

report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
date	29 July 2005	agenda item number

JOINT REPORT OF THE CHAIR AND CHIEF FIRE OFFICER

GOVERNANCE

1. PURPOSE OF REPORT

To consider the outcomes of recent Working Group discussions relating to Governance, and to present proposals to Members for approval.

2. BACKGROUND

- 2.1 In its report "Strong Local Leadership - Quality Public Services" the Government presented clear objectives and expectations in terms of leadership and accountability for local Services and Elected Members. In recent years there has been an increasing expectation on the part of Government, supported by public concerns over council tax increases, that Local Authorities will deliver improved quality, value for money, and secure efficiencies (Gershon)
- 2.2 In 2002, the Office of the Deputy Prime Minister (ODPM) commissioned an independent review of the Service, lead by Sir George Bain. The "Bain" review informed key aspects of the White Paper "Our Fire and Rescue Service" which introduced the current modernisation agenda. This was followed by the Fire and Rescue Services Act 2004 and the first National Framework document issued by ODPM.
- 2.3 To support and review progress on reform, ODPM recently introduced Comprehensive Performance Assessment (CPA) into the Fire and Rescue Service. This Fire Authority offered to participate, along with three others, in the CPA pilot programme in 2004. In between the pilot and the full CPA in 2005, the Authority and Service was also 'peer challenged'.
- 2.4 One of the key lines of enquiry within the CPA process focused on governance. The combination of CPA audits, discussion with Members and the new composition of the Authority post-County Council elections, provide the catalyst for the first major review of Authority structures and working since its inception in 1998.
- 2.5 At its meeting on 3 June 2005, the Authority approved the formation of a Working Group to consider the governance arrangements and to make recommendations to the Authority based on the draft proposal presented at that meeting.

3. REPORT

EXISTING ARRANGEMENTS

- 3.1 Nottinghamshire and City of Nottingham Fire and Rescue Authority was created by Order in April 1998. The Authority has Ad Hoc Groups (Improvement and Development Board and Equalities) in order to focus Members, Officers and Representative Bodies' attention as key aspects of service. The Improvement and Development Board looks at aspects of organisational delivery and performance, having succeeded the Best Value Review Board in 2003. In addition, there are the Personnel Committee and the Scrutiny Panel. A Standards Committee meets on an ad-hoc basis.
- 3.2 The Fire and Rescue Authority comprises 18 Elected Members: 12 from the County Council and 6 from the City Council. There are no formal constitutional arrangements to incorporate member representation from the 7 District Authorities within the geographic County area.
- 3.3 At the time when the Combined Fire Authority was created, it drew its revenue from the two Constituent Authorities by levying. In 2004/05 the Authority, for the first time, derived its income by precept.
- 3.4 Whilst Members are drawn from the Constituent Authorities, it should be recognised that the Fire Authority is a local Authority within the meaning of the Local Government Act 1999. There is no direct constitutional relationship with either the City or County Councils. Constitutionally and technically Elected Members on the Fire Authority do not 'represent' their constituent Authorities. In today's Local Authority arena, partnerships are the key to relationships. Fire and Rescue Authorities are no exception to this general rule.
- 3.5 Strategic Alliances and business relationships with County and City Councils (as well as the District Councils) are currently achieved through Crime and Disorder Reduction Partnerships (CDRPs), Local Strategic Partnerships (LSPs) and Local Public Service Agreements (LPSAs). The Fire and Rescue Service has a statutory role in CDRPs. Both the County and City Councils have registered expressions of interest with Government Office for the East Midlands (GOEM) to participate in Local Area Agreement (LAA) pilots from April 2006. On behalf of the Fire and Rescue Authority, the Chief Fire Officer has linked the Service into those expressions of interest, given the opportunities that exist for collaboration in the future arising from such agreements.
- 3.6 As a direct consequence of the introduction of the first National Framework document, the Authority has been a constituent member of the Regional Management Board (RMB) since 2004. The Chair and Vice-Chair are the nominated representatives on the RMB. The Regional Management Board is tasked to deliver a numbers of issues drawn from the "White Paper," including the transition to Regional Control Centres. Reports have been tabled regularly relating to RMB work. It is important that the Authority engages fully in all aspects of the regional dimension.
- 3.7 The Integrated Personal Development System (IPDS) was introduced formally into the Service as a consequence of the 2003 Head of Agreement. IPDS introduced role-maps for Elected Members as well as for firefighting roles. The LGA Annual General Meeting in 2003 agreed that Members of Fire and Rescue Authorities should have access to IPDS development and have agreed the role maps.

- 3.8 An aspect of the review of authority structures and processes includes the need to address relationships with partners and the Regional Management Board, as well as the District Councils.

4. THE AGENDA FOR CHANGE

- 4.1 The White Paper highlighted Government's view that greater clarity of direction and stronger leadership by both central and local government was required in order to effect real change. It also highlighted expectations that Fire Authorities should provide strategic direction, improve performance and ensure that efficiencies are secured.
- 4.2 It is clear that the Government has recognised the potential for the Service to do more to improve the safety of communities and to contribute to social inclusion. There is a clear expectation that the Service will do more to prevent unnecessary death and injury in communities which is accepted by the Fire Authority. This is the basic premise on which the community strategy is based.
- 4.3 Part of the challenge that the authority faces is to bring about change to a fully integrated Service provision. Within the agenda for change there has also to be recognition of some major issues identified both externally and within the Service itself. The revenue implications of pension provision, ill-health retirements, diversity and equality, sickness absence are examples.
- 4.4 The National Framework identifies priority areas for delivery with targets for performance. The Risk Profile is the tool used to assess issues and identify priorities for action and resources. Performance targets are 'stretched' by the Authority's involvement in the County and City Councils LPSA's. Key to success is the formulation of strategies aimed at delivering the authorities vision, aims and objectives, and the tools to monitor and adjust delivery options.
- 4.5 ODPM has recently published a document detailing its requirements in terms of the 'Gershon' efficiencies for the Fire and Rescue Service. Globally, Fire Authorities are expected to secure £105M in efficiencies over the next three years. Future CPA audits will be the means by which performance is assessed against those objectives. The Fire Authority will need to consider its options in relation to those efficiency savings.
- 4.6 There are therefore two key drivers for change: the first being the clear expectations presented in the White Paper and Framework documents. The second is the recognition at a local level that the Service can make a major contribution to the wider public service agenda and have a positive impact on the lives of those in our communities.

