

Strategy and Resources Committee

Membership – 6 or 7 dependent on whether there are 15 or 17 on the CFA

Quorum - 3

Membership

Members of this Committee shall be drawn from the Membership of the Fire Authority.

No Member of the Fire Authority's ~~**Audit and Standards, Audit and Performance Committee or its Performance and Scrutiny Committee**~~ is entitled to sit on this Strategy and Resources Committee.

Members of this Strategy and Resources Committee are not entitled to sit on the Fire Authority's ~~**Audit and Standards, Audit and Performance Committee or its Performance and Scrutiny Committee.**~~

Chair

The Chair of the committee shall **normally** be elected from the majority group on the Fire Authority.

Statement of Purpose

To promote and maintain a high standard of financial performance and delivery transparency and financial probity in matters relating to the Authority's financial management.

To provide assurance as to the robustness of the Authority's medium term financial plans and to provide scrutiny of such plans, the budget and the Authority's capital programme.

Terms of Reference

Review the Terms of Reference of the Committee at its first meeting following the Annual Meeting of the Authority and as may be required throughout the year and make recommendations to the Authority regarding amendments

Agree the role descriptions of the Committee's Chair and Vice-Chair at its first meeting following the Annual Meeting of the Authority and as may be required throughout the year

Approve the Committee's annual work plan

Consider and make recommendations to the Authority on strategic decisions

Consider any recommendations in relation to changes of service emanating from the Community Risk Management Planning Process and where appropriate, refer these to the Authority for agreement

Receive the Authority's draft Service Plan for comment and recommendation to the Authority

Consider and recommend to the Authority an annual financial planning strategy

To review forward revenue and capital budgets for consideration by the Authority, and make recommendations to the Authority on:

- Base budget and committed change
- Pay and prices assumptions
- Efficiencies
- Service developments
- Capital programme
- Robustness of the budget and adequacy of ~~provisions~~, reserves and funds

Consider revisions to the revenue budget and final budget plan and finalise a revenue budget proposal for consideration by the Authority

Consider and propose the three-year capital programmes, Prudential Guidelines, including Treasury Management Strategy Statement, Treasury Management Practices, Capital Strategy, Investment Strategy and Policy on Minimum Revenue Provision for recommendation to the Authority

Monitor performance in accordance with those Guidelines, Statements, Strategies and Policies

Monitor, review and make recommendations to the Authority on, the management of all financial and physical resources

To have an awareness of the risks faced by the Fire Authority through receiving details of corporate risk in relevant financial reports

Monitor budgetary and financial performance, consider any actions proposed by officers and make recommendations to the Authority, where appropriate, including reporting any virements to the Authority for approval

In the monitoring of the Authority's financial and budgetary performance, take into account national, regional and local procurement strategies and ensure that the Authority follows transparent and appropriate procurement processes that accord with any legislative framework in place from time to time

Receive and consider reports on exemptions agreed by the Chief Fire Officer and Treasurer in consultation with the Chair of the Fire Authority under the Authority's Standing Orders relating to Contracts

Review the Authority's Goals and Corporate Performance Indicators annually for recommendation to the Authority

Receive reports, for awareness, on any financial implications of decisions made by the Authority's Pensions Panel

Investigate and report upon any other matter specifically referred to the Committee by the Authority

To ensure the provision of appropriate training and development to ensure that all Members of the Committee are able to discharge their responsibilities

Human Resources Functions

To consider reports on the progress of regional and national human resource activities and make recommendations to the Authority, where appropriate

To consider and monitor staffing requirements, the establishment scheme and human resource policies and strategies for the Authority and make recommendations to the Authority

To ensure that equality of opportunity and diversity at work issues are promoted, implemented and monitored by the Authority and the Service.

To receive reports on Occupational Health provision and make recommendations to the Fire Authority, where appropriate.

