failure to agree' between the Chief Fire Officer and a nationally recognised representative body.
- (iv) To consider and decide on grievances between an employee and the Chief Fire Officer.
- (v) To consider a complaint where the complainant is not satisfied that the complaint has been dealt with satisfactorily.

#### Membership

Five members of the Fire Authority.

Five reserve members are also to be appointed in order to ensure that meetings can be arranged at short notice.

#### **Appeals Committee**

##### Terms of Reference

- (i) To hear and determine appeals from staff who are conditioned to the Firefighters' Pension Scheme whose employment is to be terminated other than for a disciplinary offence or on medical grounds.
- (ii) To hear and determine appeals from staff who are not conditioned to the Firefighters' Pension Scheme whose employment is to be terminated other than for a disciplinary offence.
- (iii) To hear and determine appeals from staff who are not conditioned to the Scheme of Conditions of Service, 6<sup>th</sup> Edition, 2004 whose employment is to be terminated other than for a disciplinary offence.
- (iv) To hear and determine appeals from staff who are not conditioned to the Scheme of Conditions of Service, 6<sup>th</sup> Edition, 2004 whose employment is to be terminated for a disciplinary offence.
- (v) To hear appropriate disciplinary appeals by the Chief Fire Officer and the next tier of Principal Officer (Brigade Manager role) under the ACAS Model Procedure following an award by the Disciplinary Committee.
- (vi) To hear and determine appeals from staff where a decision was made at a disciplinary meeting by the Chief Fire Officer and the next tier of Principal Officer (Brigade Manager role).

#### Membership

Five members of the Fire Authority.

Five reserve members are also to be appointed in order to ensure that meetings can be arranged at short notice.

### **Disciplinary Committee**

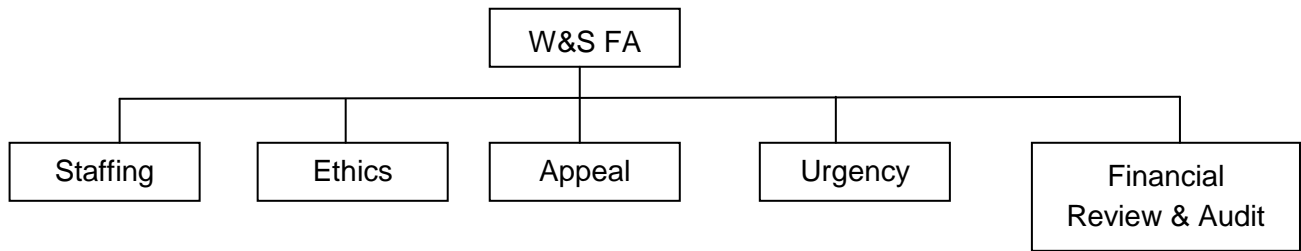
#### Terms of Reference

- (i) To hear appropriate first instance disciplinary cases for staff in accordance with the ACAS Model Scheme of Delegation.
- (ii) To hear appropriate disciplinary cases by the Chief Fire Officer and the next tier of Principal Officer (Brigade Manager role) arising out of the ACAS Model Scheme of Delegation.

#### Membership

Five members of the Fire Authority.

Five reserve members are also to be appointed in order to ensure that meetings can be arranged at short notice.

**Appendix B****Current Governance Arrangements in Wiltshire****Urgency Committee**

1. Except in relation to a matter which cannot lawfully be delegated, the power to consider and approve any matter which, in the opinion of the Clerk, needs an urgent decision on the grounds that the matter cannot wait until the next scheduled meeting of the Authority. (This delegation is without prejudice to Standing Order 6 regarding extraordinary meetings of the Authority).

**Finance Review & Audit Committee**

1. The power to consider and take decisions on any matter to do with the corporate financial governance of the Authority in relation to accounts and audit, including any duty or function placed upon the Authority by virtue of regulations made under the Audit Commission Act 1998. Within this power are included the duties:
  - ◆ To consider the head of internal audit's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Authority's corporate governance arrangements.
  - ◆ To consider summaries of specific internal audit reports as requested.
  - ◆ To consider reports dealing with the management and performance of the providers of internal audit services.
  - ◆ To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale.
  - ◆ To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
  - ◆ To consider specific reports as agreed with the external auditor.
  - ◆ To comment on the scope and depth of external audit work and to ensure it gives value for money.
  - ◆ To liaise with the relevant bodies over the appointment of the Authority's external auditor.
  - ◆ To commission work from internal and external audit.

