

Statutory Inspection - Motion

The Fire Authority notes the publication of Statutory Inspection Report on 19 July 2017 and the subsequent letter received from the Fire Minister by the Chair.

The Fire Authority is committed to addressing the issues raised in the Report and by the Minister and to this end approves the 63 recommendations set out in the **Appendix**.

To be moved by:

Councillor Donald Davies
Chair of the Fire Authority

Note re Rules of Debate

To enable an effective and orderly debate the Chair has ruled that the Motion will be debated as follows:

1. Chair to formally move the Motion
2. Motion to be formally seconded
3. Amendments to be moved – these must be in writing and given to the Clerk at the beginning of the meeting and will be taken in the order they are received.
4. Chair to speak to the Motion (5 minutes)
5. Seconder to speak or reserve (5 minutes)
6. Each Member will have the opportunity to speak once for 5 minutes
7. Chair to respond (5 minutes)
8. Amendments to be formally moved and seconded and voted upon.
9. Motion (either as moved or amended) to be voted upon.

Members must confine their remarks to the contents of the Motion and comments which stray outside of this requirement will be ruled out of order.

Statutory Inspection – RECOMMENDED ACTIONS

Section 1				
Para No	Report Conclusions and Proposals (section 4, pages 45-49)	Chair's Proposals	Lead and Facilitators	Status
Governance				
197 Also: 4,27,41,53 63,64,65,76 88,91,93,94 101,102,103 105,115,116 117,121,122 123,124,125 126,127,128 134,147,148 152,155,156 178,182,191	<p>The Authority still do not comply with the statutory s3 duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.</p>	<p>RECOMMENDATION 1 - Lessons learned and reform strategies are being produced focusing on collaboration, workforce reform, Inclusivity and equality, learning and development.</p> <p>Governance review completed. Increased Member engagement and decision making will be initiated. New Corporate plan to be produced and review of IRMP instigated.</p> <p>RECOMMENDATION 2 - Changes to the composition of the Authority are being considered by the Leaders of the constituent councils. The combination order specifies that the appointment and removal of Members is entirely a matter of discretion for the constituent Authorities. However constitutional changes will be made to the tenure of the roles of Chair and Vice Chairs with limitations of tenure to 6 years, either continuous or accumulated periods of membership of the Fire Authority.</p> <p>RECOMMENDATION 3 - Members will be provided with information to determine 'risk or demand' led decision making. Officers will provide more data than previously recorded. Peer support and assistance will be requested from the National Chiefs Fire Council</p> <p>RECOMMENDATION 4 - More regular budget update meetings regarding Budget and capacity. It is standard practice to bring quarterly budget monitoring reports to the General Purposes Committee.</p>	<p>Fire Authority Statutory Officers / SMB Trade union representatives Peer assistance as and when required</p> <p>Chair and Clerk</p> <p>Fire Authority Statutory Officers / SMB Strategic Support Officer</p> <p>Chair, Group Leaders and Treasurer</p>	<p>Whilst cultural shifts and demonstrable improvement will take some time to be effective – work and initiatives have already be instigated</p> <p>Seek approval at the July AFA meeting</p> <p>Instigated and to be completed by end December 2017</p> <p>Quarterly reports will be prepared and meetings already arranged. A meeting has been arranged to take place Monday 11 Sept at 10 am between the Treasurer, Chair and Group Leaders.</p>
203 Also: 132,149	<p>There are discussions underway about possibly sharing back office services. This should not only reduce the costs of these services but also help to strengthen the Treasurer and Clerk roles by giving them ready access to a deeper pool of expertise.</p>	<p>RECOMMENDATION 5 - SMB to consider further collaboration opportunities with Avon & Somerset Constabulary, other blue-light services and/or other wider partner agencies.</p>	<p>DCFO</p>	<p>April 2018</p>
204 Also: 132 133	<p>There is the possibility of passing control from the Authority to the Police and Crime Commissioner. This is complicated by the fact that the police and fire services in the region cover different geographic areas. This possibility should certainly be pursued as a potential medium-term solution.</p>	<p>RECOMMENDATION 6 – Discussion will be held with the PCC to review the potential of passing governance to the PCC. A business case will be produced if required.</p>	<p>Chair</p>	<p>May 2019</p>