5. BUSINESS PLANNING

- 5.1 The Authority has in place a three year business planning process, aligned to the budget setting cycle. Each year the authority produces and consults on the priorities for the forthcoming year. ODPM requires the authority to adopt a business planning process based on community-based risk (IRMP). Business plans must be aligned to and supported by financial planning/budgetary arrangements.
- 5.2 Within the business planning framework, the Authority needs a robust process for dealing with performance management. This has already been recognised by the Authority, having entered into an arrangement with PriceWaterhouseCoopers and Cheshire Fire and Rescue Service to produce a performance management framework for the Fire and Rescue Service. It is important that the Authority is in a position to deal with the outcome of that work in the near future.

- 5.3 Service performance is currently evaluated at an operational level by the Performance Management Group which reports by exception to the Strategic Management Team. Improvement and Development Board receive and commission reports on particular aspects of policy and performance, generally dealing with two individual aspects at each meeting. Performance is reported to the Fire and Rescue Authority in line with the business planning cycle.
- 5.4 One aspect of the review of structure and governance arrangements within the authority needs to address the issue of strategic planning. Ownership of the 3-year strategic plan and the review of performance against objectives and targets need to be established within a structural arrangement which allows the Authority to react promptly to changing pressures and opportunities.

6. PERFORMANCE MANAGEMENT

- 6.1 Reference has already been made to the importance of a robust Performance Management Framework within which the Authority and Service can operate. Such a framework needs to be able to deal with both internal and external scrutiny. It will certainly feature in future CPA audits. There is a need for a combination of Best Value Performance Indicators (BVPs) set by ODPM and Local Performance Indicators (LPs) designed to measure success against key target and performance areas.
- 6.2 Revised Governance arrangements must ensure that data informs strategic decision-making and in turn, informs the scrutiny process of performance against objectives. Whilst there is potentially a role for IDB in future structural arrangements (given the inclusive nature of its composition and terms of reference) there is a strong argument to adopt an Executive/Scrutiny model for strategic management.

7. REPRESENTATION

- 7.1 The Fire and Rescue Authority has entered into formal partnership arrangements with other local authorities through the LPSA's. There is a developing agenda within the CDRPs, with the City Council's "Safe for Nottingham" strategy providing a good example of Fire and Rescue Service inclusion. Relationships with LSPs and the inclusion of avoidable injuries as a strategic objective is not so well established but there are some good examples of engagement at that level.
- 7.2 One of the issues that the authority faces is the fact that, as an authority covering the geographical County, it has to replicate partnership working at least nine times (County, City and 7 District Councils). There are also relationships that need to be managed with 8 Primary Care Trusts, 2 Sub-Regional Partnerships, 3 Regional bodies (GOEM, EMLGA, and Director of Health), the Police Authority and others.
- 7.3 The introduction of LAAs and a further round of LPSA will create opportunities to further establish meaningful partnership arrangements in the future, and to build on work done to date. There are four themes within the LAA guidance which provide a platform for the fire and rescue service to engage with partners on community safety work:
- Older people – improving life expectancy and reducing hospital admissions
 - Children and young people – reducing avoidable injuries
 - Safer and stronger communities – Arson and ASB
 - Safer workplaces – risk management, avoidable injuries and fire prevention.

- 7.4 Currently, the Chair of the Authority is an ex-Officio Member of the County Council's Cabinet and the Vice-Chair has an opportunity within the City Council's agenda, to present issues relating to the Fire and Rescue Authority's business. The absence of District Council representation on the Fire and Rescue Authority restricts opportunities for closer co-operation with those authorities.
- 7.5 The opportunity therefore for Members to provide strategic links at a strategic level with other bodies needs to be explored. One solution is to identify 'champions' within the Authority to act as 'representatives' for each of the District Council areas. The same approach could also be applied to the Police Authority.
- 7.6 Those Members could also be the Authority's links into the Fire and Rescue Service District areas and the District Performance Managers (DPMs). Within that relationship, Members would be able to work with DPMs to build relationships with the community and community-based organisations, and monitor District performance.

8. REVISED ARRANGEMENTS

- 8.1 The following governance model is offered by the Working Group to address the issues referred to in the previous paragraphs, to secure better working relationships with Officers of the Service and to promote opportunities to move the Service closer to delivering the Authority's vision. The proposition is based on the established Local Authority Executive/Scrutiny model, adapted to reflect the unique composition of the Fire and Rescue Authority.
- 8.2 Within the Framework for Future Service document (Appendix A) previously approved by the Authority, there are three overarching reference areas: Community Safety (Service delivery – education, enforcement and response), Human Resources (incorporating IPDS) and Finance and Resources (including property and fleet). It is recommended that each of these reference areas is established as a Sub Committee. Sub Committee Chairs would be supported by Strategic Management Team Officers with responsibility for those references. In addition, there would be a Member-lead Performance Monitoring Sub Committee. The proposed structure chart is attached as Appendix B, together with the Terms of Reference for all proposed committees/Committees.
- 8.3 The Policy and Strategy Committee would be created, comprising the Chair, Vice-Chair and the three Sub Committee Chairs, plus as an ex-officio member, the Chair of Performance Monitoring. The Policy and Strategy Committee would have delegated 'emergency' powers to deal with urgent issues such as preparing the response to last year's capping nomination. The Policy and Strategy Committee would be responsible for the forward strategic direction, looking beyond the 3-year planning horizon.
- 8.4 The Standards Committee would continue to operate as now, called whenever deemed appropriate or necessary by the Authority or Monitoring Officer, with the exception of one scheduled annual meeting.
- 8.5 The Chair and Vice-Chair would maintain responsibility for the Authority's interests on the Regional Management Board.

- 8.6 In addition to those sub-committees referred to above, there are a Personnel Committee and Appointments Committee within the revised arrangements. It is proposed that Improvement and Development Board would continue to operate as an ad-hoc group to encourage Member, Officer, and Representative Body oversight of performance related issues. The group would be re-constituted to take on Best Value reviews.
- 8.7 Equalities ad-hoc group would continue to meet within the Human Resources Committee reference. This would allow, as with the Best Value approach, a Member, Officer Representative Body relationship to continue in this important reference area.

9. REMUNERATION

Given the scale of the changes and responsibilities referred to in the foregoing paragraphs it is recommended that the remuneration for Members of the Authority be reviewed. The proposal for a review of Members' allowances will be assessed by an independent Panel and brought back to the September meeting of the Authority.

10. MEETING FREQUENCY

Given the situation that, within the above proposal, much of the work of the Authority would be done by Committees, there is an opportunity to reduce the number of full authority meetings to cover those required by planning, budget and performance issues. A revised schedule of meetings, proposed by the Working Group is attached as Appendix D.