- ◆ To oversee the production of the Authority's Statement on Internal Control and to recommend its adoption.
  - ◆ To consider the Authority's arrangements for corporate financial governance and agree necessary actions to ensure compliance with best practice.
  - ◆ To consider the Authority's compliance with its own and other published standards and controls of financial governance.
  - ◆ To receive, review and approve the annual Statement of Accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
  - ◆ To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
  - ◆ To be responsible for the review and approval of the System of Internal Control.
  - ◆ To deliver the core functions of an audit committee as identified in CIPFA guidance
2. The power to approve the Authority's 'Treasury Management Policy Statement and Practices' and the Authority's Annual Investment Strategy.
  3. The power to review the process by which the Authority's annual budget is formulated with a view to assessing its robustness. For the avoidance of doubt, the Committee has no role in the formulation of the estimates which comprise the budget and has no power to amend the estimates.
  4. The power to undertake regular monitoring of the Authority's Revenue and Capital budgets. In exercising this power, the Committee:
    - will have regard to any views of the appropriate workstreams, and
    - will draw the attention of the Programme & Scrutiny Board and, where appropriate, the Authority to any significant variation which in the Committee's opinion needs to be addressed, but will not commission investigations on its own account.
  5. The power to approve the Authority's Financial Regulations and Contract Standing Orders.
  6. The power to review financial management arrangements generally to ensure they are 'fit for purpose'.
  7. The power to consider any matter not reserved to the full Authority where in the opinion of the Clerk or Treasurer it would be appropriate for the Committee to do so.



### **Staffing Committee**

1. To consider and take decisions on any staffing matter not delegated to the Chief Fire Officer excepting any matter which falls to be considered by the Appeal Committee.
2. To hear grievances and disputes under the Authority's approved grievance procedure.

### **Appeal Committee**

1. To hear appeals against dismissal where an employee has been dismissed by the Chief Fire Officer on grounds of gross misconduct or on the grounds of redundancy, or where an employee has been dismissed by the Staffing Committee, with the power to:
  - (a) dismiss the appeal, or
  - (b) dismiss the appeal but offer to re-engage the member of staff in the same or another post with effect from a date to be decided, or
  - (c) allow the appeal and reinstate, or
  - (d) in the case of dismissal on disciplinary grounds, allow the appeal and reinstate with a written or final written warning.
2. The functions prescribed by Section 50 (2) (b) of the Pensions Act 1995 and the Occupational Pensions Scheme (Internal Disputes Resolution Procedures) Regulations 1996 as they apply to the Firefighters' Pensions Scheme.
3. To hear grievances under the Authority's approved grievance procedure where the grievance arises out of a decision of the Staffing Committee.

### **Ethics Committee**

1. The power to exercise the duties and functions of the Authority under the Localism Act 2011 and subsequent legislation relating to the standards of members' conduct except those duties which cannot lawfully be delegated.
2. The power to hear and determine allegations of breaches of the Code of Conduct for Members in circumstances where an investigation finds evidence of failure to comply with the Code and there has been no local resolution.
3. The power to grant a dispensation to a member of the Authority who would otherwise be barred from participating in the consideration of an item of business at a meeting of the Authority, committee or sub-committee, as the case may be, on such grounds as are permitted by statute.
4. To consider and advise the Authority on employees' codes of practice on conduct and related matters.

5. The power to approve and monitor officer codes and protocols relating to probity and conduct, including the Authority's anti-fraud and corruption strategy and the Authority's whistle-blowing procedures.

**Appendix C**

**Draft terms of reference: Dorset and Wiltshire Fire and Rescue Authority**

**Dorset and Wiltshire Fire and Rescue Authority**

The Fire Authority is constituted in accordance with The Dorset and Wiltshire Fire and Rescue Authority (Combination Scheme) Order 2015 (Statutory Instrument No 435).