Powers

The Strategy and Resources Committee

- Will have no delegated powers, other than as set out in these Terms of Reference
- Can require relevant officers to attend any meeting, where such attendance would be expedient to the work of the Committee

Audit and Standards, ~~Audit and Performance~~ Committee

Membership – 8 6 or 7 dependent on whether there are 15 or 17 on the CFA

Quorum - 3

Membership

Members of this Committee shall be drawn from the membership of the Fire Authority

No Member of the Fire Authority's ~~Strategy and Resources Committee~~ ***or its Performance and Scrutiny Committee*** is entitled to sit on this ***Audit and Standards, ~~Audit and Performance~~ Committee***

Members of this ***Audit and Standards, ~~Audit and Performance~~ Committee*** are not entitled to sit on the Fire Authority's ~~Strategy and Resources Committee~~ ***or its Performance and Scrutiny Committee***

Members may request a meeting with Internal and / or External Audit without Fire Service officers present.

Chair

The Chair of the Committee shall normally be elected from a member of the largest opposition group or, where there is no clear majority, from the largest group that does not hold the Chair of the Authority.

Statement of Purpose

Standards

To promote and maintain a high standard of conduct by Members, to oversee the Register of Members' Interests and to oversee the effectiveness of the Authority's procedures for investigating and responding to complaints about Members

Audit*

To provide an independent and high-level resource to support good governance and strong public financial management

To provide those charged with governance independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of financial reporting and annual governance processes.

* As defined in the Chartered Institute of Public Finance and Accountancy (CIPFA) Audit Committees: Practical Guidance for Local Authorities and Police (2013)

Performance Management

~~To oversee the process of assessing progress toward achieving the Fire Authority's predetermined aims **priorities**, as set out in the Annual Plan. The Committee's role involves building on that process, adding the relevant communication and action on the progress achieved against the predetermined aims **priorities**.~~

Audit Core Functions*

To be satisfied that the Fire Authority's assurance statements, including the Annual Governance Statement, properly reflect the risk environment and any actions required to improve it, and demonstrate how governance supports the achievement of the Fire Authority's objectives

In relation to the Fire Authority's internal audit functions: to undertake an effective internal audit 'to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance'

To consider the effectiveness of the Fire Authority's risk management arrangements and the control environment. To review the risk profile of the organisation and assurances that action is being taken on risk-related issues, including partnerships with other organisations

To monitor the effectiveness of and ensure that the Fire Authority has a sound system of internal control, which:

- Facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- Ensures that the financial and operational management of the Fire Authority is effective; and
- Includes effective arrangements for the management of risk

To consider the reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control

To support effective relationships between external audit and internal audit, inspection agencies and other relevant bodies, and encourage the active promotion of the value of the audit process

To review the financial statements, external auditor's opinion and reports to Members, and monitor management action in response to the issues raised by external audit

* As defined in the Chartered Institute of Public Finance and Accountancy (CIPFA) Audit Committees: Practical Guidance for Local Authorities and Police (2013)

Terms of Reference

The Committee will

Review the Terms of Reference of the Committee at its first meeting following the Annual meeting of the Authority and as may be required throughout the year and make recommendations to the Authority regarding amendments

Agree the role descriptions of the Committee's Chair, Vice-Chair and Risk Management and Audit Champion at its first meeting following the Annual meeting of the Authority and as may be required throughout the year

Approve the Committee's annual work plan in respect of those matters shown below

Governance, Risk Management and Internal Control

Consider, monitor, review and, as appropriate, approve the following documents

- Code of Corporate Governance
- Annual Governance Statement and Annual Statement of Assurance
- Report on the effective development and operation of risk management
- Members Code of Conduct
- Annual Pensions Assurance Report
- Anti-Fraud, Bribery and Corruption Policy
- Brigade Order on Reporting of Illegality and Malpractice (Whistleblowing)

Receive a quarterly review of the Corporate Risk Register and undertake a deep dive into corporate risk at least once a year

Consider fundamental amendments to locally determined conditions of service and make recommendations to the Fire Authority thereon

Receive Pension Board Minutes for the purpose of providing assurance to the Committee and the Authority on the management of any risk associated to pensions

