

Item 11 Annex 1 (HFRA Report)



Hampshire Fire and Rescue Authority

Councillor Chris Carter
Hampshire Fire and Rescue Authority
Leigh Road
Eastleigh
Hampshire
SO50 9SJ

24 June 2016

Consultation on the proposed changes to the size and governance structure of Hampshire Fire and Rescue Authority.

Dear Councillor Perry,

Hampshire Fire and Rescue Authority ("the Authority") is a combined fire authority responsible for the high performing fire and rescue service in Hampshire ("Hampshire Fire and Rescue Service").

The Authority is committed to continuous improvement. With this in mind it has undertaken an analysis of its governance arrangements and framework to explore ways it can become more efficient and effective.

As a key stakeholder in the Authority, we are seeking the views of your Council on proposals for change to the Authority.

Background

In December 2015, the Authority initiated a cross-party, member-led working group ("the working group") to review its governance arrangements and framework. The aim of the work was to ensure the Authority is in the best position to continue to lead the Hampshire Fire and Rescue Service in delivering quality services to the residents of Hampshire, whilst remaining resilient and responsive to change and challenges into the future.

The working group carried out the review under the themes of "the effectiveness of the Authority's governance arrangements" and the "efficiency of the Authority", to ensure good value for money to the public. This was in the context of increasing pressure on public sector finances, the shift of responsibility for the fire service to the Home Office and also draft legislation proposing a statutory duty to collaborate with other emergency services. It also closely follows the conclusion of the Authority's Risk Review process through which the operational future of the Hampshire Fire and Rescue Service was reviewed.

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The opportunities that emerged from the working group's review followed three themes:

- 1) to improve the effectiveness of the Authority through the implementation of a number of internal measures;
- 2) to extend engagement of the Authority with blue light partners, in particular the Police and Crime Commissioner (PCC) and South Central Ambulance; and
- 3) to consider reducing the number of members of the Authority and change the governance structure within which those members operate to both achieve efficiencies and a more effective working model.

The working group prepared a report that was considered by the Authority at its meeting in June 2016 and alongside agreement for the implementation of measures for the fire Authority, it was agreed:

- (a) that, with immediate effect, the PCC be invited as a "guest" to future Fire Authority meetings with a right to speak (but not to vote) ; and
- (b) that dialogue be opened with South Central Ambulance Service to identify options for reciprocal input to each other's strategic decision making; and
- (c) to pursue a proposal to offer the Police and Crime Commissioner (PCC) a full, voting seat on the Authority with effect from the beginning of the 2017/18 municipal year; and
- (d) to consult stakeholders on two proposed alternative governance models identified by the working group or on retaining the current size and structure of the Fire Authority, prior to a decision being taken by the Authority at its September 2016 meeting.

The attached background documentation consists of information received by the Authority at its June meeting and sets out the background, the legal implications and requirements relating to the inclusion of the PCC and detailed proposals for structural change. The two proposed size and structure models for a smaller Fire Authority are

- 1) 18 Councillor members (plus the PCC) *or*
- 2) 10 Councillor members (plus the PCC)

Both these proposals are set out in detail in the attached background documentation, together with a structural comparison with the status quo of 25 members.

Consultation questions

We would welcome any comments that your Council wishes to put forward with regards to the future effectiveness and efficiency of the Authority. We particularly wish to understand the views of your Council on the following two questions, in order to inform decisions on these matters by the Authority at its September 2016 meeting.

- 1. Do you support an application to the Secretary of State for an amendment to the current combination order, to add the Hampshire Police and Crime Commissioner as a full member of Hampshire Fire and Rescue Authority, from the annual meeting of the Authority in 2017?**

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- a) Yes
- b) No

2. Taking into account the enclosed background documentation and the working group analysis as well as your response to question 1, please indicate which of the proposed size and structure models for HFRA set out below you consider puts the Authority in the strongest position to most efficiently and effectively lead Hampshire Fire and Rescue Service in the future:

- a) 25 Councillor Members (the status quo)
- b) 18 Councillor Members
- c) 10 Councillor Members

Please provide any explanation you feel is pertinent to your responses.

The deadline for a response to this consultation is 5 August 2016. Please respond to: The Clerk, Hampshire Fire and Rescue Authority, c/o Kevin Greenhough: members.services@hants.gov.uk

Many thanks for your contribution to the future of Hampshire Fire and Rescue Authority.

Yours faithfully



Councillor Chris Carter
Chairman, Hampshire Fire and Rescue Authority

Hampshire Fire and Rescue Authority Governance Review

Report of the Working Group - Efficiency

Contact: Chairman of the Working Group – Councillor Fairhurst

1. Introduction

- 1.1 In considering the efficiency of the Authority, the Working Group evaluated the current size of the overall Authority, as well as the current size and number of each of the Committees. There was a consensus that, for a number of reasons, at 25 Members the Authority in its current configuration was too large.
- 1.2 The Working Group considered the implications of the Police and Crime Bill, in particular the duty to seek collaboration opportunities (explained in Appendix 1 of the report). The Working Group also considered the adoption of a strategy to include the PCC as a Member of the Authority from the beginning of the 2017/18 municipal year.
- 1.3 In reviewing the efficiency of the Authority, the Working Group considered factors such as the size and dynamics of the current Committee structure and also the costs associated with the Authority. The Working Group evaluated two alternative governance models, based on the provisions within the Hampshire Fire Services (Combination Scheme) Order 1996 (“the Combination Order”) relating to the appointment of Members: the first governance model being a reduction in size to 19 Members (including the PCC), broadly retaining the existing structure and approach of the existing arrangements with enhanced efficiency; the second governance model being a reduction to 11 Members (including the PCC), to establish the Authority in the style of a corporate Board with all Members involved in the majority of decision making. These two governance size models were selected on the basis of their conformity with the principle of relating the number of Members appointed from each Council with the electorate size in that area.
- 1.4 The Working Group considered each governance model taking into account legal limitations, the potential financial implications and scope to make savings, the desire to make the Authority ‘fit for purpose’ in the future, and the ability of the governance model to provide a dynamic and responsive strategic direction to the Hampshire Fire and Rescue Service (“the Service”).