Leadership				
<p>205</p> <p>Also: 58,59,79,80 81,82,83,84 85,86,87,88 89,90,91,92 93,95,96,105 121,122,123 124,125,134, 135,136,137, 138,139,140 144,153,154 155,156,157 189</p>	<p>The SMB in general, and the CFO in particular, have been left unchallenged and not held properly to account for too long. Neither have they sought to put in place processes that would support greater democratic accountability and transparency.</p> <p>The overall corporate leadership appears to lack the capacity at the top to drive the necessary changes. The current management structure is top-heavy and cumbersome with a CFO, DCFO, and two ACFOs. Other authorities have sought to delay their senior management teams.</p>	<p>RECOMMENDATION 7 – Previous Statutory Officers have left the organisation. Personal Development Reviews (PDRs) will be carried out with Chair and Chief Fire Officer for new appointments to ensure roles are being carried out to the standards and the specific job descriptions.</p> <p>RECOMMENDATION 8 - CFO will have PDR carried out by the Employment Committee Panel annually and with six month reviews.</p> <p>RECOMMENDATION 9 – Governance arrangements changed with a Performance, Review and Scrutiny Committee now in place</p> <p>RECOMMENDATION 10 - SMB appointments will remain the responsibility of the Employment Committee, with political balance in place. Alternatively, if felt having an independent element would be a better approach an Advisory Appointments Panel could undertake the process and make a recommendation to the full Authority.</p> <p>RECOMMENDATION 11 - A structural review will be instigated to ascertain best value and improved ways of working at senior level</p>	<p>Chair / CFO</p> <p>Clerk</p> <p>Chair</p> <p>Clerk</p> <p>Chair / CFO / DCFO and Peer support will be requested from National Fire Chiefs Council</p>	<p>Annual PDR with interim performance meeting at 6 months.</p> <p>Annual PDR Established, with a new provision to carry out six monthly reviews.</p> <p>Established.</p> <p>Decision needed prior to any further recruitment takes place.</p> <p>December 2017</p>
<p>206</p> <p>Also: 58,59,78,80 81,82,83,84 85,86,87,88 89,90,91,92 93,95,96,97 98,100,104 105,107,108 109,110,111 112,113,114 115,117,118 119,120,134 138,139,140, 147,148</p>	<p>While some changes have taken place in governance, and there is clearly a move driven by a need for greater accountability and transparency, without Members being willing to challenge, and Officers willing to accept that challenge, little progress is likely to be made.</p>	<p>RECOMMENDATION 12 - A revised protocol has been issued 27/06/17 between the DCFO and new Chair. The Chair has made clear that working relationships will remain formal and in accordance with the protocol.</p> <p>RECOMMENDATION 13 - Inductions and Members training days have been introduced but Members will be required to attend.</p> <p>RECOMMENDATION 14 – Improve the quality of reports submitted to Members</p> <p>RECOMMENDATION 15 – The LGA will be consulted and assistance requested with making improvement.</p>	<p>Chair / CFO / DCFO</p> <p>Clerk</p> <p>Clerk / SMB</p> <p>Chair / DCFO and Statutory Officers</p>	<p>Signed off</p> <p>Training needs analysis to be undertaken and new Member training plan to be proposed</p> <p>Instigated and to be complete by October 2017</p> <p>Initiated and on-going.</p>
<p>207</p> <p>Also: 92,98,99,100 101,102,105 109,121,122 123,136,137</p>	<p>The Authority is falling behind many other authorities in adopting and implementing new ideas. I believe that this is in no small measure due to the lack of change in the most senior positions in the Authority at both Officer and Member level.</p> <p>I conclude that it is now time for the leadership of the Authority to be revitalised in order to drive improvements in economy, efficiency and effectiveness.</p>	<p>RECOMMENDATION 16 - SMB appointments will remain the responsibility of the Employment Committee, with democratic balance in place. Alternatively, if felt having an independent element would be a better approach an Advisory Appointments Panel could undertake the process and make a recommendation to the full Authority.</p> <p>RECOMMENDATION 17 – An examination of the approach Avon & Somerset Constabulary takes to succession planning and short term appointments will be undertaken.</p>	<p>Clerk</p> <p>Clerk, Area Manager L&D, Human Resources Manager.</p>	<p>Decision needed prior to any further recruitment takes place.</p> <p>December 2017</p>