Receive the Annual Report from the Chair of the Pension Board providing assurance on effectiveness and efficient governance and administration of Firefighter Pension Schemes

Internal Audit

Review, and recommend to the Authority, any proposals for the revision of the Service Level Agreement with Internal Audit

Consider, monitor, review and, as appropriate, approve the following documents

- The Annual Audit Plan
- The Head of Internal Audit's Annual Report and opinion on the work completed by Internal Audit and the progress made in implementing recommended actions, including progress made against any improvement plans

- Reports on Internal Audit special investigations, including frauds, and consideration of recommendations for strengthening internal controls

Consider and approve any revisions to the annual audit plan, as advised by the Head of Internal Audit and agreed by the Treasurer

External Audit

Consider, monitor, review and, as appropriate, approve the following documents

- The External Auditor's Work Plan, including comments on the scope and depth of external audit work, considering whether it gives value for money
- The Annual Audit Letter
- Reports on external audit assessment frameworks, in order to maintain an awareness of the most current regimes

Financial Reporting

Consider, monitor, review and, as appropriate, approve the following documents

- The Fire Authority's draft Statement of Accounts for review, challenge and approval (as per authority delegated by the Fire Authority on 13 February 2012)
- The audit findings report, based on 'International Standard on Auditing (ISA) 260' of the External Auditor to those charged with governance, which includes the Value for Money Conclusion. The Chair of the Committee will sign the Letter of Representation annually on behalf of those charged with governance

Performance Monitoring

~~Consider, monitor, review and, as appropriate, approve the following documents~~

- ~~• Monitoring reports on implementation of Annual Plan Aims and Corporate Performance Indicators~~
- ~~• Exception reports on Directorate objectives, where they lead to a failure in Corporate Performance Indicators~~
- ~~• Annual Review on the Service's previous year's performance prior to submission to the Fire Authority~~
- ~~• Monitoring reports on the implementation of Best Value Reviews~~
~~Monitoring reports on complaints and compliments and consider any customer relations issues arising from such reports, making recommendations to the Authority and Officers as appropriate~~

Standards

Ensure the provision of advice to Members on the treatment of disclosable pecuniary interests and other interests

Ensure the provision of advice to Members and on conduct matters generally

Develop, maintain and monitor the operation of the Members' Code of Conduct and advise the Authority on the adoption or revision of this Code

Ensure the provision of advice and training to Fire Authority Members on matters relating to the Members' Code of Conduct

Consider reports regarding the induction, training and development needs of Members and officers, regularly reviewing those needs and make recommendations to the Authority

Oversee the process for the recruitment of an Independent Person and make recommendations to the Fire Authority for their appointment

Review at least annually the Role Description and Skills and Competencies for Independent Persons and make recommendations to the Fire Authority regarding any amendments required

Review the Protocols on Gifts and Hospitality and Member / Officer Relations and make recommendations to the Fire Authority regarding any amendments required

Consider and grant, or otherwise, dispensations in respect of Members' interests where:

1. The dispensation is in the interests of persons living in the area of the Fire Authority; or
2. It is otherwise appropriate to grant a dispensation

Review and amend, where required, the processes and procedures for dealing with complaints against Members

Consider complaints referred to the Committee by the Monitoring Officer and to decide if the complaint should be referred for investigation

Consider investigation reports in respect of Code of Conduct complaints referred to the Committee by the Monitoring Officer

Receive reports from the Monitoring Officer about:

- a) Complaints
- b) The progress and outcome of investigations
- c) The establishment and maintenance of the Register of Interests of Members of the Fire Authority
- d) Dispensations granted to Members of the Fire Authority

Consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and, as appropriate, direct the Authority that the post shall not be considered to be a politically restricted

post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act

Miscellaneous

The Committee will

Oversee and scrutinise Treasury Management and make recommendations, where appropriate, to the Fire Authority.

Consider, investigate (where appropriate), and report upon, any other matter within its remit, referred to it by the Fire Authority, the Chief Fire Officer, the Treasurer or the Monitoring Officer.