2. The Legislative Position:

- 2.1 The Combination Order was made on the 19th November 1996 and came into force on the 20th November 1996.

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- 2.2 The Combination Order established a fire authority for the combined areas of the councils of the cities of Portsmouth and Southampton and Hampshire County Council, known as 'Hampshire Fire and Rescue Authority' ("the Authority")
- 2.3 The Combination Order also established a fire brigade for the combined areas, known as the 'Hampshire Fire and Rescue Service' ("the Service")
- 2.4 The Authority is a corporate body with legal responsibility for making decisions about all matters concerning the functions, powers, duties and responsibilities of HFRA which are vested in it by statute.

3. Statutory Duties and Powers of the Authority:

- 3.1 The statutory duties and powers of a Fire Authority are principally set out in the Fire and Rescue Services Act 2004 and includes:
- The power to do anything it considers appropriate for the purposes of the carrying-out of any of its functions;
 - The duty to make provision for the purpose of promoting fire safety and to make provision for the purpose of extinguishing fires and protecting life and property in the event of fires in its area;
 - The duty to make provision for the purpose of (a) rescuing people in the event of road traffic accidents in the Authority's area, and (b) protecting people from serious harm in the event of road traffic accidents in its area;
 - The duty to comply with the direction of the Secretary of State in relation to a specified fire or other emergency in or outside the authority's area;
 - The power to take any action it considers appropriate in response to an event or situation which causes or is likely to cause – one or more individuals to die, be injured or become ill, or harm to the environment, including in the event of serious flooding.

4. Current Position

- 4.1 The Authority consists of 25 Members, based on the Combination Order. This makes the Authority one of the largest Fire Authorities in the Country, albeit given the size of the population; the number of Members in proportion to the electorate is relatively lower than many. The table referred to below sets out Hampshire's position in comparison to other Fire Authorities in the country.

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Combined Fire and Rescue Authority's (March 2016)			
Fire Authority	Population	No of Members	No of Committees (exc full Authority)
Avon	1,092,800	25	3
Berkshire	878,400	25	4
Durham	621,400	25	4
Essex	1,753,000	25	4
Hampshire	1,787,300	25	4
Hereford & Worcester	758,300	25	3
Kent	1,764,600	25	2
Lancashire	1,468,900	25	5
Shropshire	477,100	25	4
Devon and Somerset	1,687,500	24	6
Cheshire	1,034,800	23	3
Cleveland	559,700	23	3
Humberside	922,200	22	1
Staffordshire	1,107,200	21	6
East Sussex	812,500	18	6
Nottinghamshire	1,107,000	18	8
Buckinghamshire	771,800	17	3
Cambridgeshire	820,500	17	6
Leicestershire	1,033,000	17	3
Derbyshire	1,027,600	16	3
North Yorkshire	805,100	16	2
Dorset	754,400	30	3
Wiltshire	693,600		
Bedfordshire	633,900	12	1

(Data source: ONS Electoral stats 2014)

- 4.2 The current position has remained unchanged since the inception of the Authority in 1996 and although the relative populations and therefore number of electors will have likely changed, it can be demonstrated that, based on the current ratios above, the 19:3:3 split remains broadly consistent with the Combination Order.

	Hampshire	Portsmouth	Southampton
Electorate	1026111	140926	162403
Ratio	7.30	1.00	1.20
Current Membership	19	3	3
Ratio	6.30	1.00	1.00

- 4.3 The Combination Order Part III paragraph 11(1) and (2) provides that –

“the Authority shall consist of not more than 25 members save that, where the minimum number of members of the Authority resulting from the operation of paragraph 12 would be greater than 25, the Authority shall consist of that number of members”, and

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“each member of the Authority shall be appointed by a constituent authority from its own members in accordance with this part”

Paragraph 12 of the Combination Order provides that:-

“Each constituent authority shall, so far as is practicable, appoint such number of representatives to be members of the Authority as is proportionate to the number of local government electors in its area in relation to the number of such electors in each of the other constituent authorities’ areas”.

- 4.4 Therefore a reduction in the number of Authority Members would be possible, without amendment to the Combination Order, providing that the ratio between local government electors and representative Members on the Authority is maintained.
- 4.5 Each constituent Council appoints members to the Authority on a politically proportionate basis and subsequently Authority Members are able to form political Groups within the Authority. The Authority’s governance structure must be based on the “Committee System”, whereby decision making powers within the Authority’s remit are exercised by either the Full Authority of all Members, or through specific delegation to a Committee of Members. The Authority currently has four Committees and Members are appointed to these annually on a proportionate basis, representing the political balance of the overall Authority. Although the Committee System model is a requirement of a combined Fire Authority, it is up to each Authority to determine the number, size and role of its Committees.

5. Drivers for change

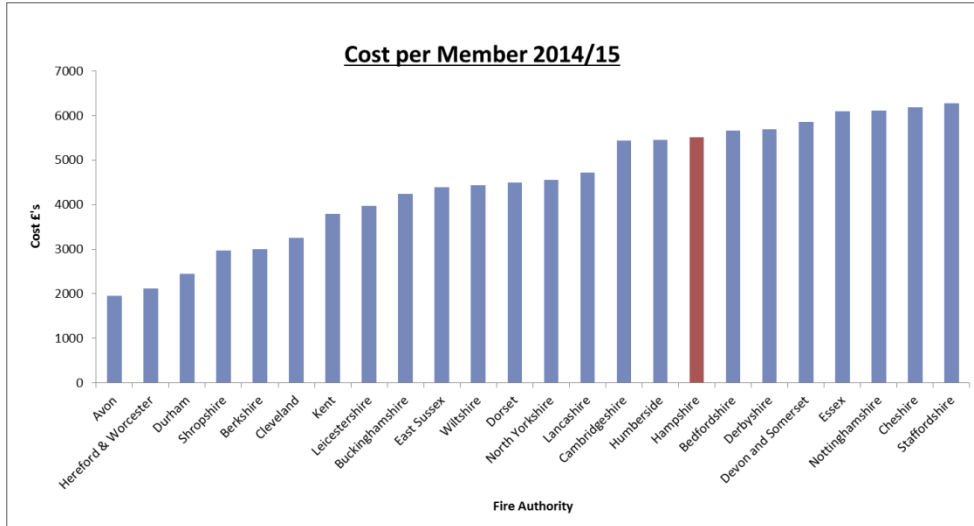
- 5.1 The Working Group considered the current size of the Authority with regards to its effectiveness and efficiency. Opportunities to improve the effectiveness of the input of the Members who are on the Authority through their engagement were considered separately, although it is important to note that these remain valid regardless of the size of the Authority. Consideration was given by the Working Group to factors such as the size and dynamics of the current Committee structure and also the costs associated with the Authority, of which are all explored below. In evaluating these factors, the Working Group agreed that there would be a benefit in a reduction in the size of the Authority.

