

Improvement Programme Summary of Completed Recommendations

Recommendations approved by Fire Authority on 25 September 2019		
No.	Recommendation description	Summary of outcome
1	Lessons learned and reform strategies are being produced focusing on collaboration, workforce reform, inclusivity and equality, learning and development. Governance review completed. Increased Member engagement and decision making will be initiated. New Corporate Plan to be produced and review of IRMP instigated.	Recommendation 16 was examined during the delivery of numerous outputs including: <ul style="list-style-type: none"> • An organisational framework for securing continuous improvement • A revised People and Development Strategy 2019-22 • A new DICE Strategy • A one year interim Corporate Plan 2018/19 • A review of the IRMP • A review of the corporate planning process
16	An examination of the approach Avon & Somerset Constabulary takes to succession planning and short-term appointments will be undertaken.	
3	Members will be provided with information to determine 'risk or demand' led decision making (links to Recs. 1 and 13). Officers will provide more data than previously recorded (links to Recs. 40-45). Peer support and assistance will be requested from the National Fire Chiefs' Council.	This recommendation delivered guidance and training on writing Fire Authority reports/papers by key personnel was developed by the Clerk, supported by a ½ day in-house training session. It also gained endorsement from the LGA peer review team that Fire Authority papers include evidence-based and risk assessed options where appropriate.
9 & 15	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.	This recommendation delivered a review of SLB level appointments process and comparing it against best practice across the emergency services' sector. The current process for appointment of SMB is contained within the Employment Committee Terms of Reference 2016. However, following the work of the Constitution Review Working Group (CRWG), it was incorporated into the new Draft Constitution which is being presented to Fire Authority for ratification on 25 September 2019. The appointment of Principal Officers and Statutory Officers is covered in the Employment Committee TORs. In addition the temporary appointment of Principal Officers is covered

		under the Scheme of Delegations section A1A; however, as A1A does not reference 'Statutory Officers', by default, the temporary appointments of Statutory Officers remains the remit of the Employment Committee.
10	A structural review will be instigated to ascertain best value and improved ways of working at senior level.	<p>This recommendation delivered numerous outputs including:</p> <ul style="list-style-type: none"> • Appointing an interim CFO/CE • Implementing an interim organisational structure • Independent diversity, inclusion, cohesion and equality advice • A new Service Leadership Charter • Guidelines for minute taking at SLB/SLT meetings • A review of the internal strategic meetings structure • Resilience of statutory officers • Examining the potential for increasing Group and Station Manager capacity • A review of the use of FireWatch • A review of existing document management systems • A review of the corporate policy framework
25 & 38	An organisational strategy will be produced and a skills gap analysis undertaken of SMB and support staff roles.	<p>This recommendation delivered four outputs including:</p> <ul style="list-style-type: none"> • A skills and personality analysis of SLB/SLT • SLB development e.g. Executive Leadership Programme • Business cases for restructuring of HR, Procurement & Supplies and Property Services • A review of how the Hay system is applied by the Service with reference to recruitment and retention, starting salaries and on promotion • A review of CPD requirements
43	We will evaluate the IT solutions currently available to assist in this process and purchase suitable software where appropriate.	This recommendation involved evaluating the range of potential IT solutions available to assist in the effective presentation of performance data to encourage evidence-based decision making. The Corporate Performance Manager presented a report to SLT on 23 May 2019 outlining the concept of a 'one platform' system to produce reports and the options available. A more detailed options appraisal will now be taken forward.
53	A secondment policy will be formulated to ensure this is well understood. Secondments will never be used in relation to exit	Following research of national best practice inside and outside of the Fire and Rescue sector, a Secondment Policy (and template Secondment Agreement) has been developed.