		RECOMMENDATION 18 - A structural review will be instigated to ascertain Best Value and improved ways of working at senior level	CFO / DCFO and Peer support will be requested from National Fire Chiefs Council	December 2017
208 Also: 100,101,102 105,121,122 123,149,184 185,186,187 189	An excellent example of what can be achieved by adopting a structured, disciplined approach to reviewing management structures, costs and capabilities is provided by the recent review undertaken by Leicestershire Fire and Rescue Authority. I commend this type of approach to the Authority.	RECOMMENDATION 19 – A review of Leicestershire Fire and Rescue Authority approach will be instigated and a specific project on best value practices in the wider FRS will be instigated. RECOMMENDATION 20 – Assistance will be sought from the National Fire Chiefs Council.	CFO / DCFO and Peer support will be requested from National Fire Chiefs Council Peer support will be requested from National Fire Chiefs Council	April 2018 April 2018
Culture				
209 Also: 117,118,119 120,134,147 159,179,180 181,182,188	The Authority should now drive a new culture in the organisation with the Principles of Public Life at its heart.	RECOMMENDATION 21 – A review of the Principles of Public Life will be instigated to embed them throughout the Authority's working practices. RECOMMENDATION 22 – an Employees Code of Conduct will be developed. RECOMMENDATION 23- Cultural shift and organisational reviews to take place. A cultural audit will be initiated. Appointment of Interim Inclusion Officer.	Chair / DCFO / Clerk. LGA support will be requested. Clerk DCFO / Inclusion officer	December 2017 December 2017 December 2017
210 Also: 121,122,123 134,149,153 154,155,156 157,171,189	It should undertake a delayering exercise to reduce the number of managers at all levels, shorten communication lines, empower all members of staff and reduce overhead costs. The Authority should use the move to the Avon and Somerset Constabulary HQ as an opportunity to refresh itself generally, and specifically to increase the professionalism of all its support functions including procurement and Human Resources.	RECOMMENDATION 24 - A structural review will be instigated to ascertain best value and improved ways of working. RECOMMENDATION 25 – Collaboration will be examined with Avon and Somerset Constabulary and other FRSs, and if necessary the upskilling of staff or the commissioning of work/expertise when it is deemed to be of best value to do so. This review will include the benefits of shared back-office services including legal, financial, procurement, IT and HR. RECOMMENDATION 26 – An Organisational Strategy will be produced and a skills gap analysis undertaken of SMB and Support staff roles.	CFO / DCFO and Peer support will be requested from National Chief Fire Council DCFO / Clerk ACFO Risk Reduction and Learning & Development	September 2017 April 2018 April 2018
211 Also: 58,59,96,97 98,107,121 122,123,134 141,142,147 159,160,171 172,173,174 175,176,177 178,179,180	Adopting the other changes proposed in this Report such as greater transparency and openness, greater accountability, more rigorous performance management, and more inclusivity will not only make a big difference in themselves, they will also signal a new culture. Ultimately it is the culture change which will embed new ways of working throughout the organisation; and thereby make the change sustainable.	RECOMMENDATION 27 - The Corporate Plan is due for replacement and this creates an ideal opportunity to reset the Mission, Vision and strategic direction and priorities for the Authority. Whilst this is an Authority plan, a working group involving Members and Officers will be formed to focus on this and ensure capacity and budget can achieve aspirations and objectives. RECOMMENDATION 28 - Review the quality of reports that are proportionate to the issues under consideration. RECOMMENDATION 29 - A new Inclusion Committee to	Corporate Assurance Manager to facilitate Corporate Plan and Strategic Support Officer (IRMP), Statutory Officers and SMB. Chair / Clerk Chair / Clerk	Reviews initiated and commencing. Corporate Plan will be produced and published by April 2018. Started and will continue.