Authority Costs

- 5.2 One of the primary direct costs of the Authority is derived from the allowances and expenses paid to Members in accordance with the Members’ Allowances Scheme. Taken as an average, the cost per Member of the Authority is currently a little above the median, when compared with other Combined Authorities (see graphic below). When the geographical size of Hampshire, and its population is taken into account, costs are relatively low. However the

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Working Group were conscious of the overall financial pressures on the Authority and mindful that the Authority should also play its own part in achieving savings targets.



5.3 As set out at the end of the table at appendix 2, the current annual cost of the Members' Allowances Scheme ("the Scheme") is £130,262. It is likely that a new governance model would require a new model for the distribution of Members' Allowances, however as an indication, using the existing Scheme as a basis, the governance models set out in appendix 7 would result in an 18.9% (to £105,668) reduction in the cost for 19 Members or a 40.3% (to £75,186) reduction in the cost for 11 Members.

5.4 It was acknowledged that costs could be reduced through amendments to the Members Allowances Scheme, without reducing the number of Members. However a reduction in the number of Members and increasing the value from each of them was preferred, also aligning with the other factors discussed in this section of the report. Therefore it was agreed to recommend that the Authority agree the principle that any future reduction in the size of the Authority will result in an overall reduction in the cost of the Members' Allowances Scheme.

Committee Size and Dynamics

5.5 The Working Group gathered evidence from the respective Committee Chairmen, as well as seeking the views of all Authority Members on the functionality of the existing structure of four Committees. Evidence was also received from the Chief Fire Officer. Currently there are four Committees, each typically meeting four times per year. In addition the Full Authority meets four times per year, resulting in 20 formal meetings per year. Each Committee has a set of responsibilities and delegations derived from the Authority and may accordingly either make recommendations to the Authority, or make decisions on behalf of the Authority.

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- 5.6 Factors such as the duration of meetings, the relevance of agenda items, the thoroughness of challenge and the breakdown of Committee responsibilities according to the Terms of Reference were considered. It was also noted that some duplication currently existed between committees. It was accepted that a structure whereby the duties and functions of the Authority could be exercised through fewer formal meetings would result in commensurate efficiencies in both Member and officer time. It would also enable existing synergies between the Committees to be used to tackle issues more efficiently. A general objective to reduce the number of Committees emerged and the Working Group agreed that the governance models being developed should take this into account.
- 5.7 In addition to the four existing Committees, the Firefighters' Pension Board and the local Crime and Disorder Partnerships have Authority Members appointed to them and these commitments will continue to exist regardless of any changes to the Authority governance structure.
- 5.8 It is difficult to quantify the monetary value of a reduction in formal meetings without more substantial analysis. However through a reduction in the visible costs of Member travel expenses and in the less visible cost of senior officer time and the utilisation of resources, it can be anticipated that substantial efficiencies are achievable through a reduction in meetings.

External Factors

- 5.9 The emergence of the Police and Crime Bill and in particular the opportunity for the Police and Crime Commissioner ("the PCC") to make a business case to take over the functions of the Authority was considered by the Working Group. It was felt that the broader democratic representation as well as the specialist experience and detailed local connection of the Authority represented a better option for the leadership of the Service and for the people of Hampshire. With this in mind, the report recommends that the Authority supports a strategy to offer the PCC a seat on the Authority with effect from the beginning of the 2017/18 municipal year.
- 5.10 Notwithstanding the agreement that the Authority represents the best option for the delivery of fire and rescue services in Hampshire, it was recognised that significant improvements to the efficiency of the Authority governance model could be made. This also aligns in particular with recent changes to the delivery of operational services through the "Risk Review" process. The Working Group supported a reduction in the size of the Authority to a governance model that is efficient and fit and proper for the future.

6. Options for Change

- 6.1 As discussed in 4.4 of this report, the Authority may agree itself to reduce in size from its current 25 Members, providing that the ratio of representatives from each constituent Council to the size of its electorate is adhered to. The

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Working Group was supportive of retaining the link between the electorate and number of Members in any governance model going forward. Any wider change, such as the inclusion of the PCC, would currently require an amendment to the Combination Order by the Secretary of State. This would entail a process of consultation with stakeholders, primarily the councils of the cities of Portsmouth and Southampton and Hampshire County Council, the PCC and the Service.

- 6.2 Based on the ratio of electors to Members, it is possible to calculate the possible breakdown of Members for a smaller Authority. The table in appendix 1 shows the mathematical and rounded entitlement of a number of different Authority sizes. The table below illustrates the two options chosen as explained in the remainder of this section.

	Hampshire	Portsmouth	Southampton
Revise to 18 Councillor Members	13.89	1.91	2.20
Rounded (ratio)	14.00 (7)	2.00 (1)	2.00 (1)
revise to 10 Councillor Members	7.72	1.06	1.22
Rounded/ratio	8.00	1.00	1.00

- 6.3 Feedback received through the Working Group has indicated that although there is a small difference between the size of the electorate in Portsmouth and Southampton, it would be desirable to retain an equal number of Member appointments from each Council. Furthermore, the table at appendix 1 demonstrates that the effect of rounding can be to skew the level of representation away from the 7.3: 1: 1.2 dictated by the size of the electorate. Taking these two factors into account, a number of size options become unfeasible.
- 6.4 The Working Group wished to explore the advantages and disadvantages of both a reduction in the current size of the Authority to retain the existing, successful governance structure models of the Authority, with the efficiency benefits of fewer Members and committees. In comparison with this, a more substantial overhaul of the operating governance structure and approach of the Authority, through a larger reduction in numbers. Bearing in mind the need to maintain the ratio between Members and the electorate, models of 18 Councillor Members and 10 Councillor Members respectively were taken forward as the best fit to that ratio. In each case, this would be the number of Councillors, plus the PCC, therefore models of 19 Members and 11 Members were taken forward for further detailed evaluation by the Working Group
- 6.5 The table at Appendix 7 sets out possible Committee structures resulting from the two alternative governance models detailed below:

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6.5.1 Governance Model Comprising 19 Members (including the PCC)

The governance model of 19 Members retains a similar structure to the existing one but incorporates the consolidation of Committees from four to three each comprising 9 – 10 Members. It is proposed that the Committee structure under this governance model would be of: “Assets”, “Human Resources and Organisational Development” and “Performance, Standards and Governance”. An indication of how the existing responsibilities and delegations could be combined into this model is included in the table. On the basis that the number of meetings per Committee will not increase, this would result in a decrease in formal meetings of the Authority by 20 percent per year (removal of four meetings).

6.5.2 Governance Model Comprising 11 Members (including the PCC)

The governance model of 11 Members proposes an alternative solution to recognise the opportunities as well as the practicalities of a smaller Authority. In this case it is considered that widespread delegation of functions to Committees would be unviable as there would be too few Members to support such Committees. There would also be substantial duplication as matters would be considered by a broadly similar group of Members both at Committee and at Full Authority. It is therefore proposed that the role of Committees be reduced to a minimum level of two Committees, for business that cannot for some reason be resolved at Full Authority. The bulk of Authority business would therefore be handled directly by the Full Authority, acting in the style of a corporate board, demonstrative of the enhanced leadership role to be played by a smaller number of Members. The number of Full Authority meetings would likely need to increase from four to six or eight per year; however the almost complete absence of Committee meetings would result in a net reduction of around 50 percent of meetings each year. The consolidation of Committees would be to a minimum of two each comprising 5 Members. The two Committees under this governance model would be “Resources” and also “Standards and Governance”.

7. Working Group Evaluation

- 7.1 The Working Group in evaluating a governance model for an Authority based on 19 Members (including the PCC), noted that this would represent an approximate 25 percent reduction in number of Members, which could be balanced with a reduction to three Committees and result in a proportionate reduction in the cost of the Members’ Allowances Scheme.
- 7.2 The Working Group also evaluated a governance model for a significantly smaller Authority, based on only one Member appointment from each of the cities. The table in appendix 1 shows that this could be achieved with either: 9, 10, or 11 Council Members. A model based on 10 Council Members (plus the PCC) was therefore developed, representing a suitable adherence to the ratio of electors and a large enough Authority to remain functional.

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7.3 The two governance models described above are set out in Appendix 2 of the report and contrasted with the existing Authority governance structure and size of 25 Members.

7.4 The Working Group considered both governance models and found a number of key strengths and weaknesses of each:

19 Members (including the PCC)	11 Members (including the PCC)
<p>For:</p> <ul style="list-style-type: none"> - would be commensurate with the size of the geographical area of Hampshire - would ensure the input of a good range of Councillors - is based on a tried and tested model - would enable a reduction and cost saving of Members Allowances 	<p>For:</p> <ul style="list-style-type: none"> - could establish a dynamic and responsive Authority for the future, in which every Member could be fully engaged and play a leadership role as the majority of the decisions would be taken by the Full Authority. - the lead role of the Full Authority would result in only a small amount of Committees having to convene for the resolution of specific matters. - would enable a substantial reduction in the Members' Allowances budget. - by having fewer Members representing the same population may represent an increase in efficiencies
<p>Against:</p> <ul style="list-style-type: none"> - Would not represent a substantial change from the current system and therefore would not sufficiently satisfy the need to evolve. - Having two Members from each City Council could skew political representation. 	<p>Against:</p> <ul style="list-style-type: none"> - Too few Members to fully represent the size of the Hampshire area and its constituent authorities, or to provide sufficient breadth of experience and local knowledge. - Political representation could be more easily skewed by the PCC in a smaller Authority

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Appendix 1

Hampshire Fire and Rescue Authority Governance Review

Based on the ratio of electors to Members, it is possible to calculate the possible breakdown of Members for a smaller Authority. The table below shows the mathematical and rounded entitlement of a number of different Authority sizes, derived from the current ratio of electorate size in each of the three Authorities.

	Hampshire	Portsmouth	Southampton
Electorate	1026111.00	140926.00	162403.00
Ratio	7.30	1.00	1.20
Maintain 25 (No Change)	19.30	2.65	3.05
Rounded (ratio)	19.00 (6.3)	3.00 (1)	3.00 (1)
Revise to 19	14.66	2.01	2.32
Rounded (ratio)	15.00 (7.5)	2.00 (1)	2.00 (1)
Revise to 18	13.89	1.91	2.20
Rounded (ratio)	14.00 (7)	2.00 (1)	2.00 (1)
Revise to 17	13.12	1.80	2.08
Rounded (ratio)	13.00 (6.5)	2.00 (1)	2.00 (1)
revise to 14	10.81	1.48	1.71
Rounded/ratio	11.00	1.00	2.00*
Revise to 13	10.03	1.38	1.59
Rounded/ratio	10.00	1.00	2.00
revise to 12	9.26	1.27	1.47
Rounded/ratio	9.00	1.00	2.00**
revise to 11	8.49	1.17	1.34
Rounded/ratio	9.00**	1.00	1.00
revise to 10	7.72	1.06	1.22
Rounded/ratio	8.00	1.00	1.00
Revise to 9	6.95	0.95	1.10
Rounded/ratio	7	1	1

* Rounded down as "least-entitled".

