

Fire and Rescue Performance and Resources Board

**Terms of Reference**

1. **Introduction**
   1. The Board has been established to enable the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Commissioner”) to review Essex County Fire and Rescue Service’s (‘ECFRS’s’) performance, ensure that budgeted resources (both human and financial) are closely aligned with fire and rescue priorities and to ensure that resources are effectively and efficiently being utilised.
   2. The Board will enable the Commissioner to maintain effective oversight of the totality of ECFRS and to hold the Chief Fire Officer / Chief Executive to account for the delivery of fire and rescue services and the delivery against the priorities in the Fire and Rescue Plan.
   3. The Terms of Reference of the Board will be reviewed on an annual basis.
   4. The Board will :
2. Scrutinise, support and challenge the overall performance of ECFRS including against the priorities agreed within the Fire and Rescue Plan and Integrated Risk Management Plan (‘IRMP’).
3. Support the Commissioner in holding the Chief Fire Officer / Chief Executive to account for the exercise of functions which are delegated to them as well as the exercise of functions of persons under the direction and control of the Chief Fire Officer / Chief Executive.
4. Advise the Commissioner on actions to be taken to maintain an efficient, effective and economic fire and rescue service for Essex.
5. Identify and consider different themes / “deep dives” for scrutiny, challenge and support.
6. Provide governance and oversight of the delivery of the Medium Term Financial Plan. Monitor actual revenue spend against budget, and the forecast outturn advising corrective action where appropriate in order to further advance the priorities of the service.
7. Agree and oversee implementation of ECFRS’s Treasury Management Strategy.
8. Monitor actual and forecast capital expenditure and resourcing of against the approved capital programme, advising the Strategic Board on progress achieved.
9. Monitor the use of ECFRS’s reserves.
10. Monitor the progress made in delivering planned transformation and efficiency savings.
11. Provide governance and oversight of key workforce transformation initiatives, including recruitment and retention initiatives, on-call development and mixed crewing.
12. Monitor workforce composition and demographics and champion initiatives to increase workforce diversity.
13. Monitor customer and employee satisfaction survey results and the actions to be taken in response.
14. Monitor and take steps to improve compliance with key people management processes, such as operational training and annual performance appraisals.
15. Oversee the development and implementation of the Service Improvement Plan, taking account of recommendations arising from HMICFRS inspections, peer reviews and other external reviews and reports (both local and national).
16. Monitor complaints and compliments made to ECFRS, and the learning arising from these, on a quarterly basis.
17. Review papers to be submitted to the Essex Police, Fire and Crime Panel and the Joint Audit Committee, other than those approved by the Strategic Board.
18. Identify areas of commissioning that would assist in delivering the Fire and Rescue Plan.
19. Receive additional reports from ECFRS’s Senior Leadership Team (‘SLT’) and its sub-boards as appropriate.
20. Commission additional reports via the Chief Fire Officer / Chief Executive as appropriate.
    1. The Performance and Resources Board has no executive powers, other than those specifically delegated in these Terms of Reference.
    2. Operational management of ECFRS is outside the scope of the Performance and Resources Board. This sits with the SLT, chaired by the Chief Fire Officer / Chief Executive.
21. **Membership**
    1. The membership of the Performance and Resources Board is as follows:
22. Police, Fire and Crime Commissioner
23. Deputy Police, Fire and Crime Commissioner
24. Chief Fire Officer / Chief Executive or Deputy Chief Fire Officer
25. Director of Corporate Services
26. Chief Executive for the Police, Fire and Crime Commissioner
27. ECFRS’s S151 Officer
28. Head of Performance and Scrutiny (Fire and Rescue) for the Police, Fire and Crime Commissioner
    1. Additional members may be invited by the Commissioner to support agenda discussions.
    2. This meeting will be chaired by the Commissioner or the Deputy Commissioner.
29. **Frequency and notice of meetings**
    1. The Board will meet monthly. The calendar of meetings shall be agreed at the start of each year.
    2. Further meetings outside of the normal cycle of the Board can be convened at the request of the Chair or any of its members, subject to agreement by the Chair.
    3. Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Board, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.
    4. Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair’s agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Board members and to other attendees at the same time as the meeting notice is sent out.
    5. Oral reports will not be accepted for substantive agenda items except in very exceptional cases, at the discretion of the Chair.
30. **Attendance at meetings and quorum** 
    1. Members of the Board are expected to attend all meetings, wherever possible. Where this is not possible, a named substitute may be sent on their behalf, who must be appropriately briefed to represent the standing member.
    2. A minimum of four members of the Board, including the Commissioner or their Deputy, must be present for the meeting to be deemed quorate. The minutes of the Board and unrestricted papers will be placed in the public domain as soon as practical after these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential.
    3. An “open chair” will be available for colleagues attending as observers to the meeting, to support their personal development, at the discretion of the Chair.
31. **Minutes** 
    1. The Secretary will record the names of those present at the meeting, write minutes, including the key points and decisions of all meetings, along with any actions stemming from discussion that need to be taken before the next meeting.

The minutes of all meetings and decisions taken will be circulated within 7 working days of the meeting, and the minutes will be presented to the Commissioner, or the Chair of the meeting, for approval within 15 working days.

* 1. The minutes of the Board and unrestricted papers will be placed in the public domain as soon as practical after these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential.
  2. The secretariat of the meeting will be provided by the Police, Fire and Crime Commissioner’s office.

1. **Decision-making (Commissioner or Deputy)**

Although the board has no decision-making powers, where a decision is required, the Commissioner or their Deputy (where authorised to do so under the Scheme of Delegation) may decide to take a decision on the item once discussion has concluded.