The Fire Authority consists of 30 Members. Meetings will normally be held in A, B, C, D, (annual meeting) E and F each year and will be convened by the Monitoring Officer to the Fire Authority. The Fire Authority has delegated a number of its functions to committees and to senior officers but the following have not been delegated:

1. Approval of the annual community safety plan (including the Integrated Risk management Plan)
2. Approval of the annual budget and agreement as to the precept to give effect to the budget
3. Maintaining a comprehensive performance management system to ensure that the authority's objectives are being met
4. Treasury management strategy and policies.
5. Approve and adopt a scheme of standing orders

The Dorset and Wiltshire Fire and Rescue Authority has appointed three chief officers (Chief Fire Officer, Clerk and Treasurer. Specific delegations have also been given by the Fire Authority to each of these officers.

The Fire Authority has agreed to establish five main committees:

- ◆ Policy and Resources Committee (including Appointments and Disputes Committee)
- ◆ Local Performance and Scrutiny Committee (x4)
- ◆ Finance and Audit Committee
- ◆ Appeals Committee

**Appendix D**

**Draft terms of reference: Policy and Resources Committee**

Terms of reference

1. Except in relation to any matter that cannot lawfully be delegated, the power to consider and approve any matter which in the opinion of the Monitoring Officer needs urgent decision on the grounds that the matter cannot wait until the next scheduled meeting of the Fire and Rescue Authority.
2. To monitor the development of the overarching Integrated Risk Management Plan and provide recommendations to the Fire and Rescue Authority for its adoption.
3. To consider the development of any subsequent changes to the Community Safety Plan and underpinning strategies and make recommendations to the Fire and Rescue Authority.
4. To consider and make recommendations to the Fire Authority on any significant reports and proposals issued for consultation.
5. To consider budget proposals in advance of the Fire and Rescue Authority meeting of which the budget falls to be approved.

**Appendix E**

**Draft terms of reference: Local Performance and Scrutiny Committees**

Four area based committees each covering the administrative areas of the following constituent authorities:

- ◆ Bournemouth Borough Council and the Borough of Poole
- ◆ Dorset County Council
- ◆ Swindon Borough Council
- ◆ Wiltshire Council

Terms of reference

1. To monitor the effectiveness and use of local information to best target prevention, protection and response activities and resources to the needs of local communities.
2. To recommend to the Fire and Rescue Authority local targets for emergency response and to monitor the effectiveness appropriate to its area.
3. To monitor the effectiveness of the discharge of fire safety statutory duties and wider fire protection initiatives appropriate to the build environment.
4. To monitor and periodically review the effectiveness of the approach and initiatives associated with fire safety education and prevention.
5. To monitor the outcomes of partnership working and the effectiveness of engagement with local partners.
6. To monitor the effectiveness of planning, preparedness and local community resilience plans appropriate to their area developed by the Local Resilience Forum.
7. To examine and thereafter approve quarterly assurance reports in respect of the key statutory duties (prevention, fire safety and response) to be considered by the full Fire Authority.
8. To recommend to the Fire and Rescue Authority proposals for whole Authority performance monitoring or scrutiny.

**Appendix F****Draft terms of reference: Finance and Audit Committee**

## Terms of Reference

1. To oversee the internal and external audit arrangements and to approve the audit plans, strategy, programmes and annual letters/reports, and to secure effective co-ordination between internal and external audit, in consultation with the relevant officers.
2. To review proposals made in relation to the appointment of external auditors and internal audit services and to make recommendations as to their appointment.
3. To receive the reports of internal and external audit and to ensure that their recommendations and findings are adequately addressed and implemented by the Authority and its officers.
4. To consider reports from the head of internal audit on internal audit's performance during the year. These will include:
  - (a) Updates on the work of internal audit, including key findings, issues of concern and action in hand as a result of internal audit work.
  - (b) Regular reports on the results of the Quality Assurance and Improvement Framework or programme.
  - (c) Reports on instances where the internal audit function does not conform to the Public Sector Internal Audit Standards, considering whether the non-compliance is significant enough that it must be included in the Annual Governance Statement.
  - (d) The statement of the level of conformance with the Public sector Internal Audit Standards and the results from the Quality Assurance and Improvement Framework or Programme that supports the statement - these will indicate the reliability of the conclusions of internal audit.
  - (e) The opinion on the overall adequacy and effectiveness of the Authority's framework of governance, risk management and control together with the summary of work supporting the opinion - these will assist the committee in reviewing the Annual Governance Statement.
5. To keep under review the effectiveness of the internal financial control systems of the Authority. This should include the adequacy of financial policies and practices to ensure compliance with relevant statutes, guidance, policies, standards and codes of corporate governance.
6. To consider procedural issues relating to the Accounts and Audit Regulations.
7. To monitor the anti-fraud and corruption strategy, bribery policy, actions and resources.
8. To scrutinise and approve the Fire and Rescue Authority's Statement of Accounts, including the Annual Governance Statement. Specifically to consider whether appropriate accounting policies

have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Authority.