181,182,190		<p>replace the Equalities Sub-Committee will be formed. The purpose is to demonstrate commitment to the inclusion agenda and drive organisational improvement</p> <p>RECOMMENDATION 30 - Cultural shift and organisational reviews to take place. A cultural audit will be initiated.</p>	DCFO / Inclusion officer.	<p>Seek approval at July AFA meeting.</p> <p>December 2017.</p>
Driving Change				
<p>212</p> <p>Also: 69,72,73,74 75,76,97,100 101,102,103 104,105,106 107,141,142 149,151,159 160,161,184 185,186,187</p>	<p>Making the Authority a high performing organisation is an achievable, realistic aspiration, but it will be a demanding task. It will require a united leadership team with experience of driving change to develop a compelling vision and to execute a delivery plan with energy and determination.</p>	<p>RECOMMENDATION 31 - The Corporate Plan is due for replacement and this creates an ideal opportunity to reset the Mission, Vision and strategic direction and priorities for the Authority. Whilst this is an Authority plan, a working group involving Members and Officers will be formed to focus on this and ensure capacity and budget can achieve aspirations and objectives.</p> <p>RECOMMENDATION 32 - A review of the IRMP, response standards and other key strategies will all be subject to change as a result of a new direction and priorities. Cost v benefit of service delivery will be a prime consideration. It is likely to impact on response standards, allocation of budget and impact on the organisational structure.</p> <p>RECOMMENDATION 33 - A thorough and comprehensive analysis of the IRMP and response standards will be completed. Outlining options and a risk assessment of varying standards, a corresponding review of staffing numbers, capability and infrastructure will be included. It is imperative this includes all impacts on public and firefighter safety.</p> <p>RECOMMENDATION 34 - CAST standards will be reviewed as part of an overall view of best practice within the FRS nationally.</p> <p>RECOMMENDATION 35 – Peer support and assistance will be requested from the National Fire Chiefs Council</p> <p>RECOMMENDATION 36 - Review of Trade Union interaction protocol instigated</p>	<p>Corporate Assurance Manager to facilitate Corporate Plan and Strategic Support Officer (IRMP)</p> <p>Fire Authority and CFO / DCFO Peer support and assistance will be requested from the National Fire Chiefs Council</p> <p>Fire Authority Statutory Officers / SMB Strategic Support Officer Peer support and assistance will be requested from the National Fire Chiefs Council</p> <p>Fire Authority Statutory Officers / SMB Strategic Support Officer</p> <p>Chair / DCFO, Peer support and assistance will be requested from the National Chiefs Fire Council</p> <p>DCFO / Clerk</p>	<p>Reviews initiated and commencing. Corporate Plan will be produced and published by April 2018.</p> <p>Review of IRMP and associated response standards – instigated and to be completed by December 2017. Consultations with key stakeholders will be as defined by the National Framework.</p> <p>Instigated and to be completed by end December 2017</p> <p>Instigated and to be completed by end December 2017</p> <p>July 2017</p> <p>October 2017</p>
<p>213 (1)</p> <p>Also: 104,106,210 149,151</p>	<p>The Authority should review the composition of the management team to ensure it has the skills, experience and energy to take the organisation forward. It should be sized and equipped for the medium-term challenge – I believe a CFO and two ACFOs should be adequate but this is ultimately for the Authority to determine. The quality of the individuals and their cohesiveness as a team are absolutely critical. This review may require external expertise to ensure it is done effectively.</p>	<p>RECOMMENDATION 37 - A structural review will be instigated to ascertain best value and improved ways of working.</p> <p>RECOMMENDATION 38 – Collaboration will be examined with Avon and Somerset Constabulary and other FRSs, and if necessary the upskilling of staff or the commissioning of work/expertise when it is deemed to be of best value to do so.</p> <p>RECOMMENDATION 39 – An Organisational Strategy will be produced and a skills gap analysis undertaken of SMB and Support staff roles.</p>	<p>CFO / DCFO and Peer support will be requested from National Fire Chief Council</p> <p>DCFO / Clerk</p> <p>ACFO Risk Reduction and Learning & Development</p>	<p>September 2018</p> <p>April 2018</p> <p>April 2018</p>