** Rounded up as "most entitled".

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Appendix 2

Overall Authority Size	25 Members (current situation)	19 Members (including PCC)	11 Members (including PCC)
Appointment breakdown	19 – Hampshire County Council 3 – Southampton City Council 3 – Portsmouth City Council	14 – Hampshire County Council 2 – Southampton City Council 2 – Portsmouth City Council 1 – PCC	8 – Hampshire County Council 1 – Southampton City Council 1 – Portsmouth City Council 1 – PCC
Number of scheduled Authority meetings annually	4	4	6-8 (All functions and duties of the Authority to be the responsibility of the Full Authority, unless otherwise specified below.)
Number and role of formal Committees of the Authority	*Four Committees, each of 9-10 Members, meeting four times per year, comprising:	Three Committees, each of 9-10 Members, meeting four times per year, comprising:	Two Committees, each of 5 Members, meeting annually and as required, comprising:
	Finance and General Purposes <u>Resource planning</u> <ul style="list-style-type: none"> to be responsible for establishing and monitoring the Authority's medium term financial plan to consider and recommend the annual revenue budget and capital programme to the Authority to consider and recommend 	Assets <u>Resource planning</u> <ul style="list-style-type: none"> to be responsible for establishing and monitoring the Authority's medium term financial plan to consider and recommend the annual revenue budget and capital programme to the Authority to consider and recommend 	Resources <u>Material Resources</u> <ul style="list-style-type: none"> management of the Firefighters' Pension Fund and to monitor the application of the Local Government Pension Scheme (LGPS), Firefighters Pension Scheme (FPS) and New Firefighters Pension Scheme (NFPS)

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	<p>the annual programme for the replacement of vehicles and other major capital schemes</p> <ul style="list-style-type: none"> to monitor the Authority's treasury management activities to consider and advise the Authority on the financial effects of significant development strategies, plans, major acquisitions, contracts etc <p><u>Resource monitoring</u></p> <ul style="list-style-type: none"> to receive, consider and approve budget monitoring reports and a year-end report on the outturn position as set out in the Authority's final accounts and to make recommendations to the Authority on any proposal to change the budget to oversee the use of land and property and other significant resources (eg information, technology, communications, vehicles) <p><u>Specific programmes</u></p>	<p>the annual programme for the replacement of vehicles and other major capital schemes</p> <ul style="list-style-type: none"> to monitor the Authority's treasury management activities to consider and advise the Authority on the financial effects of significant development strategies, plans, major acquisitions, contracts etc <p><u>Resource monitoring</u></p> <ul style="list-style-type: none"> to receive, consider and approve budget monitoring reports and a year-end report on the outturn position as set out in the Authority's final accounts and to make recommendations to the Authority on any proposal to change the budget to oversee the use of land and property and other significant resources (eg information, technology, communications, vehicles) <p><u>Specific programmes</u></p>	<ul style="list-style-type: none"> oversight of the Authority's commercial activities including its trading company <p><u>Human Resources</u></p> <ul style="list-style-type: none"> to complete the processes required under the national terms and conditions of service for Principal Officers (Gold Book) for the annual review of performance and local pay award via a group of the HR Committee. To be designated as the Principal Officer (PO) Pay Group to act as the Authority's appeal body for appropriate categories of employees in accordance with current agreed policies or where the internal mechanisms do not allow for the matters to be heard by officers. As the appeal body, to appoint panels comprising Members of the Committee or the Authority as appropriate to be responsible for the appointment of Chief and Deputy Chief Fire Officer posts
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	<ul style="list-style-type: none"> • to have oversight of the Authority’s programme of environmental management and reduction of carbon footprint • to have oversight of the Service Plan priority, ‘Assets and Money’, concerning the management of resources <p><u>Working with partners</u></p> <ul style="list-style-type: none"> • to have an oversight of the Authority’s partnership activities, particularly the resource and contractual implications. This will encompass various joint working programmes • to have an oversight of the Authority’s commercial activities including its trading company <p><u>Financial matters</u></p> <ul style="list-style-type: none"> • to deal with such other matters of financial significance that the Authority may refer to it <p><u>Urgent business</u></p> <ul style="list-style-type: none"> • to deal with any other 	<ul style="list-style-type: none"> • to have oversight of the Authority’s programme of environmental management and reduction of carbon footprint • to have oversight of the Service Plan priority, ‘Assets and Money’, concerning the management of resources <p><u>Scrutiny and Working With Partners</u></p> <ul style="list-style-type: none"> • to carry out joint member/ officer pre- and post-implementation scrutiny of any major project, scheme, or decision taken by the Authority within the wider remit of the Committee • to receive reports and information from officers, members, organisations and individuals as required by the Committee to further its work, and to interview Members, officers, staff and comparable organisations as appropriate • to consider how effectively the Authority is engaging with partners and other 	
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	<p>urgent business that cannot reasonably be held over to the next full meeting of the Authority or else dealt with under the Scheme of Delegation of Standing Orders</p> <p><u>Management of the Firefighters' Pension Fund (should be added to existing anyway??)</u></p>	<p>public service bodies to achieve better outcomes for local people and to optimise the strategic and financial outcomes of the Authority.</p> <ul style="list-style-type: none">• to make recommendations to the Authority on such matters as it considers appropriate arising from the scrutiny process• to have an oversight of the Authority's commercial activities including its trading company <p><u>Financial matters</u></p> <ul style="list-style-type: none">• to deal with such other matters of financial significance that the Authority may refer to it <p><u>Urgent business</u></p> <ul style="list-style-type: none">• to deal with any other urgent business that cannot reasonably be held over to the next full meeting of the Authority or else dealt with under the Scheme of Delegation of Standing Orders <p><u>Management of the</u></p>	
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		<u>Firefighters' Pension Fund</u>	
	<p>Human Resources To advise the Authority on all matters of human resource management, training and development to maximise the effectiveness of the staff of the Hampshire Fire and Rescue Service. To exercise the powers and duties except where otherwise stated (e.g. in the Scheme of Delegation) in the following matters:</p> <p><u>Establishment, staffing levels and structures</u></p> <ul style="list-style-type: none"> • to consider changes made by the Chief Officer under his delegated authority within the Service affecting staffing levels and grade variation, remuneration and conditions of service for individuals or groups of posts in the establishment • to consider and advise the Chief Officer on structural changes he/she has made or is intending to make • When considering these issues, the Committee will 	<p>Human Resources and Organisational Development To advise the Authority on all matters of human resource management, training and development to maximise the effectiveness of the staff of the Hampshire Fire and Rescue Service through the development of the organisation.</p> <p><u>Establishment, staffing levels and structures</u></p> <ul style="list-style-type: none"> • to consider changes made by the Chief Officer under his delegated authority within the Service affecting staffing levels and grade variation, remuneration and conditions of service for individuals or groups of posts in the establishment • to consider and advise the Chief Officer on structural changes he/she has made or is intending to make • When considering these issues, the Committee will have particular regard to the 	<p>Standards and Governance</p> <ul style="list-style-type: none"> • to oversee the discharge of the Authority's duty to promote and maintain high standards of conduct by Members and co-opted Members • to promote training and advice to Members and co-opted Members on the Code of Conduct, relevant protocols adopted by the Authority, and related matters to enable high standards of conduct to be maintained • to advise the Authority on the revision or replacement of its Code of Conduct for Members and co-opted Members, and on the review of protocols relevant to ethical standards • to advise the Authority on the arrangements to be applied for the investigation and determination of allegations of failure to comply with the Code of Conduct for