	strategies for staff.	The Trades Unions have also been consulted on these documents. Both the documents are due to be published on the intranet in September when the `draft` watermarking will also be removed. The policy will then be regularly reviewed and updated as per the Service's existing protocols. The policy specifically references the need for secondments to be of mutual benefit and the restrictions on secondments, including that they will never be used as an exit strategy for staff.
55	Abatement policy suspended and abatement stopped.	This involved ensuring that our Re-appointment Framework: <ul style="list-style-type: none"> • Complies with the 2018 edition of the Fire & Rescue National Framework • Includes the rules for Area Manager and above (including SLB) returning to existing or different roles including On-Call and Green Book staff The Authority's annual Pay Policy Statement was also published on our web site.
56	The constitution will be reviewed.	The new draft Constitution was submitted for approval at the Fire Authority meeting on 20 December 2018. However, progress was noted pending further discussion and not approved. A further version was resubmitted on 26 March 2019 and agreed by Members that it should be ratified by the new Fire Authority on 25 September 2019.
58	A Service Procurement Group has been set-up to provide input into the National Framework to ensure joined up procurement practices.	Recs 58 and 59 were incorporated into Recommendation 60. This delivered numerous outputs including: <ul style="list-style-type: none"> • A new Procurement Strategy 2019-22 • A review of our current procurement arrangements and availability of specialist procurement and contract management expertise • A review of the existing arrangements for the donation of redundant Avon Fire Authority fire appliances/equipment/uniform/etc. that is currently donated to GAFSIP in line with Section 3 duty of greater "... economy, efficiency and effectiveness" • A revised Essential Car User Scheme • A revised Vehicle Lease Scheme • A review of the replacement process for our equipment • A training needs analysis for Fleet and Technical Services
59	A report will be produced examining the opportunities for local suppliers' participation.	
60	The Procurement Policy will be reviewed to incorporate local suppliers' participation.	

Recommendations approved by Fire Authority on 27 June 2019

No.	Recommendation description	Summary of outcome
20	A review of the Principles of Public Life will be instigated to embed them throughout the Authority's working practices.	<p>This involved producing a new Employee's Code of Conduct to confirm the corporate expectation that every employee will align to the seven Principles of Public Life. Although originally combined with Recommendation 21, this recommendation related to paragraphs 117-120; 134; 137; and 209 of the Best Value report relating to disharmony between some Elected Members and the Service Leadership Board (SLB); the quality and transparency of Fire Authority papers not upholding the principles of public life; and performance of the Chief Fire Officer (CFO) and Elected Members.</p> <p>Therefore, this recommendation has been addressed through:</p> <ul style="list-style-type: none"> a) Changes made to the draft Constitution (Chapters 2, 13 and 14). b) The publication of the Leadership Charter emanating from work packages 10(4) and 10(5) as scrutinised by the Performance Review and Scrutiny Committee (PRSC) on 15 February 2019. c) 6(1) covering job descriptions signed off by PRSC on 13 July 2018. d) 6(2) covering performance management and Personal Development Reviews (PDR) for Principal/Statutory Officers signed off by PRSC on 12 October 2018. e) 7(1) covering the CFO's PDR as scrutinised by the PRSC on 15 February 2019. f) 3(2) signed off by PRSC on 15 February 2019 and 13(1) signed off by PRSC on 10 May 2018 covering the quality of papers/reports.

		<p>g) 6(3) signed off by PRSC on 13 July 2018 covering transparency by filming Fire Authority meetings and uploading to our You Tube channel.</p> <p>h) 13(3) covering the quality of minutes regarding decision making and a transparent culture as scrutinised by the PRSC on 15 February 2019.</p> <p>i) The Member Skills Framework, currently in draft, with a planned programme of Member development for 2019.</p> <p>j) Member development sessions supported by the Local Government Association (LGA) as referenced in their interim peer review report.</p>
21	An Employees' Code of Conduct will be developed.	This involved incorporating the outcome of the cultural review into our Cultural Action Plan 'Making AF&RS a better place to work – a commitment for cultural change'. This document provides direct evidence against the work package, which is further supported by the Service values that were developed in consultation with staff. Incorporating these principles into policies will be part of legacy actions.
35	Review of Trade Union interaction protocol instigated.	This involved working with representative bodies to review and develop a new Employee Relations Framework. Following review, initial productive discussions were held by the Trade Union Framework Group on 16 October 2018 and 20 March 2019.
54	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.	This involved a review of the policy and local discretions available by the Local Pensions Board (LPB) with a recommendation for adoption being made to the full Fire Authority as scheme manager. Following consideration by the LPB at their meetings on 9 April and 2 November 2018, the local discretions were approved by the Fire Authority on 26 March 2019.