<p>213 (2)</p> <p>Also: 149,151</p>	<p>That leadership team will almost certainly need additional short-term expertise to drive the programme in its initial stages. This could be provided in a variety of ways such as a senior change leader on an interim contract, part-time support from a neighbouring CFO, consulting support or some combination of these. It will be critical that however it is provided, it fits cohesively with the future leadership team and commits to time-bounded delivery of the change programme.</p>	<p>RECOMMENDATION 40 - We will consider the most effective method of securing appropriate change management support. We will draw on that support to ensure that the Authority's attention is focussed on the implementation of this action plan, including setting firm foundations for strategic change as well as achieving early success to demonstrate direction of travel.</p>	<p>Chair / DCFO</p>	<p>July 2017</p>
<p>213 (3)</p> <p>Also: 97,121,122 144,145,146 158,159</p>	<p>Standards, targets and performance against comparable high performing organisations – both fire and rescue services and others.</p>	<p>RECOMMENDATION 41 - We will review our performance information to ensure it provides data that is both comprehensive and accessible in its presentation.</p> <p>RECOMMENDATION 42 - We will seek best practice in the presentation of performance data from other FRSs to ensure Elected Members and senior officers have access to management information which can be effectively used to scrutinise, challenge and drive improvement.</p> <p>RECOMMENDATION 43 – We will set-up a working group with Elected Member and officer involvement. The Corporate Performance Manager will analyse wider FRS performance data and provide an options appraisal to the working group.</p> <p>RECOMMENDATION 44 - We will evaluate the IT solutions currently available to assist in this process and purchase suitable software where appropriate.</p> <p>RECOMMENDATION 45 - We will continue to benchmark our performance data against other Fire & Rescue Services (particularly Family Group 4) but also consider the most effective method of comparison against relevant non-FRS organisations.</p> <p>RECOMMENDATION 46 – The new HMCIFS data set will be circulated as soon as available.</p>	<p>Clerk Corporate Performance Manager</p> <p>Corporate Performance Manager</p>	<p>December 2017</p> <p>December 2017</p> <p>December 2017</p> <p>December 2017</p> <p>December 2017</p> <p>As soon as available.</p>
<p>213 (4)</p>	<p>A programme plan should be developed that delivers the vision and operating model over a demanding but realistic timetable. Two years should be appropriate, with regular, visible, measurable milestones every three to six months along the way so that progress is monitored, reported and celebrated; and any lessons learned and required changes are adopted.</p>	<p>RECOMMENDATION 47 - A detailed project plan will be produced by the Project Management Office (PMO) to implement the actions detailed within this plan, in line with recognised programme management principles.</p> <p>RECOMMENDATION 48 – A lead officer interim appointment will be considered.</p>	<p>Chair / DCFO / Clerk / Officer appointed to lead the new PMO</p> <p>DCFO</p>	<p>September 2017</p> <p>September 2017</p>
<p>213 (5)</p> <p>Also: 30,107</p>	<p>The plan should address all of the issues identified in this report and in the Monitoring Officer's report from 2016. A key element should be for all Members of the Authority to undertake a member development programme, provided from external sources. Mentors should be available from other high performing fire authorities.</p>	<p>RECOMMENDATION 49 - The project plan (as above) will include the relevant recommendations from the Monitoring Officers report.</p> <p>RECOMMENDATION 50 - We will liaise with the LGA to determine the most appropriate training required for a member of the Fire Authority and revisit our arrangements for Members' CPD in light of recommended best practice.</p>	<p>Clerk</p> <p>Clerk</p>	<p>August 2017</p> <p>December 2017</p>
<p>213 (6)</p>	<p>The leadership team should set up a small but proactive Programme Management Office (PMO) that oversees the</p>	<p>RECOMMENDATION 51 - We will establish a dedicated Project Management Office, staffed by suitably qualified</p>	<p>DCFO</p>	<p>August 2017</p>

	<p>delivery of the plan. It should report monthly to the leadership team, solve problems, remove obstacles, mitigate risks and orchestrate communications. The focus must be on solutions, delivery and risk management. When problems arise, as they will, then the PMO must resolve them, not look for excuses and people to blame.</p>	<p>programme management specialists, to coordinate and support the implementation of this action plan.</p> <p>RECOMMENDATION 52 - Reports provided monthly to the Fire Minister, General Purposes Committee and the SMB. Regular updates will also be provided to the Authority and/or appropriate Committees.</p>	Chair / DCFO	August 2017
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Section 2