9. To consider the Authority's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
10. To review the Authority's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
11. To monitor the risk management and business continuity arrangements and make recommendations to the full Authority as necessary.
12. To monitor key performance measures detailed within the People and Assets Strategies.
13. Where commissioned by the Authority to coordinate, consider and report on specific performance issues across the whole Authority/Service.

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**Appendix G**

**Draft terms of reference: Appointments and Disputes Committee**

Terms of Reference

1. To make the appointments of the Chief Fire Officer and other appointments of the Senior Leadership Team, to determine the terms and conditions on which they hold office, including remuneration, and to deal with any related issues concerning their employment.
2. To deal with the investigation of complaints against the Chief Fire Officer or other Members of the Senior Leadership Team, and to take action on behalf of the Fire and Rescue Authority under the appropriate discipline regulations prescribed for those officers.
3. To consider and decide on disputes referred to the Fire and Rescue Authority when there is a recorded 'failure to agree' between the Chief Fire Officer and a nationally recognised representative body.
4. To consider and decide on grievances between an employee and the Chief Fire Officer.
5. To consider a complaint where the complainant is not satisfied that the complaint has been dealt with satisfactorily.



**Appendix H**

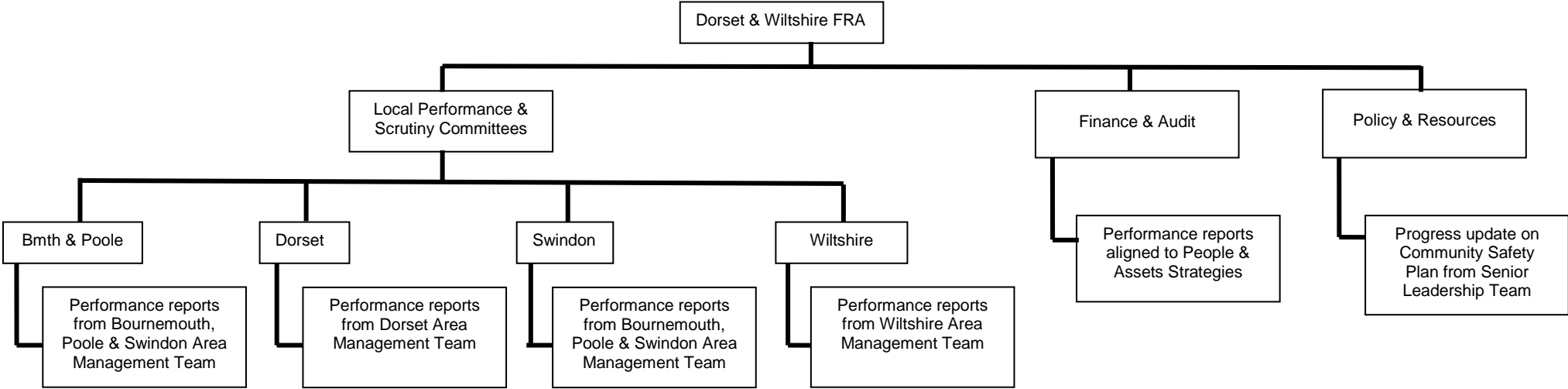
**Draft terms of reference: Appeals Committee**

Terms of Reference

1. To hear and determine appeals submitted by any employee (both uniformed and non-uniformed) in accordance with the Fire Authority's disciplinary, grievance and capability rules, policies and procedures
2. To consider and determine Stage 2 disputes set out in the Internal Disputes Resolution Procedure (IDRP) as prescribed by Section 50 (2) (b) of the Pensions Act 1995 and the Occupational Pensions Scheme (Internal Disputes Resolution Procedures) Regulations 1996 as they apply to the Firefighters' Pensions Scheme.
3. To hear appeals from the Chief Fire Officer, Assistant Chief Fire Officers or Directors concerning any decision relating to pay, conditions of service, grievance or discipline.
4. Consider and, if appropriate, determine any other matters which may be referred to the Committee by the Authority