Recommendations approved as complete by Fire Authority on 26 March 2019

No.	Recommendation description	Summary of outcome
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.	The Finance Manager has confirmed that Budget Reports go to each General Purposes Committee in line with the Fire Authority's Schedule of Meetings for the Municipal Year and that delegation of authority is set out in the General Purposes Committee's Terms of Reference as approved in July 2016. In addition a request to other Services via the NFCC Fire Finance Network to establish best/common practice within the sector was sent with responses from were received from 9 FRS indicating that budget reports were submitted on a quarterly basis.
5	SMB to consider further collaboration opportunities with Avon & Somerset Constabulary, other blue-light services and/or other wider partner agencies.	<p>Offering up work packages 5(2) and 5(3) on this occasion to complete the recommendation as work package 5(1) was previously scrutinised by PRSC 19 January 2018 and has been held in abeyance as per the scrutiny protocol.</p> <p>5(2) resulted in a new Collaboration Strategy being published in January 2019. It includes AF&RS's participation with SWESCG, shared estates, assets and function, interoperability, joint community initiatives, shared information, marketing and communications and international collaboration.</p> <p>5(3) involved engaging with Avon & Somerset Constabulary (A&SC) on collaboration initiatives, some of which are alluded to within the Collaboration Strategy. Since moving to Headquarters Portishead, Officers have proactively considered potential opportunities including sharing locations, community services and systems. While discussions remaining ongoing with A&SC, the Collaboration and Partnerships Register captures numerous examples of current and potential collaborative initiatives.</p>
7	CFO/CE will have Performance Development Review (PDR) carried out by the Employment Committee Panel (ECP) annually and with six month reviews.	The ECP, consisting of Group Leaders and the Monitoring Officer, undertook the CFO/CE PDR on 19 November 2018 following his substantive appointment. While the CFO/CE PDR will continue to be undertaken annually, it has been agreed between the Chair and the Group Leaders that the interim/stage review(s) frequency should remain flexible within

		the 12 month period.
12	Inductions and Members' training days have been introduced but Members will be required to attend.	Recommendations 12 and 49 were combined at the start of the programme and work package 12(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.
49	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>Work package 12(2) relates to developing Members' training packages for induction, development and ongoing CPD to ensure that they are well equipped to effectively undertake their role on the Fire Authority and/or its committees.</p> <p>A Member Development Working Group (MDWG) was established with representation from each political group. In collaboration with the LGA, a plan was developed which included 3 Member development sessions delivered in partnership with the LGA on the Fire & Rescue Service Act 2004 and good governance; Roles and Responsibilities; and Scrutiny. In addition a number of 'training sessions' were also delivered focusing on the fundamentals of Integrated Risk Management Plan 'refresh'; Tec Fire Safety; the Community Resilience Team and Safe and Well visits.</p> <p>Furthermore, the MDWG has produced a Members Role and Responsibilities Job Description and a Members Handbook 2018-19.</p>
13	Improve the quality of reports submitted to Members;	Recommendations 13 and 27 were combined at the start of the programme and work package 13(1) and 13(2) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.
27	Review the quality of reports that are proportionate to the issues under consideration.	<p>Work package 13(3): Review the corporate guidelines for taking and approving minutes of Fire Authority meetings to ensure a more comprehensive record of discussions leading to decisions made. This will in turn contribute to a more open and transparent culture, is being offered up which completes recommendations 13 and 27.</p> <p>A number of Member discussions have been had with regards to what constitutes adequate/appropriate 'minutes' over the last 12 months and, subsequently, the MDWG submitted a paper to the Fire Authority in Dec 18 summarising their findings and proposing</p>