Ensure the provision of appropriate training and development to ensure that all of its Members are able to discharge their responsibilities

Powers

The ***Audit and Standards***, ~~Audit and Performance~~ Committee:

- Will have no delegated powers, other than as set out in these Terms of Reference
- Can require relevant officers to attend any meeting, where such attendance would be expedient to the work of the Committee
- Have the power to meet privately and separately with the Head of Internal Audit and / or with the External Auditor, independent of the presence of those officers with whom the auditors must retain a working relationship

Performance & Scrutiny Committee

Terms of Reference

**Members: 3 + 2 *Independent Scrutiny Members OR*
5 + 2 *Independent Scrutiny Members – dependent on whether there are 15 or 17 on the CFA***

Quorum: 3

Membership

Members of this Committee shall be drawn from the membership of the Fire Authority, in addition to up to 2 independent scrutiny members.

The Chair and Vice-Chair of the Authority shall not be members of the Performance and Scrutiny Committee but have a standing invitation to attend all such meetings and speak.

The Chairs and Vice-Chairs of the Strategy and Resources and the Audit and Standards Committee shall not be members of the Performance and Scrutiny Committee.

Members of the Fire Authority's Strategy and Resources Committee and its Audit and Standards Committee are not entitled to sit on this Performance and Scrutiny Committee.

Chair:

The Chair of the Committee shall be elected by the Committee at its first meeting of each municipal year.

Purpose:

In line with expectations set out in the Fire and Rescue National Framework 2018, Sections 3.12 and 3.13, the Fire Authority has established a Scrutiny Committee to support in achieving its strategic objectives and ensuring that its policy and budgetary framework is followed and developed to reflect the changing needs and demands in meeting its statutory obligations.

The Performance and Scrutiny Committee shall also be responsible for oversight of performance.

The overall purpose of the Committee will be to provide oversight and assurance that the Chief Fire Officer and/or the Service Management Team; and committees of the Fire Authority are making appropriate and effective decisions that are aligned with the Fire Authority's Community Risk Management Plan (CRMP), Medium Term Financial Plan (MTFP) and any other areas of Fire Authority Strategy.

Scrutiny

In terms of scrutiny, the Committee shall:

- Inform Policy Development – provide, where appropriate, a political steer before a decision is taken/implemented.
- Hold Officers and the Service to Account – the Committee may call in decisions for scrutiny before they are implemented and may call upon officers to respond to enquiries.
- Hold the Authority to account – the Committee may call-in decisions for scrutiny before they are implemented, may examine decisions that have already been implemented and may call upon relevant members to respond to enquiries.
- Conduct reviews into specific issues – the Committee may identify matters that it wishes to conduct reviews into and call the relevant officers and members to assist it in carrying out those reviews.

In carrying out its role the Scrutiny Committee may look at strategic issues.

Performance Management

To oversee the process of assessing progress toward achieving the Fire Authority's predetermined goals, as set out in the Annual Plan. The Committee's role involves building on that process, adding the relevant communication and action on the progress achieved against the predetermined goals.

Performance Monitoring

Consider, monitor, review and, as appropriate, approve the following documents

- Monitoring reports on implementation of Annual Plan goals
- Quarterly performance monitoring reports on Corporate Performance Indicators
- Exception reports on Directorate objectives, where they lead to a failure in Corporate Performance Indicators
- Annual Review on the Service's previous year's performance prior to submission to the Fire Authority
- Monitoring reports on complaints and compliments and consider any customer relations issues arising from such reports, making recommendations to the Authority and Officers as appropriate

Meetings:

The scheduling of Committee meetings shall be contingent on the Fire Authority's published meeting schedule. Scrutiny Committee meetings will be held at least one calendar month in advance of scheduled Fire Authority meetings to allow select papers to be considered by Scrutiny prior to consideration by Fire Authority as a whole.

The Committee sessions will be public, unless the topic being discussed is considered exempt.