Appendix I

Model for Assurance and Reporting of Performance



**Appendix J**

**Section 1: Role Specific Responsibilities**

<b>DWFRA Member Responsibilities</b>	<b>As part of these responsibilities you will be required to -</b>
Lead and support the delivery of effective and risk managed services for community safety and well-being	<ul style="list-style-type: none"> <li>■ Lead Service strategy through effective decision-making and approve the annual Community Safety Plan.</li> <li>■ Agree performance objectives and evaluation measures for Authority and Service performance.</li> <li>■ Assist in the development and review of the Authority’s policies, plans and budgets.</li> <li>■ Work with the Chair and CFO to ensure the delivery of an efficient and effective Fire and Rescue Service.</li> <li>■ Promote and support good governance of the Fire &amp; Rescue Authority and its affairs.</li> <li>■ Liaise with media and other agencies to achieve strategic objectives.</li> <li>■ Foster the best possible relations with the five constituent authorities.</li> </ul>
Agree strategy and resources for future delivery services for community safety and well-being	<ul style="list-style-type: none"> <li>■ Develop and agree risk management strategies for future services relating to community safety and well-being.</li> <li>■ Approve the annual budget and agreement as to the precept to give effect to the budget.</li> <li>■ Approve resources required to deliver risk managed strategic plans.</li> <li>■ Determine treasury management strategy and policies.</li> <li>■ Ensure a comprehensive performance management system is developed and monitored to support strategy delivery and ensure the Authority’s objectives are being met.</li> </ul>
Assess the effectiveness of current services for community safety, inclusion and well-being	<ul style="list-style-type: none"> <li>■ Review Authority effectiveness in leading services for community safety, inclusion and well-being.</li> <li>■ Develop effective working partnerships to plan, deliver and monitor effective services for community safety, inclusion and well-being.</li> <li>■ Liaise with other members, authorities, officers and partner organisations to ensure that the needs of DWFRA are identified, understood and supported</li> </ul>
Develop self to enhance work based performance	<ul style="list-style-type: none"> <li>■ Identify self-development needs through periodic Member Reviews.</li> <li>■ Regularly attend DWFRS seminars and other learning events to improve performance.</li> <li>■ Promote and support equality, diversity and inclusion issues.</li> </ul>
Manage yourself to achieve work objectives	<ul style="list-style-type: none"> <li>■ Organise and structure personal work activities to achieve objectives.</li> <li>■ Respond to information requests in a timely manner.</li> <li>■ Develop and continuously improve productive working relationships amongst DWFRA Members and between Members and Officers.</li> <li>■ Implement your personal development plan to aim to continue to improve personal performance.</li> </ul>

**Section 2: Specialist Post Responsibilities**

<b><i>DWFRA Chair Responsibilities</i></b>	<b><i>You will have these specific responsibilities in addition to your Member role:</i></b>
Chair of the Fire Authority:	<ul style="list-style-type: none"> <li>■ Provide Member level lead in the development and review of the Authority’s policies, plans and budget.</li> <li>■ Work closely with the CFO to ensure the delivery of an efficient and effective Fire and Rescue Service.</li> <li>■ Foster the best possible relations with the five constituent authorities.</li> <li>■ Promote and support good governance by the Authority.</li> <li>■ Foster good working relations with the relevant representative bodies.</li> <li>■ Provide leadership and champion equality, diversity and inclusion.</li> <li>■ Lead in developing the Authority’s joint partnerships with other organisations acting as the Authority’s representative at official functions, and on other groups as required.</li> <li>■ Act as the principal political spokesperson for the Authority at local, regional and national level.</li> <li>■ Approve responses to consultation documents on behalf of the Fire Authority, where it is appropriate to do so, after consultation with the CFO, Vice-Chair and leader of the main Opposition group(s).</li> <li>■ Lead the appraisal of the CFO and through this process the performance of the Service.</li> <li>■ Support Member Reviews and development actions.</li> <li>■ Manage meetings and communication to facilitate inclusivity, participation and clear decision making:                         <ul style="list-style-type: none"> <li>■ Chair committee meetings (as appropriate)</li> <li>■ Participate in committee meetings (as required) relating to service delivery.</li> </ul> </li> <li>■ Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</li> <li>■ Delegate actions to sub committees (as appropriate)</li> </ul>