		a set of Minute Taking Principles. These were approved by the Fire Authority.
17	A structural review will be instigated to ascertain Best Value and improved ways of working at senior level.	Although originally combined with Recommendation 10, this recommendation related to paragraph 207 of the Best Value report. This has subsequently been addressed through changes to the Fire Authority (Recommendation 2) as signed off by Fire Authority on 25 September 2018; and Service Leadership Board/Team (SLB/T) through 10(1) & 10(2), Leadership Charter (10(4) & 10(5) – as endorsed by the PRSC on 19 January 2018.
23	A structural review will be instigated to ascertain Best Value and improved ways of working.	Although originally combined with Recommendation 10, this recommendation related to paragraph 210 of the Best Value report. This has subsequently been addressed through changes made to SLB/T through 10(1) & 10(2), Leadership Charter in 10(4) & 10(5); and Human Resources, Procurement and Property Services in 25(2) – as scrutinised by the PRSC on 12 October 2018, 19 January 2019 and 15 February 2019. A structural review is also included within the Service Plan 2019-22.
24	Collaboration will be examined with Avon & 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.	Recommendations 24 and 37 were combined at the start of the programme and linked to recommendation 5 above and the associated evidence.
26/30	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 30 is a duplicate of recommendation 26. There were originally 3 work packages under recommendation 26; however 2 were previously scrutinised by PRSC and have been held in abeyance as per the scrutiny protocol. The third was subsequently deemed no longer applicable by the Project Executive. Therefore, it is being offered up in retrospect for completeness, with no additional consideration/scrutiny required
31	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	Recommendations 31 and 32 were combined at the start of the programme and, due to the organisational significance of the topic area; work has included a number of Member/Stakeholder Corporate Planning Workshops. Key areas of work have included: <ul style="list-style-type: none"> • The procurement of an independent baseline report • The production of a comprehensive strategic assessment

32	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.	<ul style="list-style-type: none"> • The production of an enhanced base line report • The procurement of risk modelling software to provide evidence based analysis of risk to under pin decision making • The production of a draft, integrated, Service Plan currently out for consultation which outlines the Service direction of travel for the next three years including comprehensive business cases for a proposed change to the Service response standards ie moving away from a geographical approach to a risk based approach, and the Service response to Automatic Fire Alarms.
33	CAST standards will be reviewed as part of an overall view of best practice within the FRS nationally	Critical Attendance Standards were reviewed as part of the response standard review outlined above i.e. Recommendations 31/32. The 'weight of attack' remains in line with CAST.
34	Peer support and assistance will be requested from the National Fire Chiefs' Council	<p>This links to Recommendation 33 and the assistance to be sought from the National Fire Chiefs Council (NFCC) with respect to the adoption and use of FBU CAST standards.</p> <p>Our national survey of fire and rescue authorities' response standards undertaken in April 2018 along with the views of Members and senior officers at the corporate planning workshops, indicated a desire to maintain the 'weight of attack' aligned to the FBU's Critical Attendance Standards and therefore no further support was sought from the NFCC.</p>
36	A structural review will be instigated to ascertain best value and improved ways of working.	Although originally combined with Recommendation 10, this recommendation related to paragraph 213(1) of the Best Value report. This has subsequently been addressed through the appointment of a new CFO in 10(1), interim structure in 10(2), Leadership Charter in 10(4&5) – as scrutinised by the PRSC on 19 January 2018 and 15 February 2019. Service Leadership Board/Team leadership development programmes in 25(1) are also offered up within this report as further evidence.
37	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.	Recommendations 24 and 37 were combined at the start of the programme and linked to recommendation 5 above and the associated evidence.