Other considerations within the report

Para No	Summary of issues	Chair's Proposals	Lead and Facilitators	Status
32,38,41,42 43,44,45,54 55,56,57,59 60,61,62,63 64	Annual Pay	RECOMMENDATION 53 - Decisions on the annual pay review of SMB (Gold Book requirement) will be by the Fire Authority on the advice of the Employment Committee or an independent person to advise and make recommendations in liaison with the Employment Committee.	Clerk	Decision to be made in October 2017
32,46,47,48 49,50,51,52 53,64,65,134 143,	Secondments	RECOMMENDATION 54 - A secondment policy will be formulated to ensure this is well understood. Secondments will never be used in relation to Exit strategies for staff.	Clerk	September 2017
32,34,38,40 48,50,57,60 61,62,66,67 68	Pension Scheme	RECOMMENDATION 55 – Access to the Firefighters Pension Scheme is a national issue but any local discretion will be considered by the local Pensions Board with a recommendation to the full Fire Authority.	Treasurer Fire Authority Local Pension Board	No further Action at this time.
34,36,37,38 55	Abatement	RECOMMENDATION 56 - Abatement Policy suspended and Abatement stopped.	Fire Authority instigated policy withdrawal	Complete
106,116,127 128	Constitution	RECOMMENDATION 57 – The Constitution will be reviewed.	Clerk Fire Authority	December 2017
124,159,160 161,162,163 164,165,166 167,168,169 170,171,172 173,174,175 183	Whistleblowing	RECOMMENDATION 58 – The Whistleblowing protocol will be reviewed to ensure we create a safe space for employees to use confidential reporting.	Chair / Clerk	September 2017
97,150	Procurement	<p>RECOMMENDATION 59 – A Service Procurement Group has been set-up to provide input into the National Framework to ensure joined up procurement practices.</p> <p>RECOMMENDATION 60 – A report will be produced examining the opportunities for local suppliers' participation and the Procurement Policy will be reviewed to incorporate this.</p> <p>RECOMMENDATION 61 - Members' Procurement Working Group to do a task and finish review, reporting findings to</p>	<p>Clerk / Procurement Manager</p> <p>Clerk / Procurement Manager</p> <p>Chair / Clerk / Procurement</p>	<p>December 2017</p> <p>December 2017</p> <p>December 2017</p>

		GPC	Manager	
97	Inclusion / Procurement	RECOMMENDATION 62 – Staff volunteers to have an opportunity to contribute to national procurement programmes. The Service will seek develop opportunities for staff to volunteer and contribute to the national procurement agenda.	Clerk	December 2017
121,122,123 124,125,146	Peer Review and External Audit	RECOMMENDATION 63 – Paragraph 121-125 will be reviewed in light of the findings within the BV report. Actions resulting from the review will be included in a detailed project plan produced by the Project Management Office (PMO) and implemented in line with recognised programme management principles.	Clerk	December 2017