<b>Policy and Resources Committee Responsibilities</b>	<b>You will have these specific responsibilities in addition to your Member role:</b>
Chair of the Policy and Resources Committee:	<ul style="list-style-type: none"> <li>■ Act as the principal spokesperson for the committee.</li> <li>■ Lead the committee using delegated powers to consider and approve urgent matters which in the opinion of the Monitoring officer cannot wait until the next scheduled meeting of the Fire Authority.</li> <li>■ Manage the performance of the committee to achieve objectives:</li> <li>■ Manage meetings and communication to facilitate inclusivity, participation and clear decision making:                             <ul style="list-style-type: none"> <li>■ Plan and chair committee meetings (as appropriate)</li> <li>■ Participate in committee meetings (as required)</li> </ul> </li> <li>■ Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</li> <li>■ Delegate actions to sub committees (as appropriate)</li> </ul>
Member of the Policy and Resources Committee:	<ul style="list-style-type: none"> <li>■ Consider the medium to long term development of the Community safety plan and any changes to the Plan or underpinning strategies.</li> <li>■ Participate in the development of an annual Strategic Assessment and provide recommendations to the Fire Authority on the adoption of the integrated Risk Management Plan and Community Safety Plan.</li> <li>■ Monitor the combination and convergence programme and thereafter the future transformation programme.</li> <li>■ Consider and make recommendations to the Fire Authority on any significant reports and proposals issued for consultation.</li> <li>■ Use delegated powers to consider and approve urgent matters which in the opinion of the Monitoring officer cannot wait until the next scheduled meeting of the Fire Authority.</li> <li>■ Ensure processes are in place to deliver effective risk management and business continuity arrangements.</li> </ul>

<b>Local Performance &amp; Scrutiny Committee Responsibilities</b>	<b>You will have these specific responsibilities in addition to your Member role:</b>
As Chair of the Local Performance & Scrutiny Committee: (four Committees)	<ul style="list-style-type: none"> <li>■ Act as the principal spokesperson for the committee.</li> <li>■ Lead the committee to recommend proposals to the Finance and Audit Committee for whole Service performance monitoring or scrutiny.</li> <li>■ Manage the performance of the committee to achieve objectives.</li> <li>■ Manage meetings and communication to facilitate inclusivity, participation and clear decision making:                             <ul style="list-style-type: none"> <li>■ Plan and chair committee meetings (as appropriate)</li> <li>■ Participate in committee meetings (as required)</li> </ul> </li> <li>■ Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</li> <li>■ Delegate actions to sub committees (as appropriate)</li> </ul>
As a member of the Local Performance & Scrutiny Committee:	<ul style="list-style-type: none"> <li>■ Monitor the effectiveness and use of local information to target prevention, protection and response activities and resources to best meet the needs of local communities.</li> <li>■ Undertake analysis of risk reduction options (protection, prevention and response) where needed, and provide recommendations to the Fire Authority to support the Integrated Risk Management Plan.</li> <li>■ Undertake detailed reviews of the effectiveness and options for emergency response specific to your locality.</li> <li>■ Monitor and periodically review the effectiveness and future options for the effective discharge of Fire Safety statutory duties and wider fire protection initiatives specific to your locality.</li> <li>■ Monitor and periodically review the effectiveness of initiatives and options for fire safety education and prevention specific to your locality.</li> <li>■ Consider the retained duty system (RDS), the needs of RDS staff and the impact of changes to response, protection and prevention activities.</li> <li>■ Monitor and periodically review the effectiveness of the officer 'flexible duty system' to provide a safe system of work in relation to incident ground safety and command.</li> <li>■ Monitor the outcomes of partnership working and the effectiveness of engagement with local partners specific to your locality.</li> <li>■ Monitor the effectiveness of planning, preparedness and local community resilience plans developed by the Local Resilience Forum (LRF).</li> <li>■ Examine and approve quarterly Assurance reports in respect of the key statutory duties (prevention, fire safety and response) to be considered by the Finance and Audit Committee and/or the Fire Authority.</li> <li>■ Recommend proposals to the Finance and Audit Committee for whole Service performance monitoring or scrutiny.</li> </ul>