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	<p>have particular regard to the financial implications of any changes being made and will advise the Chief Officer accordingly.</p> <p><u>Pay and conditions of service</u></p> <ul style="list-style-type: none"> • to receive reports on nationally negotiated variations to salary levels and conditions of service for all categories of staff and advise the Authority of their implications • to consider, determine or advise on local variations in pay and conditions of service • to complete the processes required under the national terms and conditions of service for Principal Officers (Gold Book) for the annual review of performance and local pay award via a group of the HR Committee. To be designated as the Principal Officer (PO) Pay Group • to monitor the application of the Local Government 	<p>financial implications of any changes being made and will advise the Chief Officer accordingly.</p> <p><u>Pay and conditions of service</u></p> <ul style="list-style-type: none"> • to receive reports on nationally negotiated variations to salary levels and conditions of service for all categories of staff and advise the Authority of their implications • to consider, determine or advise on local variations in pay and conditions of service • to complete the processes required under the national terms and conditions of service for Principal Officers (Gold Book) for the annual review of performance and local pay award via a group of the HR Committee. To be designated as the Principal Officer (PO) Pay Group • to monitor the application of the Local Government Pension Scheme (LGPS), 	<p>Members and co-opted Members, including advice on the involvement of at least one independent person in those arrangements, and to handle and determine such allegations in accordance with the approved procedures</p> <ul style="list-style-type: none"> • to consider and determine an application by a Member or co-opted Member for the grant of a dispensation under Section 33 Localism Act 2011, relieving the restrictions on participation in, and voting on, a matter in which the Member or co-opted Member has a disclosable pecuniary interest <p><u>Governance</u></p> <ul style="list-style-type: none"> • to adopt, review and amend the corporate governance framework for the Authority • to receive and consider reports from the Treasurer on internal audit strategy, planning and delivery • to receive, consider and
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	<p>Pension Scheme (LGPS), Firefighters Pension Scheme (FPS) and New Firefighters Pension Scheme (NFPS)</p> <ul style="list-style-type: none"> to seek to influence the national agenda on terms and conditions of service that are negotiated on behalf of fire and rescue services and in particular for those roles relating to the fire fighting profession to ensure that the Service's pay policy is legally compliant, adopts best practice, meets nationally negotiated requirements and that the annual pay policy statement is suitably constructed and published as is required under the Localism Act. Once content, a recommendation will be passed to the full Authority for its publication <p><u>Employee policies</u></p> <ul style="list-style-type: none"> to ensure the introduction and continued application of good employee relations, procedures and practices 	<p>Firefighters Pension Scheme (FPS) and New Firefighters Pension Scheme (NFPS)</p> <ul style="list-style-type: none"> to seek to influence the national agenda on terms and conditions of service that are negotiated on behalf of fire and rescue services and in particular for those roles relating to the fire fighting profession to ensure that the Service's pay policy is legally compliant, adopts best practice, meets nationally negotiated requirements and that the annual pay policy statement is suitably constructed and published as is required under the Localism Act. Once content, a recommendation will be passed to the full Authority for its publication <p><u>Employee policies</u></p> <ul style="list-style-type: none"> to ensure the introduction and continued application of good employee relations, procedures and practices to ensure compliance with 	<p>approve the draft of the formal Statement of Accounts (incorporating the Annual Governance Statement) in compliance with the statutory deadline</p> <ul style="list-style-type: none"> to consider the External Auditors' management letter to the Authority and any reports from the External Auditor, and make recommendations to the Authority as necessary to approve the annual Operational Assurance statement (part of the requirements of the National Framework for the Fire and Rescue Service 2012) to receive and consider progress reports on actions taken to satisfy outcomes and recommendations from external and internal audit reports to approve the corporate risk management strategy, review the risk register and receive reports on risk management to maintain an oversight of the governance
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	<ul style="list-style-type: none"> • to ensure compliance with the provisions of all employment legislation • to act as the Authority's appeal body for appropriate categories of employees in accordance with current agreed policies or where the internal mechanisms do not allow for the matters to be heard by officers. As the appeal body, to appoint panels comprising Members of the Committee or the Authority as appropriate • to ensure that good recruitment and selection practices are adopted for all HFRS employees • to be responsible for the appointment of Chief and Deputy Chief Fire Officer posts • to ensure the development and implementation of training and development activities to support the future needs of the Service • to promote the Authority's work on inclusion and monitor the progress on equality, health, safety and 	<p>the provisions of all employment legislation</p> <ul style="list-style-type: none"> • to act as the Authority's appeal body for appropriate categories of employees in accordance with current agreed policies or where the internal mechanisms do not allow for the matters to be heard by officers. As the appeal body, to appoint panels comprising Members of the Committee or the Authority as appropriate • to ensure that good recruitment and selection practices are adopted for all HFRS employees • to be responsible for the appointment of Chief and Deputy Chief Fire Officer posts • to ensure the development and implementation of training and development activities to support the future needs of the Service • to promote the Authority's work on inclusion and monitor the progress on equality, health, safety and welfare policies 	<p>arrangements with external partnerships / organisations</p> <ul style="list-style-type: none"> • to receive an annual report on health and safety
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	<p>welfare policies</p> <ul style="list-style-type: none"> to scrutinise the activities and outcomes of the Service with regard to its general duty to promote equality of opportunity, good relations and positive attitudes to people of different groups, and to eliminate unfair discrimination in employee policies. Also, to scrutinise the activities and outcomes of the Service with regard to its general duty to promote health, safety and welfare policies to consider, determine or advise on priorities and objectives within the Service Plan relating to people and their development, including training, learning and development <p><u>Elected member development</u></p> <ul style="list-style-type: none"> to lead the development and establishment of mechanisms to support the development of Fire 	<ul style="list-style-type: none"> to scrutinise the activities and outcomes of the Service with regard to its general duty to promote equality of opportunity, good relations and positive attitudes to people of different groups, and to eliminate unfair discrimination in employee policies. Also, to scrutinise the activities and outcomes of the Service with regard to its general duty to promote health, safety and welfare policies to consider, determine or advise on priorities and objectives within the Service Plan relating to people and their development, including training, learning and development <p><u>Elected member development</u></p> <ul style="list-style-type: none"> to lead the development and establishment of mechanisms to support the development of Fire Authority Members via a 	
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	<p>Authority Members via a group of the HR Committee</p>	<p>group of the HR Committee</p> <p><u>Organisational Development</u></p> <ul style="list-style-type: none">• XXXXXX <p><u>Scrutiny and Working With Partners</u></p> <ul style="list-style-type: none">• to carry out joint member/officer pre- and post-implementation scrutiny of any major project, scheme, or decision taken by the Authority within the wider remit of the Committee• to receive reports and information from officers, members, organisations and individuals as required by the Committee to further its work, and to interview Members, officers, staff and comparable organisations as appropriate• to consider how effectively the Authority is engaging with partners and other public service bodies to achieve better outcomes for local people and to optimise the strategic and financial outcomes of the Authority.	
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		<ul style="list-style-type: none"> to make recommendations to the Authority on such matters as it considers appropriate arising from the scrutiny process 	
	<p>Standards and Governance <u>Standards</u></p> <ul style="list-style-type: none"> to oversee the discharge of the Authority's duty to promote and maintain high standards of conduct by Members and co-opted Members to promote training and advice to Members and co-opted Members on the Code of Conduct, relevant protocols adopted by the Authority, and related matters to enable high standards of conduct to be maintained to advise the Authority on the revision or replacement of its Code of Conduct for Members and co-opted Members, and on the review of protocols relevant to ethical standards to advise the Authority on the arrangements to be 	<p>Performance, Standards and Governance <u>Performance</u></p> <ul style="list-style-type: none"> to monitor the Service's performance against its priorities and key targets including comparisons with other organisations to consider the evaluations and outcomes of corporate projects and initiatives <p><u>Standards</u></p> <ul style="list-style-type: none"> to oversee the discharge of the Authority's duty to promote and maintain high standards of conduct by Members and co-opted Members to promote training and advice to Members and co-opted Members on the Code of Conduct, relevant protocols adopted by the Authority, and related matters to enable high 	

