

REPORT AUTHOR: ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

SUBJECT: REVIEW OF THE FIRE AND RESCUE AUTHORITY'S EFFECTIVENESS 2017/18

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Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	✓
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider proposals for the review of the Fire and Rescue Authority's effectiveness in 2017/18.

RECOMMENDATIONS:

For the Audit and Standards committee to make any recommendations to change the process of reviewing the Authority's effectiveness.

If the process is to remain the same as last year, for the committee to apply the timelines namely:

- a. For Policy and Challenge Groups and Committees to review their effectiveness by considering the three overarching questions to feed into the FRA Review of Effectiveness (this year Corporate Services on 29 November 2017, Service Delivery on 30 November 2017, Audit and Standards on 6 December 2017 and Human Resources on 11 January 2018 and then programmed yearly thereafter);
- b. All FRA Members to complete the questionnaire for discussion at the budget workshop (for 2017/18 on 18 January 2018 and then programmed yearly thereafter); and

- c. The 2017/18 Review of the FRAs Effectiveness and Action Plan for 2018/19 be considered by the Audit and Standards Committee on 28 March 2018, for report to the FRA on 26 April 2018 and inclusion in the FRAs Annual Governance Statement.
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1. Introduction

- 1.1 At their meeting on 9 September 2010 the Fire and Rescue Authority (FRA) agreed a recommendation of the Audit Committee that it undertake and publish an Annual Review of the FRA's Effectiveness and Record of Member Attendance.
- 1.2 Following the RSM Tenon audit recommendation in 2012 that proposed each Policy and Challenge Group considered its own effectiveness before the full FRA effectiveness review a Form has previously been used by each Policy and Challenge Group and the Audit and Standards Committee.
- 1.3 At its meeting of 24 September 2015 Members of the Audit and Standards Committee requested the use of the questionnaire used in previous years be reviewed and streamlined for future years.
- 1.4 A Form of Review Questionnaire was agreed and completed by Members at a facilitated meeting on 27 January 2016. On 17 March 2016, the Audit and Standards Committee considered the outcome of the Review, including any identified areas for improvement, and agreed performance objectives for the coming year.
- 1.5 The 2016/17 Review of the FRA's Effectiveness and Action Plan for 2017/18 was considered by the Audit and Standards Committee on 16 March 2017 for report to the FRA on 27 April 2017 and inclusion in the FRA's Annual Governance Statement, which will form part of the 2016/17 Statement of Accounts.
- 1.6 Members used the revised Form of Review Questionnaire at Appendix A for the 2016/17 Review of Effectiveness which, together with the general feedback from the FRA's Committees/Groups, and was completed by Members for consideration at a programmed facilitated meeting following the Budget Workshop on the 17 January 2017.

2. 2017/18 Review of Effectiveness

- 2.1 On 17 January 2017, Members of the FRA attended a facilitated meeting on the review of the FRA's effectiveness based upon a questionnaire and review procedure agreed by the FRA's Audit and Standards Committee on 7 September 2016

The questionnaire covered a wide range of the FRA's performance and sought comment on what development Members considered should be undertaken to achieve an improved outcome.

- 2.2 In the light of the Review undertaken on 17 January 2017, the Action Plan for 2017/18 at Appendix B was agreed by the FRA on 27 April 2017.
- 2.3 A short report could be provided to each of the Policy and Challenge Groups and Audit and Standards Committee to enable a review of the Group/Committee's effectiveness against their Terms of Reference.
- 2.4 Members could be asked to consider the following questions when reviewing the Groups'/Committee's effectiveness during their meetings Service Delivery Policy and Challenge Group on 1 December, Corporate Services Policy and Challenge Group on 6 December, Audit and Standards Committee on 8 December 2016 and Human Resources Policy and Challenge Group on 5 January 2017:
 - i. Does the Group/Committee consider they have been effective and discharged their responsibility in regard to the Group's/Committee's terms of reference?
 - ii. Considering the Group's/committee's terms of reference are there any areas that have not been considered and should be addressed?
 - iii. Does the Group/Committee consider any Training and Development would assist them with the areas of work of Group/Committee?
- 2.5 Members may wish to use the revised Form of Review Questionnaire at Appendix A for the 2017/18 Review of Effectiveness which, together with the general feedback from the FRA's Committees/Groups, could be completed by Members for consideration at a programmed facilitated meeting following the Budget Workshop on the 18 January 2018.
- 2.6 The 2017/18 Review of the FRA's Effectiveness and Action Plan for 2018/19 could be considered by the Audit and Standards Committee on 28 March 2018 for report to the FRA on 26 April 2018 and inclusion in the FRA's Annual Governance Statement, which will form part of the 2017/18 Statement of Accounts.

ZOE EVANS
ASSISTANT CHIEF OFFICER (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

2017/18 REVIEW OF THE FIRE AUTHORITY'S EFFECTIVENESS

3 = Satisfied (please comment as necessary)	2 = Satisfied but feel more needs to be done (state what)	1 = Not Satisfied (state why and what needs to be done)
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	3	2	1	Comments
Understanding of Core Business				
1. The Fire and Rescue Authority (FRA) helps to shape the organisation and steers it towards its future, taking responsibility for the organisation's long-term success of failure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. All FRA Members have a good knowledge of organisational objectives and major functions of the Authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Understanding of Key financial issues				
3. The Fire Authority Members have a good understanding of the financial standards that must be produced and of the ongoing and future financial issues facing FRA funding and expenditure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Effective Monitoring				
4. The FRA effectively considers risk and determines the critical/key issues facing the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. The FRA effectively considers financial performance, including revenue and capital expenditure, against budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Effective Monitoring Continued

3	2	1
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Comments

6. The FRA effectively considers operational and service performance against targets.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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7. The FRA looks at trends over time, considers and agrees actions to improve performance that are below expectations and compares performance against peers and other benchmarks.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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8. Recommendations contained in external audit reports, the management letter and internal audit reports are scrutinised and recommendations monitored to ensure Action Plans are adhered to.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Meetings

9. Meetings of the FRA, Audit and Standards Committee and Policy and Challenge Groups are appropriate with regard to:

(a) Frequency

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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(b) Duration

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Meetings Continued

3	2	1
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Comments

(c) Agenda

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(d) Timelines for circulation of papers

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(e) Quality of information provided

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(f) Support from senior officers

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(g) FRA meetings focus on the right questions and are effective.