11. CONSTITUTIONAL AND TRANSITIONAL ARRANGMENTS

- 11.1 Changes to the Authority's structure in line with the above proposal would require amendment to the Authority's Standing Orders. If the proposal is accepted by Members, the Monitoring Officer and Chief Fire Officer will prepare a revised constitution for agreement at the September meeting of the Authority.
- 11.2 The issue of proportionality is covered by the Local Government and Housing Act 1989, Section 15. With the unanimous support of all members of the Authority at its meeting, the issue of proportionality need not apply to Committee or Sub-Committee composition.

12. FINANCIAL IMPLICATIONS

- 12.1 There are likely to be financial implications arising from the increased workload to support the model proposed above. The exact nature of those implications is not known at this time. A further report presented to the Authority to amend the constitution will include detailed financial implications.
- 12.2 Given the requirement to amend the way in which the Authority operates, this expenditure is a necessary addition. Any additional expenditure will need to be found from efficiency savings elsewhere in the Service.
- 12.3 In terms of remuneration, there are no costings available. Any additional financial implications will be identified by the independent panel and presented by to the Authority.

13. PERSONNEL IMPLICATIONS

Personnel implications arising from this report are in relation to the potential for additional Clerking/ Administrative support to the Authority and its Committees. Detailed implications will be covered any subsequent report to the Authority

14. EQUALITY IMPACT ASSESSMENT

An equality impact assessment has not been completed at this stage. An impact assessment will be completed prior to any subsequent report being presented to the Authority.

15. RISK MANAGEMENT IMPLICATIONS

The adoption of a revised structure and the delegation of responsibility will further enhance the Authority's risk management processes and deal with governance issues raised by CPA.

16. RECOMMENDATIONS

That Members discuss the proposal with a view to recommending that :

- (i) The attached governance arrangements are approved in principle ;
- (ii) In consideration of Paragraph 11.2, Members vote on the issue of waiving the political proportionality in order to facilitate committee composition ;
- (iii) The Chief Fire Officer and Monitoring Officer provide a detailed governance model and revised constitution to be reported at the next fire authority meeting, and
- (iv) The Fire & Rescue Authority adopts the option to appoint an independent panel to assess remuneration.