40	We will review our performance information to ensure it provides data that is both comprehensive and accessible in its presentation.	<p>Following the completion of work package 40(2), this recommendation is now complete. Work packages 40(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.</p> <p>Work package 40(2): Review the format of the Fire Authority's annual Performance Report that is designed to foster intelligent scrutiny and examination.</p> <p>A revised format for the Annual Report was presented to PRSC on 12 October 2018 with positive comments received from Members.</p>
41	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>Recommendations 41&42 were combined at the start of the programme and work package 41(1) was previously scrutinised by PRSC and has been held in abeyance as per the scrutiny protocol.</p> <p>Work package 41(2) was Report the options appraisal resulting from the research undertaken in Action 41(1) to the PRSC Improvement Working Group along with the decision taken as to the best option by the Service Management Team. However as no further action was required following PRSC scrutiny on the 10 May 2018 these recommendations are now complete.</p>
42	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.	
57	The whistleblowing protocol will be reviewed to ensure we create a safe space for employees to use confidential reporting.	<p>Review the Confidential Reporting Code and Guidance Notes to ensure it is fit for purpose including its availability, understanding, plain English and raising awareness.</p> <p>The Clerk led on a review of the Confidential Reporting code which included guidance notes being published, service wide, via the Service Delivery Bulletin in August 2018 and subsequent consultation with the CRWG, the SEN and Rep Body's.</p> <p>Following feedback, consideration was given to seeking funding for a support package from the Whistleblowing charity, Protect. However it was agreed that the return on investment would not be value for money at this time. Amendments were subsequently made to the draft Constitution, the Service intranet and the website. A new bulletin piece</p>

	will relaunch the front page of the intranet which will include access information to a designated information intranet page.
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Recommendations approved as complete by Fire Authority on 20 December 2018		
No.	Recommendation description	Summary of outcome
6	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.	Following the completion of work package 6(2), this recommendation is now complete. Work packages 6(1) and 6(3) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.
18	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.	Following extensive research and a two day long visit to Leicestershire FRS, a report has been produced containing insight into their management structure and ways of working. In addition, a review of Essex FRS was also carried out and included in the second part of the report. SMB are now considering the emerging key findings to determine next steps.
19	Assistance will be sought from the National Fire Chiefs' Council (incorporated in to recommendation 18).	
22	Cultural shift and organisational reviews to take place. A cultural audit will be initiated.	Following the completion of work package 22(5), this recommendation is now complete. Work packages 22(1) - 22(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.
29	Cultural shift and organisational reviews to take place. A cultural audit will be initiated (incorporated in to recommendation 22).	
39	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.	Following the completion of work package 39(7) - (11), this recommendation is now complete. Work packages 39(1) - 39(6) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol. Work packages 39(7) - (11) relate to how the Service manages sustainable change using recognised programme/project management principles including potential IT solutions, best practice from similar organisations and the development of managers of the future.
		Following an internal review of current practices and extensive research into best practice

		at Avon & Somerset Police; Devon & Somerset FRS, West Midlands FRS, Hampshire FRS, Leicestershire FRS and London FB, findings were summarised in a research report. The CFO/CE is currently considering the key findings to determine next steps which will, in turn, inform the outcome of WP1(1) regarding a continuous improvement framework.
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Recommendations approved as complete by Fire Authority on 25 September 2018