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(h) The FRA run efficient and effective meetings and Members are able to express views and discuss issues

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Meetings Continued

3	2	1
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Comments

(i) FRA meetings encourage a high quality of debate with robust and probing discussions

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(j) Minutes are accurate and timely

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Development

10. Members are well informed about the organisation, their role, responsibilities and performance and understand the organisation, its values, culture and philosophy.

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Future Training and Development

11. Do Members of the Fire and Rescue Authority require any further support in their roles?

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12. Do Members of the Fire and Rescue Authority have any specific requirements for personal development on either an individual or group basis, in 2017/18?

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REVIEW OF THE FRA's EFFECTIVENESS

On 9 September 2010 the FRA agreed to undertake and publish an annual Review of the FRA's Effectiveness and Record of Members' Attendance. At the FRA meeting on 27 April 2017 it was agreed that the key for Member attendances being amended to identify absences as being either notified (N), notified – constituent council commitment (N-C) or un-notified (U).

Reviews of the FRA's Effectiveness and their associated Action Plans are included in the FRA's Annual Governance Statement, which forms part of the FRA's Statement of Accounts.

2017/18 Review of the FRA's EFFECTIVENESS

On 17 January 2017, Members of the FRA attended a facilitated meeting on the review of the FRA's effectiveness based upon a questionnaire and review procedure agreed by the FRA's Audit and Standards Committee on 7 September 2016. A copy of the Form of Review is available from the Service Assurance Manager at Fire and Rescue Headquarters, Southfields Road, Kempston, Bedford MK42 7NR.

The questionnaire covered a wide range of the FRA's performance and sought comment on what development Members considered should be undertaken to achieve an improved outcome.

In the light of the Review undertaken on 17 January 2017, the following Action Plan for 2017/18 was agreed by the FRA on 27 April 2017.

		Owner(s)	Timescale	Comment
1	At their first meeting each FRA group/Committee to review their Terms of Reference and look forward to the year ahead to agree an annual work programme. In addition to the current practice of requesting additional reports this to include consideration of a major topic with a longer timescale for implementation as done by the Corporate Services Policy and Challenge Group.	Chief Fire Officer (CFO) Deputy Chief Fire Officer (DCFO) Assistant Chief Officer (ACO)	First Policy and Challenge Group of financial year – June 2017	Terms of Reference and Annual Work Programmes included at first Group/Committee Meetings held June 2017

APPENDIX B

		Owner(s)	Timescale	Comment
2	Continue pre-meetings with relevant Chairs of Groups and Committees.	CFO, DCFO and ACO	Ongoing	To be programmed in from November 2017 onwards
3	Request that post AGM, training needs of Members are re-visited to feed into the two programmed events.	Head of Organisational Assurance	Post Annual Meeting – 25 May 2017	Discussed at Development Day 4 July 2017
4	Continue to review Induction material, re-circulate updated content to Members by email or make accessible on line as a reminder and easy access. Provide 1 to 1's for Members that change as a one off.	Head of Organisational Assurance	By 1 July 2017 and Ongoing	
5	For Members to have access to an organisational chart and contact details down to Heads of Service.	Head of Organisational Assurance	July 2017 and Ongoing	To be circulated following the temporary restructure from 1 September 2017
6	Continue to include training/awareness on operational matters.	Head of Service Delivery and Head of Service Delivery Support		
7	Continue Station Visits.	Head of Organisational Assurance	Ongoing	Programmed
8	Continue with the distribution of daily incident logs.	Head of Service Delivery Support	Ongoing	
9	Members should continue to discuss plans to meet the projected budget gap and strengthen the Authority's financial plans.	Chief Fire Officer	On-going and Budget Workshops on 21 November 2017 and 18 January 2018	

APPENDIX B

		Owner(s)	Timescale	Comment
10	Continue Budget workshops - 21 November 2017 and 18 January 2018.	Head of Finance and Treasurer	Booked	
11	Continue Treasury Management training and development.	Head of Finance and Treasurer	July 2017 (Bi-annual)	
12	Provide training and development on the Statement of Accounts and governance particularly in relation to the role of an Audit Committee.	Head of Finance and Treasurer	Member Development Days – 4 July or 1 November 2017	
13	Relevant benchmarking data if known is made available when performance targets are being set.	Owner of each target setting paper to Policy and Challenge Groups	Target setting by Policy and Challenge meetings during March 2018	
14	Advance the use of electronic media and to continue to explore, through the Corporate Services Policy and Challenge Group, with the aim of maximising existing devices.	Head of Organisational Assurance	Ongoing	
15	To support paperless meetings, and provide one to one training as required.	Head of Organisational Assurance	Ongoing	
16	Review Committee Structures of other Fire and Rescue Authorities	Head of Organisational Assurance	2017/18	