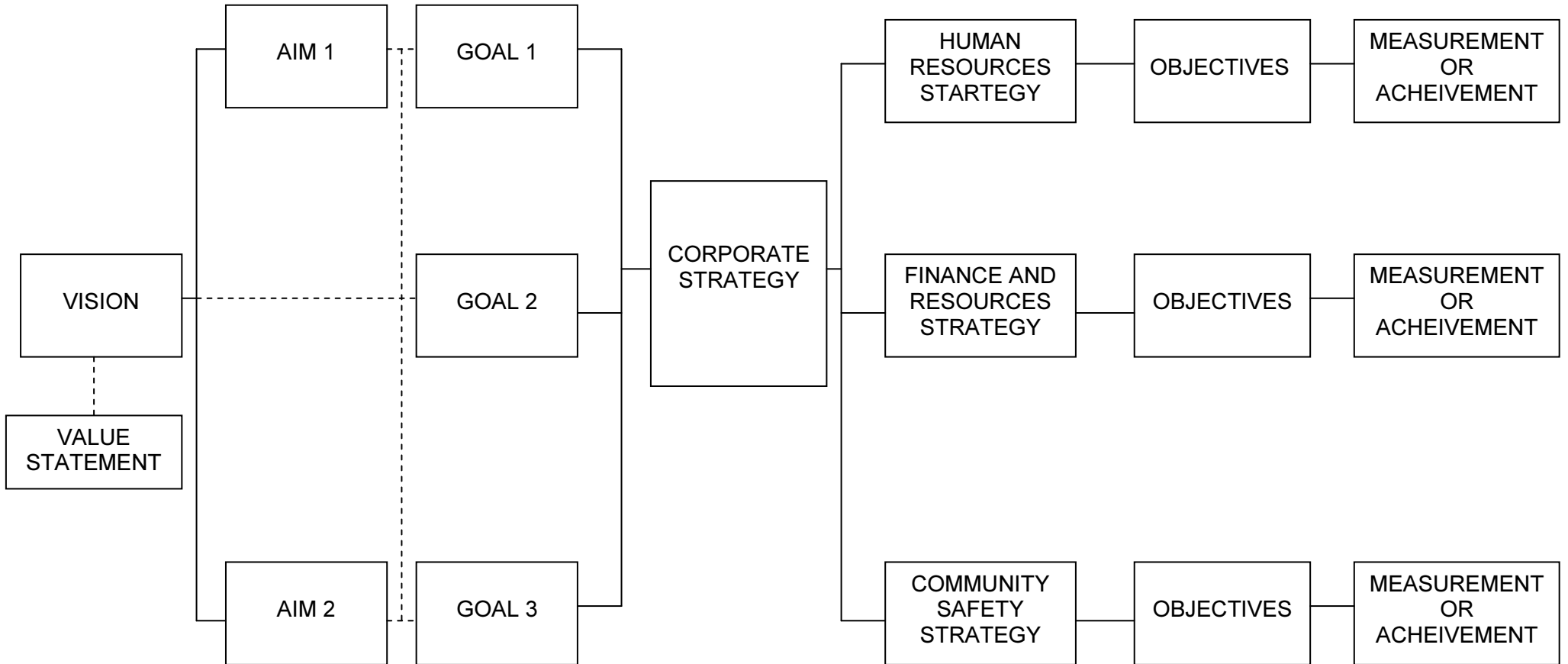
17. BACKGROUND PAPERS FOR INSPECTION

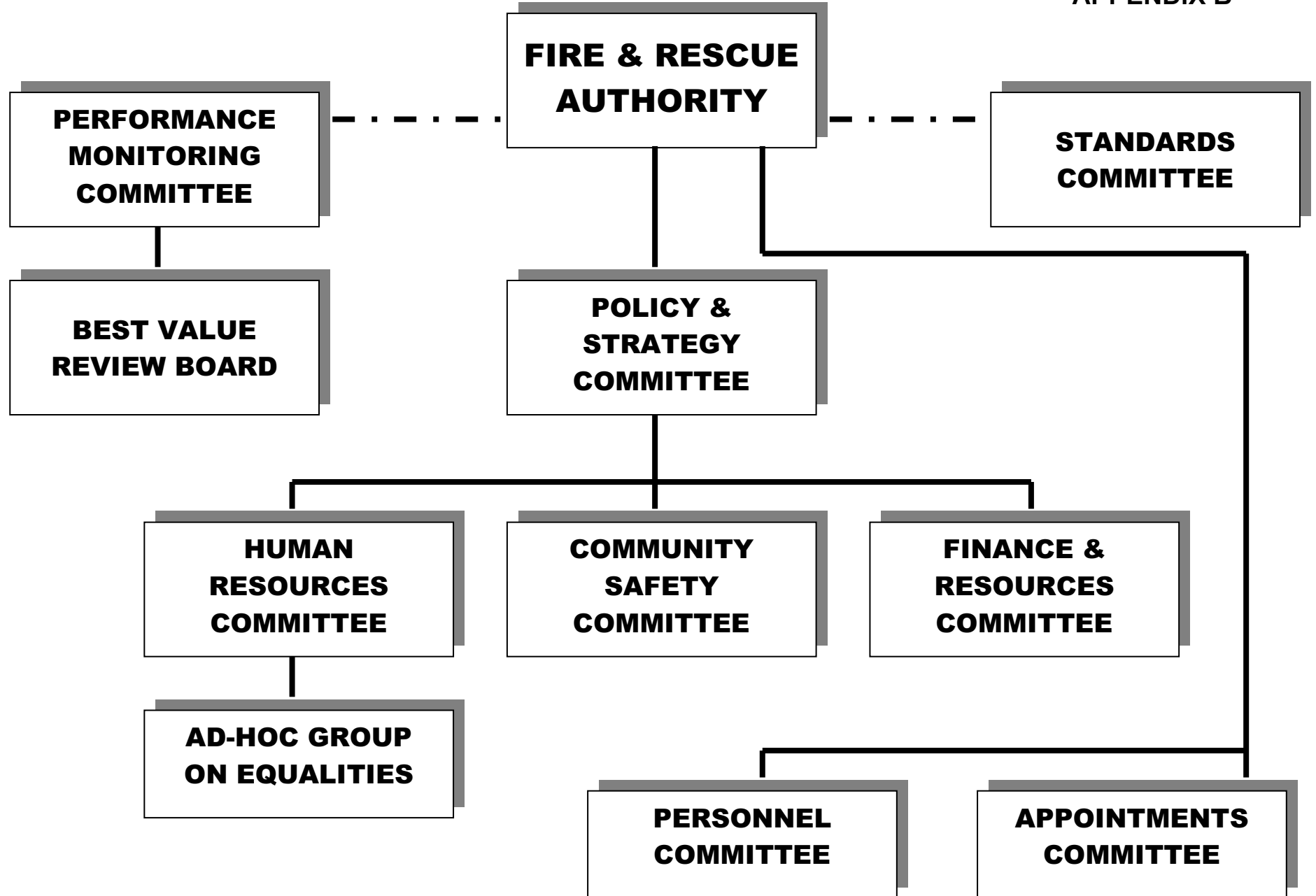
None.

Councillor Darrell Pulk
CHAIR OF FIRE & RESCUE AUTHORITY

Paul Woods
CHIEF FIRE OFFICER

VISION THROUGH TO ACTION







"Creating Safer Communities"

Nottinghamshire and City of Nottingham Fire and Rescue Authority



(Proposed)

GOVERNANCE ARRANGEMENTS



2005 onwards

CONTENTS

1. Full Fire and Rescue Authority
2. Policy and Strategy Committee
3. Standards Committee
4. Human Resources Committee
 - (a) Ad-Hoc Equalities Group
5. Community Safety Committee
6. Performance Monitoring Committee
 - (a) Best Value Review Board
7. Finance and Resources Committee
8. Appointments Committee
9. Personnel Committee
10. Member Champions
11. Member Role Maps

Fire & Rescue Authority

Role - The role of the Fire & Rescue Authority is specifically detailed in Part 2, Sections 6,7,8 and 9 of the Fire & Rescue Services Act 2004. In summary these can be described as,

1. Making provision for the purpose of promoting Fire Safety within its area.
2. Making provision for the purpose of
 - a. extinguishing fires, and
 - b. protecting life and property in the event of fireswithin its area.
3. Making provision for the purpose of,
 - a. rescuing people from road traffic accidents, and
 - b. protecting people from serious harm, to the extent that it is reasonable to do so, in the event of road traffic accidents, within its area.
4. Making provision for the purpose of any emergency function, confirmed by the Secretary of State, within its area

Regular cycle of meetings - Quarterly

18 Elected Members comprising of:-
12 Members from the County - Nottinghamshire County Council
6 Members from the City - Nottingham City Council

Quorum

At least one-third of the total membership (6), to include a representative from each of the constituent Councils.

TERMS OF REFERENCE FIRE & RESCUE AUTHORITY

1. To lead and support the delivery of effective and risk managed services for Community Safety and wellbeing.
2. To agree strategy and resources for future delivery of services for Community Safety and wellbeing.
3. To assess the effectiveness of current services for Community Safety and wellbeing.
4. To approve the annual budget as recommended by the Finance and Resources Committee.
5. Any matters which by law must be decided by the Fire & Rescue Authority
6. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
7. To approve changes to constitution of the Fire & Rescue Authority and its committees.
8. To approve the Financial Regulations.

Policy & Strategy Committee

Role – Based on the Government publication ‘Local Leadership, Local Choice’ it is proposed that within new Governance arrangements the Policy & Strategy Committee will lead the strategic planning process and the preparation of plans and strategies. It will consult on and draw up the annual budget for submission to the full Fire & Rescue Authority and take in-year decisions on resources and priorities. In addition, it will be the focus for forming partnerships with other agencies.

Responsibilities – According to Government guidelines, the Policy & Strategy Committee should be responsible for all matters of Fire & Rescue Authority Business other than those required by legislation to be dealt with by the full Fire & Rescue Authority or those matters required by legislation not to be the responsibility of the Policy & Strategy Committee.

Given the facts that the Fire & Rescue Authority is, for all relevant purposes a single Service Authority, the desire within the Fire & Rescue Authority for inclusivity and the size of the Fire & Rescue Authority itself, the extent of delegation should be carefully considered to ensure individual ownership of corporate outcomes by Members.

The Policy & Strategy Committee will be called upon and have delegated responsibility to deal with any urgent matter that cannot await consideration by the full Fire & Rescue Authority.

Regular cycle of meetings – Quarterly, two months prior to Fire & Rescue Authority meetings.