Terms of Reference:

An annual work programme will be developed each year for the Committee. For scrutiny items, Members of the Fire Authority and the Independent Scrutiny Members will be regularly canvassed for ideas for areas to add to the work programme. The work programme shall be agreed by the Committee at its first meeting of each municipal year, although where a need arises, additional items may be agreed to be added to the work programme during the course of a municipal year.

The Committee may scrutinise:

- Service Delivery
- Corporate Services
- Service Communications
- Fire and Rescue Authority/Service Risk
- Performance

Areas for Scrutiny will identify

- Accountable person
- Rationale of Scrutiny
- Aim and objectives
- Terms of reference
- Timeline outlining milestones
- Regular updates

Scrutiny can take place pre or post decision, ensuring the Committee can be as effective as possible. A Scrutiny review into any particular matter, will not exceed a 12-month period.

Powers:

The Committee will not have decision making powers. Where Scrutiny takes place, should the Committee feel it appropriate, they may make recommendations to any other Committee or Fire Authority for their consideration.

Accountability/ Reporting:

An annual summary from the Scrutiny Committee will be provided to the Fire Authority for awareness and progress.

Hearings Panel

Members – 7

Quorum – 3

Membership

The membership of the Hearings Panel will consist of the members from the Fire Authority's Strategic Advisory Group.

The number participating in any hearing will be limited to 3. Steps will be taken to ensure that, wherever practicable, political balance is achieved. The need to hold a hearing as quickly as possible will, however, take precedence over this.

Terms of Reference

Appeals Hearings relating to Employees

To undertake the following functions which apply to those employees who come within the jurisdiction of the Fire Authority:

- ~~To consider and determine any complaints against the Chief Fire Officer~~
- To consider and determine any appeal against a decision of a Brigade Manager / Brigade Managers relating to powers exercised under firemen's and firefighter pension scheme legislation and related legislation in respect of ill-health retirements, except where that appeal is against a medical decision
- To consider and determine appeals at Internal Dispute Resolution Procedures Stage 2 with regard to the firemen's and firefighter pension schemes and the Firefighters' Compensation Scheme
- To consider and determine appeals against dispute in accordance with the Collective Disputes Procedure

Complaints relating to Members

To consider complaints referred to them by the Monitoring Officer and to decide if the complaint should be referred for investigation

To consider investigation reports in respect of Code of Conduct complaints referred to the Committee by the Monitoring Officer

To report its findings to the Fire Authority, as appropriate, for information

Where a breach is found, to make decisions about sanctions, including:

- 1) To make recommendations to the relevant Group Leader regarding future membership of committees and sub-committees
- 2) To make recommendations to the Fire Authority regarding the removal of a non-aligned Member from membership of committees and sub-committees
- 3) To instruct the Monitoring Officer to arrange training for a Fire Authority Member
- 4) To remove a Member from all outside appointments to which he / she has been appointed or nominated by the Fire Authority
- 5) To withdraw facilities provided to the Member or exclude the Member from defined premises (except as necessary for the Member to attend formally constituted Authority meetings)

Strategic Advisory Group

Members – 8

Quorum – 3

Membership

To include the Chair and Vice-Chair of the Fire Authority, Chairs of each Committee and the leaders of each Political group

Terms of Reference

At the request of the Fire Authority, Committees or Officers, the Strategic Advisory Group will meet to act on behalf of the Authority to consider issues, identify solutions and develop recommendations.

Including, but not restricted to:

To consider all aspects of strategic planning, including Community Risk Management Planning issues, taking into account national and local political aspirations

To consider all aspects of the budget setting process

To consider value for money issues and ways to deliver efficiencies

To consider national, regional and local service delivery requirements as set out within Fire and Rescue National Framework documents

To review the Terms of Reference of the Advisory Group as required or at least annually

To review annually the role descriptions for the Advisory Group's Chair

To investigate any other matter specifically referred to the Advisory Group by the Fire Authority or its Committees

To develop recommendations to the Fire Authority, when necessary, liaising with Officers to ensure recommendations are appropriate and achievable

To ensure the provision of appropriate training and development to ensure that all Members of the Advisory Group are able to discharge their responsibilities

Meeting Dates

The Advisory Group will meet as and when required.