Section 3

Fire Minister Letter

Para No	Summary of issues	Chair's Proposals	Lead and Facilitators	Status
149,150 210 213 (1)	A review of the senior management board to ensure they have the necessary experience and capabilities to plan and deliver the transformational change.	RECOMMENDATION 37 (above) - A structural review will be instigated to ascertain best value and improved ways of working. RECOMMENDATION 39 (above) – An Organisational Strategy will be produced and a skills gap analysis undertaken of SMB and Support staff roles.	CFO / DCFO and Peer support will be requested from National Chief Fire Council ACFO Risk Reduction and Learning & Development	September 2018 April 2018
149,150 210 213 (1)	Consideration as to what further expertise is required with particular focus on human resources; legal and finance provisions and whether there are any collaboration opportunities for these through the upcoming move to Avon and Somerset Constabulary HQ.	RECOMMENDATION 38 (above) – Collaboration will be examined with Avon and Somerset Constabulary and other FRSS, and if necessary the upskilling of staff or the commissioning of work/expertise when it is deemed to be of best value to do so. . This review will include the benefits of shared back-office services including legal, financial, procurement, IT and HR.	DCFO / Clerk	April 2018
205	A de-layering exercise with regards to the senior management board with a focus on culture change and professionalism.	RECOMMENDATION 11 (above) - A structural review will be instigated to ascertain best value and improved ways of working at senior level	Chair / CFO / DCFO and Peer support will be requested from National Fire Chiefs Council	December 2017
69,72,73,74 75,76,212	A review of the Integrated Risk Management Plan.	RECOMMENDATION 32 (above) - A review of the IRMP, response standards and other key strategies will all be subject to change as a result of a new direction and priorities. Cost v benefit of service delivery will be a prime consideration. It is likely to impact on response standards, allocation of budget and impact on the organisational structure. RECOMMENDATION 33 (above) - A thorough and comprehensive analysis of the IRMP and response standards will be completed. Outlining options and a risk assessment of varying standards, a corresponding review of staffing numbers, capability and infrastructure will be included. It is imperative this includes all impacts on public and firefighter safety. RECOMMENDATION 34 (above) - CAST standards will be reviewed as part of an overall view of best practice within	Fire Authority and CFO / DCFO Peer support and assistance will be requested from the National Chiefs Fire Council Fire Authority Statutory Officers / SMB Strategic Support Officer Peer support and assistance will be requested from the National Fire Chiefs Council Fire Authority Statutory Officers / SMB	Review of IRMP and associated response standards – instigated and to be completed by December 2017. Consultations with key stakeholders will be as defined by the National Framework. Instigated and to be completed by end December 2017 Instigated and to be completed by end December 2017

		the FRS nationally.	Strategic Support Officer	
213 (4) 213 (5) 213 (6)	The introduction of a programme board to drive change and support the senior management team within the service develop a comprehensive operating model, vision and strategic goals for the service. The programme board should also oversee the delivery of this plan.	RECOMMENDATION 47 (above) - A detailed project plan will be produced by the Project Management Office (PMO) to implement the actions detailed within this plan, in line with recognised programme management principles. RECOMMENDATION 48 (above) – A lead officer interim appointment will be considered. RECOMMENDATION 49 (above) - The project plan will include the relevant recommendations from the Monitoring Officers report. RECOMMENDATION 51 (above) - We will establish a dedicated Project Management Office, staffed by suitably qualified programme management specialists, to coordinate and support the implementation of this action plan.	DCFO / Clerk / Officer appointed to lead the new PMO DCFO DCFO DCFO	September 2017 September 2017 September 2017 August 2017
197,116,127	I understand that the leaders of the four constituent unitary councils are considering bringing in an eight-year term limit for the Authority. Given the automatic effect that this will have in refreshing membership, I give this proposal my full support and ask that it is actioned immediately.	RECOMMENDATION 2 (above) - Changes to the composition of the Authority are being considered by the Leaders of the constituent councils. The combination order specifies that the appointment and removal of Members is entirely a matter of discretion for the constituent Authorities. However constitutional changes will be made to the tenure of the roles of Chair and Vice Chairs with limitations of tenure to 6 years, either continuous or accumulated periods of membership of the Fire Authority.	Chair and Clerk	Seek approval at the July AFA meeting
213 (2)	Make immediate contact with Roy Wilsher, the Chair of the National Fire Chiefs Council (NFCC) to discuss options for an interim Chief to ensure that the operational delivery of the fire and rescue service is not impacted.	RECOMMENDATION 40 (above) - We will consider the most effective method of securing appropriate change management support. We will draw on that support to ensure that the Authority's attention is focussed on the implementation of this action plan, including setting firm foundations for strategic change as well as achieving early success to demonstrate direction of travel.	CFO and SMB	July 2017
	I would appreciate monthly updates on the progress you are making and would welcome a meeting in September to thoroughly discuss your implementation plans and strategic goals for Avon Fire and Rescue Authority.	RECOMMENDATION 51 (above) - Reports provided monthly to the Fire Minister, General Purposes Committee and the SMB. Regular updates will also be provided to the Authority and/or appropriate Committees.	DCFO	August 2017