5 Members comprising :-

Chair of Fire & Rescue Authority
Vice Chair of Fire & Rescue Authority
Chair of Human Resources Committee
Chair of Finance & Resources Committee
Chair of Community Safety Committee

Plus, as an ex-officio Member, the Chair of the Performance Monitoring Committee

Advisors -

CFO

DCFO

Plus Strategic Management Committee as appropriate.

Quorum

3 Members

TERMS OF REFERENCE POLICY AND STRATEGY COMMITTEE

1. To consider the overall strategic aims and objectives of the Fire & Rescue Authority and make recommendations to the full Fire & Rescue Authority.
2. To consider and determine all financial matters appertaining to the Fire & Rescue Authority with the exception of
 - i. Approval of the annual budget and related issues.
 - ii. Approval of Financial Regulations.
 - iii. Any matter which by law must be decided by the full Fire & Rescue Authority.
3. To lead on all matters relating to the Authority's Consultation and Communication Strategies and to act as the main conduit for the expression of public opinion on Fire service issues.
4. To review the results of consultation undertaken to inform the Authority's Plan
5. To oversee all matters pertaining to the corporate governance of the Authority
6. To receive reports from all other committees.
7. To ensure that issues raised in the Authority's consultation processes are fully taken into account of in planning and decision making.
8. Working with the Chief Fire Officer to prepare and recommend to the Fire & Rescue Authority an annual Plan and three-year strategic plan.
9. To consider reports from external agencies such as External Auditors/Audit Commission/HMFSI/HSE which have strategic implications for the Fire & Rescue Authority.
10. To make recommendations to the Fire & Rescue Authority as appropriate.
11. To consider draft policies of the Service where the proposed policies have strategic implications for the Organisation.
12. To consider any matters referred by the Fire & Rescue Authority either for decision or report to the Authority.
13. To oversee the development and implementation of equalities and fairness policies and, in particular, the Authority's responsibilities for the Race relations (Amendment) Act 2000.
14. To consider proposals of government departments and other national or regional bodies which have national or regional implications or which would effect the Authority in its relationship with other authorities.

15. To assess and act on Government Policy with regard to Fire and Rescue Services.
16. To consider implications arising from RMB and advise on regional implications.
17. To act as an emergency committee.
18. The process for the preparation of the local and strategic plans, in conjunction with the Chief Fire Officer, to include approving the timetable for plan delivery, consultation, member engagement, progress against the timetable and approving the contents of the draft plan.
19. The Health and Safety function including recommending Fire and Rescue Authority priorities for Health and Safety in the overall strategy, monitoring the Service's discharge of its legal duties in respect of Health and Safety, ensuring that the Service has appropriate Health and Safety Management Systems in place, exceptionally requesting carrying out of audits by the Service on Health and Safety issues.
20. Risk Management including monitoring the implementation of the Action Plan attached to the Risk Management Policy, considering risks to which the Authority may be exposed and developing the strategy to reduce or eliminate these.
21. The development of the corporate profile of the Authority.

Standards Committee

Role – To examine any concerns about standards of conduct by Members or Officers of the Fire & Rescue Authority, and to make recommendations, give approval and support to any changes in the present arrangements to ensure the highest standards of propriety within Nottinghamshire and City of Nottingham Fire & Rescue Authority.

Responsibilities –

1. To promote and maintain high standards of conduct by Members and employees.
2. To oversee ethical issues and provide advice and guidance relating to conduct.
3. To assist in determining any complaints of a breach of the Fire & Rescue Authority's procedures and if any complaints referred to it.
4. To consider the adoption or amendment of any procedure to assist Officers and members in maintaining their integrity with regard to Fire & Rescue Authority matters.

Meets as and when required, minimum of one per annum.

4 Members comprising-

1. Labour
2. Conservative
3. LibDem
4. An Independent Member (Non Authority)

Advisor – Head of Information Services, Monitoring Officer

Quorum

Three of which one must be the Independent (non-Authority) Member except where the Independent Member is prevented or restricted from participating in any business of the Authority by virtue of its Code of Conduct.

TERMS OF REFERENCE STANDARDS COMMITTEE

The proceedings of the Standards Committee shall be as determined by the Local Government Act 2000 and regulations and guidance made there-under and otherwise as determined by the Committee itself.

The Standards Committee shall have power to report, with recommendations, to the Authority at such times and in such manner as it thinks fit.

The terms of reference of the Standards Committee shall be to:

1. Promote and maintain high standards of conduct by members of the Fire & Rescue Authority.
2. Advise the Authority on the adoption or revision of the Members Code of Conduct.
3. Advise, train or arrange to train members on matters relating to the Members Code of Conduct.
4. Grant dispensations to members from requirements relating to interests set out in the Members Code of Conduct.
5. To take action prescribed or permitted by law in respect of findings of failure to comply with the Codes of Conduct on the part of elected and co-opted members of the Authority.
6. Dealing (including by way of hearing representations) with any reports from a case tribunal or interim case tribunal, and any report from the monitoring officer on any matter which is referred by an ethical standards officer to the monitoring officer.
7. Advise the Authority on all matters relating to the applicability, award and level or any other matter relating to allowances payable to members in accordance with the Local Authority's (Members Allowances) (England) Regulations 2003.
8. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
9. Ratify Governance issues relating to Members duties under the Members Handbook.

Human Resources Committee

Role – Based on the significant requirements of the identified Human Resources agenda, this sub-committee has a major role to play in the development and implementation of the Human Resources Strategy and its component policies, the development of policies and actions associated with the Race Equality Scheme and IPDS.

Responsibilities – The Human Resources Sub-Committee has responsibility for the Human resources Strategy and the monitoring of performance related to policies enacted in support of it. This Sub-Committee will also have responsibility for the Equalities Ad-hoc Group.

Regular cycle of meetings - Quarterly, one month prior to full Fire and Rescue Authority meetings.