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	<p>applied for the investigation and determination of allegations of failure to comply with the Code of Conduct for Members and co-opted Members, including advice on the involvement of at least one independent person in those arrangements, and to handle and determine such allegations in accordance with the approved procedures</p> <ul style="list-style-type: none"> • to consider and determine an application by a Member or co-opted Member for the grant of a dispensation under Section 33 Localism Act 2011, relieving the restrictions on participation in, and voting on, a matter in which the Member or co-opted Member has a disclosable pecuniary interest <p><u>Governance</u></p> <ul style="list-style-type: none"> • to adopt, review and amend the corporate governance framework for the Authority • to receive and consider 	<p>standards of conduct to be maintained</p> <ul style="list-style-type: none"> • to advise the Authority on the revision or replacement of its Code of Conduct for Members and co-opted Members, and on the review of protocols relevant to ethical standards • to advise the Authority on the arrangements to be applied for the investigation and determination of allegations of failure to comply with the Code of Conduct for Members and co-opted Members, including advice on the involvement of at least one independent person in those arrangements, and to handle and determine such allegations in accordance with the approved procedures • to consider and determine an application by a Member or co-opted Member for the grant of a dispensation under Section 33 Localism Act 2011, relieving the restrictions on participation 	
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	<p>reports from the Treasurer on internal audit strategy, planning and delivery</p> <ul style="list-style-type: none"> • to receive, consider and approve the draft of the formal Statement of Accounts (incorporating the Annual Governance Statement) in compliance with the statutory deadline • to consider the External Auditors' management letter to the Authority and any reports from the External Auditor, and make recommendations to the Authority as necessary • to approve the annual Operational Assurance statement (part of the requirements of the National Framework for the Fire and Rescue Service 2012) • to receive and consider progress reports on actions taken to satisfy outcomes and recommendations from external and internal audit reports • to approve the corporate risk management strategy, 	<p>in, and voting on, a matter in which the Member or co-opted Member has a disclosable pecuniary interest</p> <p><u>Governance</u></p> <ul style="list-style-type: none"> • to adopt, review and amend the corporate governance framework for the Authority • to receive and consider reports from the Treasurer on internal audit strategy, planning and delivery • to receive, consider and approve the draft of the formal Statement of Accounts (incorporating the Annual Governance Statement) in compliance with the statutory deadline • to consider the External Auditors' management letter to the Authority and any reports from the External Auditor, and make recommendations to the Authority as necessary • to approve the annual Operational Assurance statement (part of the requirements of the 	
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	<p>review the risk register and receive reports on risk management</p> <ul style="list-style-type: none"> • to maintain an oversight of the governance arrangements with external partnerships / organisations • to receive an annual report on health and safety 	<p>National Framework for the Fire and Rescue Service 2012)</p> <ul style="list-style-type: none"> • to receive and consider progress reports on actions taken to satisfy outcomes and recommendations from external and internal audit reports • to approve the corporate risk management strategy, review the risk register and receive reports on risk management • to maintain an oversight of the governance arrangements with external partnerships / organisations • to receive an annual report on health and safety <p><u>Scrutiny and Working With Partners</u></p> <ul style="list-style-type: none"> • to carry out joint member/ officer pre- and post-implementation scrutiny of any major project, scheme, or decision taken by the Authority within the wider remit of the Committee • to receive reports and information from officers, 	
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		<p>members, organisations and individuals as required by the Committee to further its work, and to interview Members, officers, staff and comparable organisations as appropriate</p> <ul style="list-style-type: none"> • to consider how effectively the Authority is engaging with partners and other public service bodies to achieve better outcomes for local people and to optimise the strategic and financial outcomes of the Authority. • to make recommendations to the Authority on such matters as it considers appropriate arising from the scrutiny process 	
	<p>Performance Review and Scrutiny Committee</p> <p><u>Review the work of the Service</u></p> <ul style="list-style-type: none"> • to monitor and review any policy, decision or service delivery issues referred to the Committee by the Authority 		