Accountability

The Advisory Group's findings will be reported direct to the Fire Authority.

Brigade Managers' Employment Panel

Members – 7

Quorum – 3

Membership

To include the Chair and Vice-Chair of the Fire Authority and the leaders of each Political group

Terms of Reference and Meetings

To meet as and when required to review the pay and conditions of service of Brigade Managers in accordance with the process agreed by the Fire Authority at its meeting on 3 July 2009, as may be amended by the Fire Authority from time to time, and, having carried out a review, to make decisions relating to the pay and conditions of service of Brigade Managers

To make recommendations to the Authority on the process for appointments to the posts of Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer, Treasurer, Monitoring Officer, Deputy Monitoring Officer and Clerk, ***and participate in recruitment exercises*** as necessary

Pensions Panel

Quorum – 3

Members – 3

Terms of Reference

To make decisions and exercise discretionary powers arising from employee pension scheme legislation

Meeting Dates

There are no scheduled meeting dates for the Pensions Panel, which meets on an “ad hoc” basis as and when there are cases to consider.

Reporting

All decisions of the Pensions Panel will be reported to the Fire Authority and, where there are financial consequences for the Fire Authority, also included in the monitoring report on financial issues to the Strategy and Resources Committee, to enable the Committee to consider any implications for resources

Personnel Panel, Appeals Committee and Independent Panel

Personnel Panel

Members – 3

The Committee is accountable to Fire Authority and is politically balanced.

Quorum - 2

Substitute members are permitted for this committee.

Terms of Reference

- (a) To consider allegations against the Head of Paid Service, Chief Fire Officer, Deputy Chief Fire Officer and Assistant Fire Chief Officer (Statutory Officers) which may ultimately lead to his/ her dismissal, in accordance with the procedures agreed by the Fire Authority;
- (b) to determine whether an allegation made against a Statutory Officer requires further investigation or other appropriate action;
- (c) to give informal, unrecorded oral warnings in appropriate cases where no further formal action is required;
- (d) to appoint an Independent Investigator, agree the terms of remuneration, provide the investigator with their terms of reference and working methods;
- (e) to take decisions on the suspension of the Statutory Officers while investigations are undertaken (suspensions to be reviewed after two months in conjunction with the Independent Investigator);
- (f) to consider the recommendations of the Independent Investigator;
- (g) to determine whether action(s) short of dismissal should be imposed;
- (h) where dismissal is recommended, to refer matters to the Independent Panel for consideration, and;
- (i) to recommend dismissal to Fire Authority following the completion of the Executive Objections Procedure.

Appeals Committee

Members – 3

The Committee is accountable to Fire Authority and is politically balanced.

Quorum - 2

Substitute members are permitted for this committee.

Terms of Reference

- (a) To hear appeals by the Head of Paid Service, Chief Fire Officer, Deputy Chief Fire Officer and Assistant Fire Chief Officer (Statutory Officers) against actions short of dismissal imposed by the Personnel Panel in accordance with the procedures agreed by Fire Authority;
- (b) to consider the report of the Independent investigator and the findings of the Personnel Panel;
- (c) to conduct further investigation where necessary;
- (d) to consider which of the following options to follow:
 - i. confirm the decision of the Personnel Panel;
 - ii. impose lesser sanctions than those imposed by the Personnel Panel;
 - iii. remove all sanctions imposed by the Personnel Panel.

The decision of the Appeals Committee is final.

Independent Panel

The Independent Panel is accountable to Fire Authority, and its membership comprises two independent persons who have been appointed under section 28(7) of the Localism Act 2011.

Terms of Reference

- (a) To consider proposals for dismissal of the Head of Paid Service, Chief Fire Officer, Deputy Chief Fire Officer and Assistant Chief Fire Officer (Statutory Officers;)
- (b) to offer advice, views or recommendations to Fire Authority on the proposal to dismiss.