Members comprising -

5 Elected Members (including the Vice Chair of Fire & Rescue Authority).

Advisor - Head of HR

Quorum

3

TERMS OF REFERENCE HUMAN RESOURCES COMMITTEE

To consider, monitor and make recommendations to the Fire & Rescue Authority in relation to the following areas:

1. HR issues and with HR implications including the recruitment and retention of staff, equal opportunity employment issues, employment tribunals, training and development, and occupational health.
2. Any issues regarding the pay and terms/conditions of staff.
3. Pensions issues.
4. Matters relating to liaison with representative bodies and staff associations with regard to consultation and negotiation.
5. Matters relating to staffing including structure and terms and conditions of staff including the Clerk/Treasurer.
6. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
7. Occupational Health Provision
8. To set and review a Learning and Development that ensure that all personnel are prepared to meet their responsibilities as employees.
9. To set the Occupational Health direction/strategy and review as appropriate.
10. Make decisions with regard to absence monitoring.
11. To set Health, Safety and Welfare policy and strategy and to deal with Health and Safety welfare issues, as they arise.
12. Relationship with appointments committee, Personnel Committee and Ad-Hoc Equalities.
13. To initiate, facilitate and implement revised policies with regard to personnel development.
14. To assess, prepare and review the impact of more flexible working patterns as part of the whole work life balance approach.
15. Ensure the Service meets its requirements under the Disability Discrimination Act and other specific legal requirements.
16. To consider, and if appropriate determine any issues delegated by the Fire and Rescue Authority.

17. To review performance indicators, as directed by the Performance Monitoring Committee, relating to Human Resources issues.
18. To review and agree specific actions arising from the Human Resources workstream associated with the Regional Management Board and its delegated responsibilities.
19. To provide leadership and direction with regard to the implementation of the Human resources Strategy.

Appointments Committee

Role – The recruitment and selection of Principal Officers of the Service.

Responsibilities – To make appointments to principal management posts within the organisation and to have power to sub-delegate an appointment to a panel of Members where the Committee considers it appropriate.

Meets as and when required

Members will comprise the Chair and Vice Chair of the Fire & Rescue Authority and will have a political balance of 4:1:1.

Advisors:-

CFO
Head of Human Resources

Quorum

4

TERMS OF REFERENCE APPOINTMENTS COMMITTEE

To consider, monitor and make recommendations to the Fire & Rescue Authority in relation to the following area:

1. To act as the Appointing Body for the post of Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officers, Head of Human Resources and the Head of Finance & Resources.

Personnel Committee

Role - To consider and make recommendations with regard to specific personnel issues as referred by the Fire & Rescue Authority, Policy & Strategy Committee, over the Human Resources Committee.

Responsibility – To ensure that the Fire & Rescue Authority meets its requirements and responsibilities with regard to its employees in respect of,

- Contractual
- Legal
- Financial and
- Pension

Issues.

Meets as required - at the rising of Fire and Rescue Authority.

Members comprising -

Vice Chair of Fire & Rescue Authority plus
5 Elected Members

Advisors –

Clerk to the Fire & Rescue Authority
Head of Human Resources

Quorum

3

TERMS OF REFERENCE PERSONNEL COMMITTEE

1. To hear and decide on grading appeals and appeals relating to equal pay. Decisions of the Personnel Committee are to be without prejudice to any rights of the individual to pursue matters elsewhere.
2. To hear appeals brought to Members level through formal processes, e.g. grievance and harassment complaints procedures and recruitment appeals. Decisions of the Personnel Committee are to be without prejudice to any rights of any party to pursue matters elsewhere.
3. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
4. To reconsider and determine decisions under section 50 of the Pensions Act 1995 and the Occupational Pensions Scheme (Internal Disputes Resolution Procedures) Regulations 1996 and matters relating to pensions other than these exempt by the 1996 regulations.
5. To consider and determine all requests for consideration of cases under the Firefighters Pension Scheme.
6. Consider, and if appropriate, determine any other matters which may be referred to the Committee.
7. Consider applications for sports leave as detailed in the CFA Personnel Handbook (section D4, paragraph 7).

The Personnel Committee will not be concerned with general personnel policy related items, which will continue to be referred to the full Fire & Rescue Authority via the Human Resources Committee and the Policy and Strategy Committee where appropriate.

Equalities Ad Hoc Group

Role – To ensure that the Fire & Rescue Authority meets its obligation with regard to its legal and moral duties in respect of equality of opportunity.

Responsibilities –

1. To have due regard, in exercising the Authority's responsibilities to equal opportunities in regard to the general duty of the Race relations (Amendment) Act 2000 and the requirements of any other equalities legislation.
2. To ensure that equality of opportunity is inherent within Nottinghamshire and City of Nottingham Fire & Rescue Authority along with an culture of openness and honesty.

Regular cycle of meetings - Quarterly following the Human Resources Committee meeting.

Members comprising -

4 Elected Members

Advisors –

CFO
DCFO
Head of Human Resources
Service Equalities Officer

Attendees:

Representative Bodies

TERMS OF REFERENCE AD HOC EQUALITIES GROUP

To consider, monitor and make recommendations in relation to the following areas:

1. Issues relating to equal opportunities and diversity within the FRA and the Service.
2. The Authority's Action Plan attached to its Race Equality Scheme and to ensure that these are implemented in a timely manner.
3. To ensure that the consultation and communication carried out by the Service and the Fire & Rescue Authority engages with, and reflects the views of, Nottinghamshire's diverse communities.
4. To ensure that Equality Impact Assessments are carried out by the Service, and any outcomes are actioned.
5. The development of performance indicators and target setting for the Service in relation to diversity issues.
6. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
7. To ensure that the Fire and Rescue Authority meet its requirements under the DDA.

Community Safety Committee

Role – The proposed Community Safety Sub-Committee will focus on issues relating to strategic aspects of service delivery, including the exploration of new services relating to the accomplishment of the Fire & Rescue Authority's vision.

Responsibilities – The Community Safety Sub-Committee will be responsible for consideration of the service delivery development requirements of the Authority. It will be directly responsible for the service delivery options for the production of the Integrated Risk Management Plan. This Sub-Committee will be responsible for the Authority's engagement with stakeholders in the interests of improving service delivery and effectiveness, and sharing best practices. It will need to develop a clear strategy on how to involve the public and other stakeholders in decisions and the development and review of strategy and policy.

Regular cycle of meetings – Quarterly, one month prior to full Fire and Rescue Authority.

Members comprising -

4 Elected Members

Advisor- Head of Safety Services

TERMS OF REFERENCE COMMUNITY SAFETY COMMITTEE

To consider, monitor and make recommendations in relation to the following areas:

1. All matters relating to the development, promotion and delivery of a co-ordinated Community Safety Strategy.
2. To consider areas for partnership in conjunction with partner organisations.
3. To monitor the participation of partner organisation in relation to Service and Authority planning and target setting processes.
4. To receive and review Community Safety Data.
5. Convene any Working Parties or Task groups as may be appropriate to assist in fulfilling the duties of the Committee.
6. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
7. Review the operational capability and response of the Service.
8. Any future strategy with regard to resource location and deployment.
9. The strategy for the delivery of Education, Prevention and Response.
10. Consider all matters related to the Civil Contingencies function of the Authority.
11. Consider, and if appropriate, determine any other matters, which may be referred to the Committee by the Authority.
12. To recommend to the Policy and Strategy Committee long term objectives for the reduction of preventable deaths and injuries.
13. To work to ensure that Nottinghamshire Fire and Rescue Service meets its expectations on the reduction of fire deaths and injuries as identified in the Fire and Rescue Services National Framework.