<b>Finance and Audit Committee Responsibilities</b>	<b>You will have these specific responsibilities in addition to your Member role:</b>
As Chair of the Finance and Audit Committee:	<ul style="list-style-type: none"> <li>■ Act as the principal spokesperson for the committee.</li> <li>■ Lead the committee to oversee internal and external audit arrangements, approve audit plans and programmes, and secure co-ordination between internal and external audit functions, in consultation with relevant officers.</li> <li>■ Manage the performance of the committee to achieve objectives:</li> <li>■ Manage meetings and communication to facilitate inclusivity, participation and clear decision making:</li> <li>■ Plan and chair committee meetings (as appropriate)</li> <li>■ Participate in committee meetings (as required)</li> <li>■ Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</li> <li>■ Delegate actions to sub committees (as appropriate)</li> </ul>
As a member of the Finance and Audit Committee:	<ul style="list-style-type: none"> <li>■ Monitor the impact of emerging change in relation to the combination and convergence programme and provide recommendations to the Fire Authority.</li> <li>■ Consider budget proposals in advance of the Fire Authority meeting of which the budget falls to be approved</li> <li>■ Oversee internal and external audit arrangements, approve audit plans and programmes, and secure coordination between internal and external audit functions, in consultation with relevant officers.</li> <li>■ Receive the reports of internal and external audits and ensure that audit report recommendations and findings are adequately addressed and implemented by the Authority and its officers.</li> <li>■ Comment on the scope, depth and relationship between internal and external audit work and ensure it provides value for money.</li> <li>■ Review the effectiveness of the internal financial control systems of the Authority to ensure compliance.</li> <li>■ Consider procedural issues relating to the Accounts and Audit Regulations</li> <li>■ Scrutinise and endorse the Fire Authority’s Statement of Accounts, including the Annual Governance Statement.</li> <li>■ Review Auditors’ reports under the Statement of Auditing Standards (SAS610) and make proposals to the Fire Authority regarding a formal response to the Auditor.</li> <li>■ Monitor the Corporate Risk Register and make recommendations to the Fire Authority as necessary.</li> </ul>

<b>Appeals Committee Responsibilities</b>	<b>You will have these specific responsibilities in addition to your member role:</b>
As Chair of the Appeals Committee	<ul style="list-style-type: none"> <li>■ Act as the principal spokesperson for the committee.</li> <li>■ Consult with Human Resources and Legal advisors as required.</li> <li>■ Manage the performance of the committee to achieve objectives:</li> <li>■ Manage meetings and communication to facilitate inclusivity, participation and clear decision making:</li> <li>■ Plan and chair committee meetings (as appropriate)</li> <li>■ Participate in committee meetings (as required)</li> <li>■ Demonstrate integrity and impartiality in decision making which accord with legal, constitutional and policy requirements</li> </ul>
As a member of the Appeals Committee	<ul style="list-style-type: none"> <li>■ Hear and determine appeals submitted by any employee (both uniformed and non-uniformed) in accordance with the Fire Authority's disciplinary, grievance and capability rules, policies and procedures</li> <li>■ Consider and determine Stage 2 disputes set out in the Internal Disputes Resolution Procedure (IDRP) as prescribed by Section 50 (2) (b) of the Pensions Act 1995 and the Occupational Pensions Scheme (Internal Disputes Resolution Procedures) Regulations 1996 as they apply to the Firefighters' Pensions Scheme.</li> <li>■ Hear appeals from the Chief Fire Officer, Assistant Chief Fire Officers or Directors concerning any decision relating to pay, conditions of service, grievance or discipline.</li> <li>■ Consider and, if appropriate determine any other matters which may be referred to the Committee by the Authority.</li> </ul>

**Section 2: Standards in Public Life/Code of Conduct précis**

As a Member	In your public life to comply with the Code of Conduct for Members and the general principles for conduct in public life specified by the Secretary of State:
	<ul style="list-style-type: none"> <li>■ selflessness in serving the public interest</li> <li>■ honesty and integrity</li> <li>■ objectivity in decision making</li> <li>■ accountability</li> <li>■ openness</li> <li>■ acting on personal judgement</li> <li>■ respecting others</li> <li>■ upholding the law</li> <li>■ stewardship of resources</li> <li>■ leadership to secure and preserve public confidence</li> </ul>

**Section 4: Organisational Values - Under Development**

<b>Core Value</b>	<b>Definition</b>