

Proposed Strategy and Resources Committee

Quorum - 3

Members – 7?

Members of the Fire Authority's ~~Audit and Performance Management~~ **Standards, Audit and Performance** Committee are precluded from sitting on the Strategy and Resources Committee and vice versa.

Meeting Dates

2019

12 September

14 November

All meetings take place at 2.00 pm at Service Headquarters, unless otherwise advised.

Terms of Reference

To consider and make recommendations to the Authority on its strategic direction

To consider any recommendations in relation to changes of service emanating from the Integrated Risk Management Planning Process

To receive, comment upon, and note the Service Plan

To consider and recommend to the Authority an annual financial planning strategy

To review forward revenue and capital budgets for consideration by the Authority, including considering reports from officers, 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

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

To 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 and to monitor performance in accordance with those Guidelines, Statements, Strategies and Policies

To oversee, 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

To monitor budgeting 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

To consider national, regional and local procurement strategies

To 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 and advise as appropriate

To consider value for money issues

To review the Authority's Aims and Service Targets annually for recommendation to the Authority

To receive reports on any financial implications of decisions made by the Authority's Pensions Panel

To review the Terms of Reference of the Committee as required or at least annually and make recommendations to the Authority regarding amendments

To review and agree the role descriptions of the Committee's Chair and Vice-Chair ~~and the Chair of the Strategy and Planning Working Group~~

To approve the Committee's annual work plan

To 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.

Standards, Audit and Performance Management Committee

Quorum - 3

Chair

The Chair of the Committee shall be elected from a member of the largest opposition group.

Members – 8

Members of the Fire Authority's Strategy and Resources Committee are precluded from sitting on the **Standards, Audit and Performance Management Committee** and vice versa.

Meeting Dates and Times

2019

18 July

19 September

5 December

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

All meetings take place at 2.00 pm at Service Headquarters, unless otherwise advised.

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, 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.

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

In order to carry out its purpose and core functions the Committee will consider, monitor, review and, as appropriate, approve the following documents:

Governance, Risk Management and Internal Control

- 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)
- Committee Terms of Reference and, where changes are required, make recommendations accordingly to the Fire Authority
- Annual Work Plan
- Role Descriptions of Committee Chair and Vice-Chair and Risk Management and Audit Champion
- ***To consider fundamental amendments to locally determined conditions of service and make recommendations to the Fire Authority***
- ***To receive Pension Board Minutes***
- ***To 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

- Any proposals for the revision of the Service Level Agreement with Internal Audit
- The Annual Audit Plan
- Revisions to the annual audit plan, as advised by the Head of Internal Audit and agreed by the Treasurer

- 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
- Half-yearly reports from the Risk Management Group on the work completed by Internal Audit and the progress made in implementing recommended actions
- Reports on Internal Audit special investigations, including frauds, and consideration of recommendations for strengthening internal controls

External Audit

- 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

- 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

- Monitoring reports on implementation of Annual Plan Aims and Service Targets
- Exception reports on Directorate objectives, where they lead to a failure in Service Targets
- 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
- Customer relation issues and monitoring reports on complaints and compliments

- Monitoring reports on the performance of the Fire Authority controlled company, Shropshire Fire Risk Management Services Limited

Standards

- ***To issue advice to Members on the treatment of disclosable pecuniary interests and on conduct matters generally***
- ***To develop, maintain and monitor the operation of the Members' Code of Conduct and to advise the Authority on the adoption or revision of this Code***
- ***To advise, train or arrange to train Fire Authority Members on matters relating to the Members' Code of Conduct***
- ***To consider reports regarding the induction, training and development needs of Members and officers, regularly review those needs and make recommendations to the Authority***
- ***To oversee the process for the recruitment of an Independent Person and make recommendations to the Fire Authority for their appointment***
- ***To 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***
- ***To review the Protocols on Gifts and Hospitality and Member / Officer Relations and make recommendations to the Fire Authority regarding any amendments required***
- ***To 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***
- ***To review and amend, where required, the processes and procedures for dealing with complaints against 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 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*
- *To 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 may 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.

The Committee will 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.

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

Powers

The **Standards**, Audit and Performance Management Committee will:

- Have no delegated powers (with the exception of approval of the Fire Authority's Statement of Accounts) but 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

Hearings Panel

Quorum – 3

Members – 7

Although all Members of the Standards and Human Resources Committee will be eligible to participate in appeals hearings, ***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 appeals against grading and market factor supplement decisions~~
- ~~To consider and determine grievances in accordance with the Grievance Procedure~~
- ~~To consider and determine appeals against the application or interpretation of conditions of service~~
- ~~To consider and determine any appeal against a decision of a Brigade Manager / Brigade Managers relating to individual cases of long-term sickness and pay~~
- ~~To consider and determine any appeal against a decision of a Brigade Manager / Brigade Managers relating to the ill health retirement or dismissal for health-related reasons of any employee~~
- ***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 dismissal under the disciplinary process~~
- 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)

Strategy and Planning Working ~~Strategic~~ Advisory Group

Quorum – 4

Members – 7

To include the Chair and Vice-Chair of the Fire Authority and the Chair of the Strategy and Resources Committee, ***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 Integrated 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 and Vice-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 Working **Advisory** Group will meet as and when required.

Accountability

The Working **Advisory** Group's findings will be reported to the Strategy and Resources Committee or, where this is not feasible, direct to the Fire Authority.

Brigade Managers' Employment Panel

Quorum – 3

Members – 7

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, as necessary

Pensions Panel

Quorum – 3

Members – 3

~~In the absence, or inability to act, of the Chair of the Standards and Human Resources Committee the Vice-Chair of the Committee may deputise for him.~~

Under a resolution made by the Fire Authority on 15 June 2011 and at each Annual Meeting thereafter the Pensions Panel is not subject to the political balance requirements.

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.

Shropshire Fire Risk Management Services

Local Authority Controlled Company

Quorum – 3

Members – 5

Shropshire Fire Risk Management Services (SFRMS) is the commercial trading arm of Shropshire Fire and Rescue Service. SFRMS operates as a Local Authority Controlled Company (LACC) and began trading on 16 July 2013.

Board of Directors

The LACC's Board of Directors consists of 4 Fire Authority Members, who are appointed as per the following criteria, which were agreed by the Fire Authority at its April 2013 meeting:

- That, in perpetuity, one of the seats on the Board should be taken by a Member of Shropshire Council and one by a Member of Telford & Wrekin Council
- That the Vice-Chair of the Fire Authority should sit on the Board
- That the remaining Member seats should be decided by a free vote

In addition, the Service's Deputy Chief Fire Officer should sit on the Board, bringing the total number of Directors to 5.

Members of the Board of Directors

Nigel Hartin	Shropshire Council (Chair of Board)
Miles Hosken	Telford & Wrekin Council
Chris Mellings	Shropshire Council
Keith Roberts	Shropshire Council and Vice Chair of Fire Authority
Andy Johnson	Deputy Chief Fire Officer

The Fire Authority will at its Annual Meeting review the membership of the Board of Directors.

Voting Rights of Directors

Directors, who are Members of the Fire Authority, should be permitted to vote on SFRMS matters at shareholder meetings, where no conflict of interest exists (as agreed by the Fire Authority at its May 2016 meeting).

Reporting Procedures

At its meeting in September 2013 the Fire Authority agreed that the company should report quarterly to its Audit and Performance Management Committee. The Board has agreed that, in the interests of openness and transparency, it should also provide regular updates on company progress to the full Fire Authority.