Performance Monitoring Committee

Role – The role of the Performance Monitoring Committee is to carry out monitoring of performance, reviewing decisions, and undertaking cross-section reviews of individual areas of the Service.

Responsibilities - The responsibility of the Performance Monitoring Committee is to deal with all matters relating to the encouragement and development of performance within the Nottinghamshire and City of Nottingham Fire & Rescue Authority.

In particular,

- Fire & Rescue Authority decisions and actions,
- Annual Reports,
- Auditors reports,
- Financial management,
- Areas as designated by the Fire & Rescue Authority.

Regular cycle of meetings - Quarterly, one month prior to full Fire and Rescue Authority.

Members comprising -

Opposition Member (Chair)
3 Elected Members

Chair acts as ex-officio Member on the Policy and Strategy Committee

Advisor:-

Head of Information Services

Quorum:- 2

TERMS OF REFERENCE PERFORMANCE MONITORING COMMITTEE

To consider, monitor and make recommendations in relation to the following areas:

1. The production of the Fire & Rescue Authority's Annual Report.
2. Monitoring of the Service's performance, the use of resources by the Service and its financial and efficiency planning.
3. To oversee the treasury management and audit functions.
4. To monitor Service performance against the targets set out in the planning process and in action plans and to require the Service to take actions to secure the required levels of performance.
5. To receive reports on performance issues highlighted by committees and working groups and in particular issues referred to the Committee as a consequence of Best Value Reviews.
6. To consider reports from the internal and external auditors relating to performance issues.
7. To consider the reports and findings of external or internal studies or reviews relating to performance issues.
8. To monitor the Service's discharge of its responsibilities under the Health and Safety legislation.
9. To oversee the implementation of the Risk Management Policy and the associated action plans.
10. To consider any matters referred by the Fire & Rescue Authority either for decision or report to the Fire & Rescue Authority.
11. Possible corporate implications of the standards issues raised by the Standards Committee.
12. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.

Best Value Review Board

Role – To carry out as necessary Best Value Reviews of the activities carried out by Nottinghamshire and City of Nottingham Fire & Rescue Authority.

Responsibilities – To ensure that Nottinghamshire and City of Nottingham Fire & Rescue Authority's activities are carried out in a manner that is as efficient and effective as possible always ensuring Best Value to the public and stakeholders alike.

Meetings as required on the instruction of the Performance Monitoring Committee to carry out Best Value Reviews on Service activities.

Members comprising -

Chair and Vice Chair of Fire & Rescue Authority
5 Elected Members

Members of Strategic Management Team
Representative Bodies

TERMS OF REFERENCE BEST VALUE REVIEW BOARD

To consider, monitor and make recommendations in relation to the following areas:

1. The authorising and completion of Best Value Reviews with regard to Fire & Rescue Services.

Finance and Resources Committee

Role – The Finance & Resources Sub-Committee will focus on issues relating to strategic aspects of financial and resource management including the Capital programme, property strategy and efficiency-based requirements relating to the accomplishment of the Fire & Rescue Authority's vision and Government's expectations.

Responsibilities – The Finance & Resources Sub-Committee will be responsible for the finance and property strategies, as well as overseeing reviews and audits relating to value for money and efficiency.

Regular cycle of meetings - Quarterly, one month prior to full Fire and Rescue Authority.

Members comprising -

4 Elected Members

Advisors :

Head of Finance and Resources

Quorum:- 3

TERMS OF REFERENCE RESOURCES AND FINANCE COMMITTEE

To consider, monitor and make recommendations to the Policy and Strategy Committee in relation to the following areas:

1. To advise the Authority generally as to its financial and economic policies.
2. To consider and recommend to the Fire & Rescue Authority a Medium Term Financial Strategy.
3. To consider and recommend to the Fire & Rescue Authority annual revenue/capital budgets.
4. The audit function including the appointment of internal/external auditors, the contents of the external auditor's management letter, the arrangements for internal audit and the annual accounts.
5. To ensure the fees and charges for services provided by the Authority are kept under review.
6. Subject to Standing Orders, to exercise delegated power in relation to the invitation and acceptance of tenders. (The Chairman or Vice Chairman of the Authority, or the Chairman or Vice Chairman of the Resources and Finance Committee, are designated to open tenders.
7. Oversee the development and implementation of a Code of Governance in accordance with CIPFA Guidance.
8. Property and other related issues.
9. To have due regard to Equal Opportunities and, in particular, the Authority's responsibilities for the Race Relations (Amendment) Act 2000.
10. To agree the implementation of and review the outcomes of Cardiff Checks.
11. Consider reports of the District Auditor, Audit Commission relating to the efficiency and effectiveness of the Authority.
12. Establish and direct procedures for the implementation, maintaining and amendment of the revenues budget and capital programme.
13. Exercise financial control over expenditure within the approved budgets and capital programme of the Authority.
14. Consider recommendations to incur expenditure on the capital account.
15. Consider proposals involving the increasing or reduction of income including the writing off of monies owed to the Authority.

16. Consider, and if appropriate determine any other matters which may be referred to the Committee by Fire & Rescue Authority.
17. Act as Audit Committee on behalf of the Authority.
18. Consider policies for the raising and investment of funds.
19. Consider proposals for awards of contracts exceeding £150,000?
20. Consider proposals to exercise virement between lines within the approved budget.

MEMBER CHAMPIONS

In 2004 as part of its restructure to facilitate greater engagement with communities, Nottinghamshire Fire and Rescue Service re-aligned its Service Delivery focus to the geo-political boundaries of the district councils.

To support this process District Performance and Change Managers were put in place to facilitate this wider engagement and support local CDRP's LSP's, and other partnership arrangements.

Members can now offer their support to this process by acting as 'Champions' in these districts by ensuring local contact with the District Performance and Change Managers and promoting the involvement of the Fire and Rescue Service within their communities.

Attached is a list of the District Performance and Change Managers and a recommended 'Champions' from the Fire and Rescue Authority. Members are asked to consider and endorse the proposals.