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	<ul style="list-style-type: none">• to commission a programme of reviews drawn from any aspects of the Service's activities• to consider reports on the outcome of the reviews and the relevant recommendations and to monitor their implementation on a regular basis <p><u>Service planning</u></p> <ul style="list-style-type: none">• to consider reports and updates on the strategic assessment, risk analysis and integrated risk management plan for the Service• to oversee the service planning of the Service• to have oversight of the preparation of Service Plan priorities and aims, and regularly monitor their achievement• to examine the extent to which the practical outcomes achieved in delivering services accord with the priorities and aims of the Authority		
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	<p><u>Value for money</u></p> <ul style="list-style-type: none">• to oversee and co-ordinate the Authority's approach to securing value for money (including compliance with relevant legislative requirements) and recommend specific actions to secure value for money for the Authority's services• to participate in, determine and undertake a programme of efficiency reviews to ensure continuous improvements in the way services are delivered, having regard to economy, efficiency and effectiveness• to identify and make recommendations on any issues to optimise the use of resources and improve the delivery of service <p><u>Scrutiny</u></p> <ul style="list-style-type: none">• to carry out joint member/officer pre- and post-implementation scrutiny of any major project, scheme, or key decision taken by the		
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	<p>Authority or its standing committees</p> <ul style="list-style-type: none">• to receive reports and information from officers, members, organisations and individuals as required by the Committee to further its work, and to interview Members, officers, staff and comparable organisations as appropriate• to consider how effectively the Authority is engaging with partners and other public service bodies to achieve better outcomes for local people. This will include ensuring that the decision making process is accessible to the public, and that there are opportunities for the public and their representatives to influence and improve the delivery of services• to make recommendations to the Authority on such matters as it considers appropriate arising from the scrutiny process <p><u>Performance</u></p>		
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	<ul style="list-style-type: none"> to monitor the Service's performance against its priorities and key targets including comparisons with other organisations to consider the evaluations and outcomes of corporate projects and initiatives 		
Other Committees and appointments of Members	Firefighters' Pension Board	Firefighters' Pension Board	Firefighters' Pension Board
	Representation on CDRPs	Representation on CDRPs	Representation on CDRPs
	Member Champions for: Environment Member Development	Member Champions for: Environment Member Development	Each Member to champion an issue in connection with a priority for the Authority and the Service, to be reviewed and agreed on an annual basis.
	3S Fire Board Members (x 3)	3S Fire Board Members (x 3)	3S Fire Board Members (x 3)
	3S Fire Shareholder representative (x 1)	3S Fire Shareholder representative (x 1)	3S Fire Shareholder representative (x 1)
Informal Meetings/activity	Corporate Management Team	Corporate Management Team	"Private" Authority meetings, bi-monthly, to combine the functions of the Corporate Management Team and Member Awareness
	Member Awareness sessions for all Authority Members	Member Awareness sessions for all Authority Members	Small, cross-Party "Task and Finish" groups comprising 3-5 Members to be set up as required to advise the Authority on specific issues

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<p>Breakdown of Member Allowance and Special Responsibility Allowance Positions</p>	<p>Basic Allowance (x 25) £73,575 Chairman of Authority £14,469 Vice-Chairman of Authority* £1769 Committee Chairman (x 4) £22,266 Committee Vice-Chairman (x 4) £5482 Minority Group Leader (currently x 3) £14,470</p> <p>Total £130,262</p> <p>* generally not claimed as the Vice-Chairman has also been appointed a Committee Chairman, therefore excluded from the total</p>	<p>Basic Allowance (x 19) £55,917 Chairman of Authority £14,469 Vice-Chairman of Authority* £1769 Committee Chairman (x 3) £16,700** Committee Vice-Chairman (x 3) £4112** Minority Group Leader (currently x 3) £14,470</p> <p>Total £105,668 (18.9 % reduction)</p> <p>* generally not claimed as the Vice-Chairman has also been appointed a Committee Chairman, therefore excluded from the total ** Based on ¾ of the current average allowance</p>	<p>Basic Allowance (x 11) £32,373 Chairman of Authority £14,469 Vice-Chairman of Authority* £1769 Committee Chairmen (x 2) £11,133** Committee Vice-Chairmen (x 2) £2741** Minority Group Leader (currently x 3) £14,470</p> <p>Total £75,186 (40.3 % reduction)</p> <p>* generally not claimed as the Vice-Chairman has also been appointed a Committee Chairman, therefore excluded from the total ** Based on ½ of the current average allowance, however given that the responsibilities of the Committees will be limited to a few specific matters and meetings will be less frequent, the Authority may agree to reduce these allowances accordingly</p>
<p>Member expenses (Travel, Subsistence and dependent carer's allowance)</p>	<p>The cost of Member expenses in 2014/15 was £7273. This averages at £291/Member</p>	<p>Based on the 2014/15 average of £291/Member, the cost of expenses for 19 Members could potentially be reduced by around 25% to £5529</p>	<p>Based on the 2014/15 average of £291/Member, the cost of expenses for 11 Members could potentially be reduced by more than 50% to £3201</p>

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<p><i>N.B The Members' Allowances Scheme is agreed on an annual basis by the Full Authority, taking into account the views of the Independent Remuneration Panels of each of the constituent Authorities. The calculations for the two models above are indicative figures, based on the existing Scheme. In the event that an alternative governance structure of the Authority is agreed, subsequent consideration and agreement of a suitable Members' Allowances Scheme commensurate with that structure would be required.</i></p>			