No.	Recommendation description	Summary of outcome
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 six years, either continuous or accumulated periods of membership of the Fire Authority.	<p>Following the completion of work package 2(1), this recommendation is now complete. Work packages 2(2), 2(3) and 2(4) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</p> <p>The proposed Statutory Inspection Action Plan considered by the Fire Authority at the extraordinary meeting held on Thursday 27 July 2017 included a recommendation that "... discussion will be held with the PCC to review the potential of passing governance to the PCC. However, Recommendation 6 was the only recommendation rejected by the Fire Authority which reduced the proposed 63-point action plan to an approved 62-point action plan.</p> <p>A Chair's 'Discussion Paper' was presented to the General Purposes Committee in Jan 18 to develop proposals with a subsequent paper being presented to the General Purposes Committee on the 11 April 18 and then to the Extraordinary Fire Authority meeting 3 May 18, which included the outcome from the Public Consultation, recommending the following:</p> <ul style="list-style-type: none"> a) that the number of Members of the Fire Authority should be reduced from 25 to 20; b) that the change should be effective from May 2018 (subsequently amended to read "effective for the Annual Meeting on 8 June 2018"); and c) that attendance and commitment requirements of Members should be included in the Standing Orders of the Fire Authority.

		<p>In addition the following amendments to Standing Orders were also recommended:</p> <ul style="list-style-type: none"> • New Standing Order 1.7A – Non-attendance of Members • New Standing Order 1.25 – Expectations of Members which included a ‘Members role description’
8	Governance arrangements changed with a Performance Review and Scrutiny Committee now in place.	<p>Following the completion of work package 8(3), this recommendation is now complete. Work packages 8(1) and 8(2) were previously scrutinised by IWG/PRSC and have been held in abeyance as per the scrutiny protocol.</p> <p>At the Audit, Governance and Ethics Committee meeting held on 27 September 2017, Melanie Henchy-McCarthy (Chief Internal Auditor, Bristol City Council) agreed that best practice dictated that the Fire Authority should swap to a new provider of internal audit services and would recommend that Bristol City Council does not submit a bid in response to the new invitation to tender (when published).</p> <p>To that end, a procurement exercise was undertaken by the Interim Treasurer in February 2018, the outcome of which was that RSM Risk Assurance Services LLP were awarded the contract from April 2018.</p>
44	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>Following the completion of work package 44(2), this recommendation is now complete. Work package 44(1) was previously scrutinised by IWG/PRSC and has been held in abeyance as per the scrutiny protocol.</p> <p>AF&RS has re-subscribed to the CIPFA Corporate Services Benchmarking Clubs which collect questionnaires and publish reports with comparisons with similar organisations. Published reports will assist driving improvements going forward. Back office functions include:</p> <ul style="list-style-type: none"> • Finance (accountancy and treasury management) • Governance (audit, risk management, counter-fraud and insurance) • Revenues and benefits (Council Tax, non-domestic rates, benefits administration and debtors)

		<ul style="list-style-type: none"> • Staff (HR, payroll and pensions administration) • Legal and democratic • Supplies (procurement and creditors) <p>Returns have been submitted for HR and accountancy to date.</p>
45	The new HMICFRS data set will be circulated as soon as available.	<p>A HMICFRS data request was received on 3 April 2018 with submission of the completed return by 5:00pm 1 May 2018.</p> <p>The data request was circulated to all relevant managers on 5 April and the draft completed submission was sent to the CFO/CE for approval on 25 April.</p> <p>The completed and approved data request was submitted to HMICFRS via Huddle on 1 May 2018.</p>
61	Staff volunteers to have an opportunity to contribute to national procurement programmes. The Service will seek to develop opportunities for staff to volunteer and contribute to the national procurement agenda.	<p>Following discussion with the NFCC national procurement lead it has been identified that individual staff volunteers is not the preferred way of engagement, instead the Fire Commercial Transformation Programme (FCTP) is open to Service level engagement through the various data requests that have been set up via FCTP.</p> <p>To that end AFRS have engaged with the NFCC FCTP by way of:</p> <ul style="list-style-type: none"> • Basket of Goods exercises • Contracts and Pipelines Data • National Spend Analysis Project • National procurements