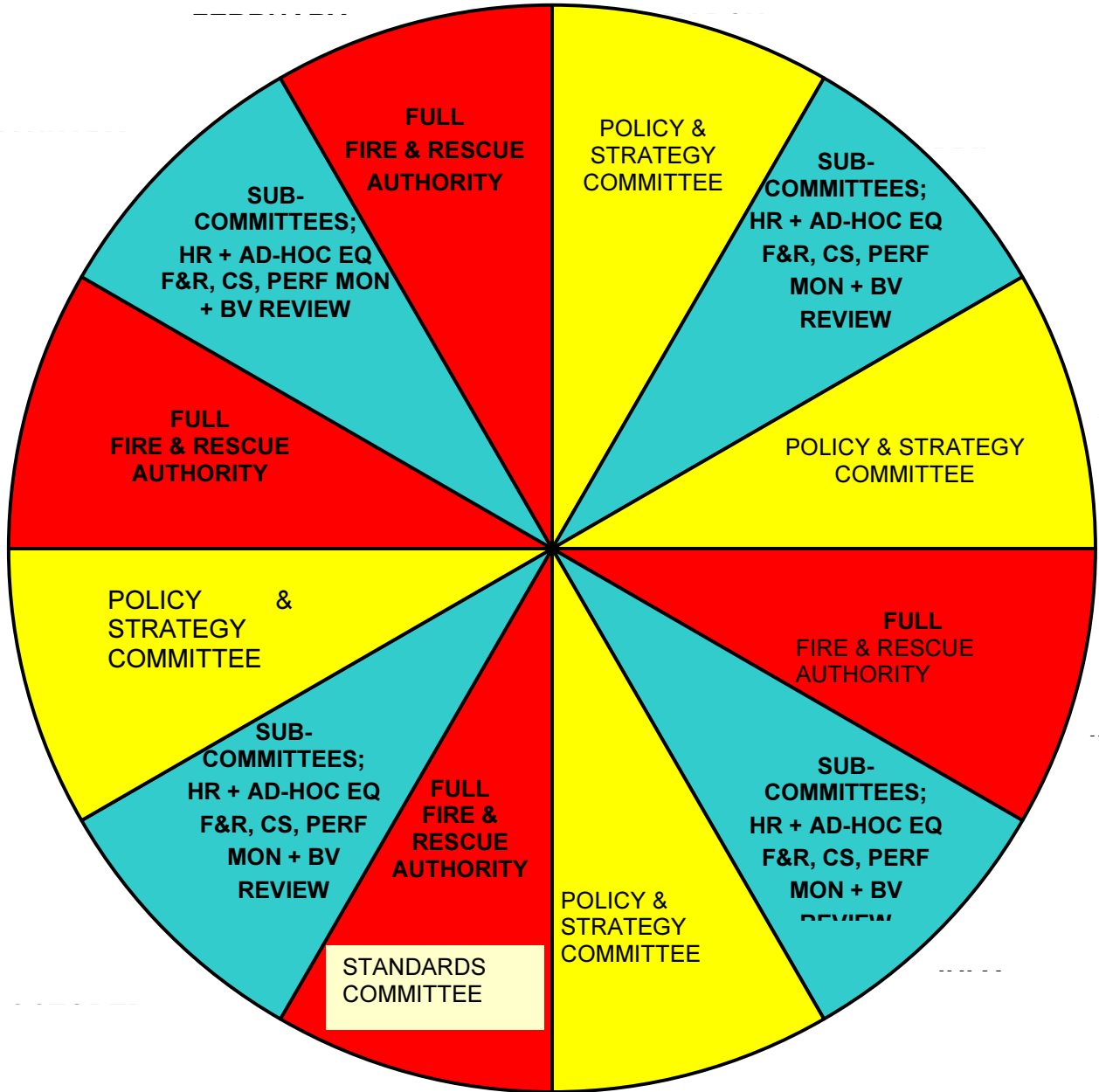
District	District Performance and Change Manager	Member Champions
Bassetlaw	Station Manager Bob Hill (01909 485616 or 01777 706607	Cllr. Sybil Fielding (0115 9772463
Newark & Sherwood	Station Manager Glenn Mears (01636 605777	Cllr. John Hemsall (0115 9773256
Broxtowe	Station Manager Dave Bullock (0115 9430666	Cllr. Pat Lally (0115 9774117 Cllr. Tom Pettengell (0115 9774154 Cllr. Ken Rigby (0115 9307452
Ashfield	Station Manager Craig Dooley (01623 440055	Cllr. John Knight (0115 9772755 Cllr. Yvonne Davidson (0115 9772756
Mansfield	Station Manager Dave Geeson (01623 644852	Cllr. Paul Henshaw (0115 9773214
Rushcliffe	Station Manager Tim Hiskens (0115 9235025	Cllr. John Cottee (0115 9261317 Cllr. Richard Butler (0115 9774885
Gedling	Station Manager Vic McMillen (0115 9670155 or 0115 9400666	Cllr. James O'Riordan (0115 9774665 Cllr. Darrell Pulk (0115 9774113
City North	Station Manager Jon Scott (0115 9421555	Cllr. Malcolm Wood (0115 9155134 Cllr. Brian Grocock (0115 9150599 Cllr. Penny Griggs (0115 9626362
City South	Station Manager Clive Gannon (0115 9421600 or 0115 9799285	Cllr. Brent Charlesworth (0115 9155252 Cllr. Tim Spencer (0115 9235040 Cllr. Tom Stephenson (0115 9155609

CHAMPION'S ROLE

1. To promote the involvement of the Fire and Rescue Service within community activities.
2. To represent the interests of the Fire and Rescue Service in local partnerships (CDRP, LSP etc.)
3. To 'champion' Fire and Rescue Service involvement in District Safety forums.
4. To liaise with the District Performance and Change Managers as required.
5. To involve themselves locally with Fire and Rescue Service initiatives.
6. To assist the District Performance and Change Managers in achieving involvement where required, in the reduction of accidents or injuries.
7. To liaise with the District Performance and Change Managers over local performance and achievements towards the Authority's vision.

PROPOSED MEETING SCHEDULE FOR FIRE & RESCUE AUTHORITY

AND COMMITTEES



EXACT DATES TO BE SET AT
THE FIRE & RESCUE AUTHORITY AGM
IN JUNE OF EACH YEAR

**FOR FIRE & RESCUE AUTHORITY
AND COMMITTEES**



**EXACT DATES TO BE SET AT
THE FIRE & RESCUE AUTHORITY AGM
IN MAY OF EACH YEAR**