Recommendations approved as complete by Fire Authority on 8 June 2018

No.	Recommendation description	Summary of outcome
14	The LGA will be consulted and assistance requested with making improvement.	This is no longer being treated as a 'recommendation' in its own right as it constitutes an 'action' pertaining to Rec 12(1) above, and others, with regards to Member Development i.e. seeking LGA assistance. Therefore, no evidence has been submitted.
52	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.	An Employment Committee Report was presented to Fire Authority on 23 March 2018 recommending that: <ul style="list-style-type: none"> a) The new CFO's salary should be set at £137,623 (this is the average basic pay of CFOs across the UK as set out in the 2017 pay survey from the LGA). b) Existing post holders below CFO will continue to be paid at their current salaries. c) However, for any new appointments the differentials with the new CFO's salary will be restored. d) The annual pay award from the NJC will be paid in accordance with the Gold Book.
62	Paragraphs 121-125 of the Fire Peer Challenge Report 2015 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.	A full review has been completed and evidence collated showing that all outstanding actions are either complete, incorporated into the IIT Action Plan as an 'enrichment' or have a separate plan in place as part of business as usual.

Recommendations approved as complete by Fire Authority on 9 February 2018

No.	Recommendation description	Summary of outcome
11	A revised protocol has been issued 27/6/17 between the DCFO and new Chair. The Chair has made clear that working relationships will remain formal and in accordance with the protocol.	A revised protocol was issued in line with the recommendation; however it has subsequently been re-issued following the appointment of the Interim Chief Fire Officer/Chief Executive.
28	A new Inclusion Committee to replace the Equalities Sub- Committee will be formed. The purpose is to demonstrate commitment to the inclusion agenda and drive organisational improvement.	Terms of Reference for the new Committee were approved at the Fire Authority Meeting on 13 October 2017. Subsequently the Committee, chaired by Cllr Lake, met on 2 November 2017 and provisionally agreed a change of name to the Diversity, Inclusion, Cohesion and Equality (DICE) Committee.
46	A detailed project (programme) plan will be produced by the Project (programme) Management Office (PMO) to implement the actions detailed within this plan, in line with recognised programme management principles.	A detailed programme plan and associated programme/project documents have been produced, ratified and are being implemented in line with Managing Successful Programme (MSP) principles. Evidence for Recommendation 50 also applies.
47	A lead officer interim appointment will be considered.	An Area Manager was appointed to provide dedicated leadership and focus to the Internal Improvement Team and the Improvement Programme.
48	The project plan (as above) will include the relevant recommendations from the Monitoring Officer's report.	<p>This is linked to recommendation 46 above. Following analysis of the Monitoring Officer's Report, the Internal Improvement Team identified two outstanding recommendations that were subsequently incorporated in to the IIT Action Plan. This included:</p> <p>Rec. 3: The Authority should confirm how temporary appointments to Principal and Statutory officer posts should be made in the future – this has been included in Recommendation 9, Action 9(2).</p> <p>Rec. 5: Reports concerning the CFO personally should from now onwards be prepared and presented by the Clerk. This has been included in Recommendation 13 Action 13(2).</p> <p>Both of these recommendations have been incorporated into the IIT Action Plan and the Governance Project Initiation Document.</p>

50	We will establish a dedicated Project (Programme) Management Office, staffed by suitably qualified programme management specialists, to coordinate and support the implementation of this action plan	An Internal Improvement Team has been established to facilitate the Programme Management Office and, where applicable, upskilled with formal programme management qualifications. The Programme Office has established a governance framework to oversee and monitor the IIT Action Plan, liaised with relevant key stakeholders to develop agreed templates for progress reports and produced a communication strategy to ensure all stakeholders are kept informed on the current status of the improvement journey.
51	Reports provided monthly to the Fire Minister, General Purposes Committee and the SMB. Regular reports will also be provided to the authority and/or appropriate Committees.	Links to recommendation 50(4). However, progress reports are provided monthly to the Police and Fire Service Minister, the Fire Authority, the Service Management Team, the Internal Improvement Board, and the Independent Improvement Programme Board, however not the General Purposes Committee. Going forward, and in line with the proposed scrutiny arrangements outlined in this paper, papers will also be produced for the PRSC Improvement Working Group.